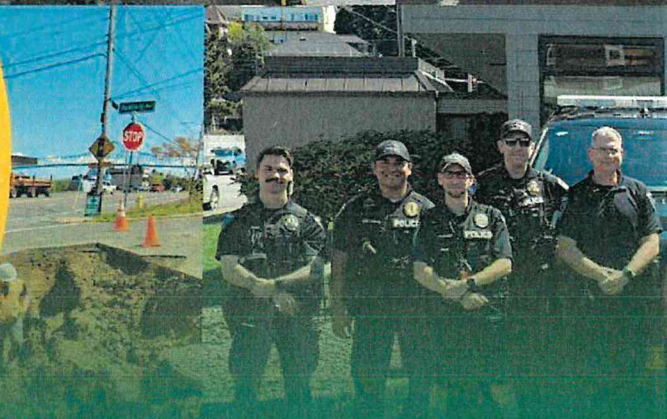


CITY OF ASTORIA
**EMERGENCY
OPERATIONS**
PLAN

June 09, 2026



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Introductory Material

Promulgation Statement and Signatures

To All Recipients:

Promulgated herewith is the City of Astoria Emergency Operations Plan (EOP). This plan supersedes all previous City of Astoria EOPs and establishes the City framework for coordinating emergency management activities.

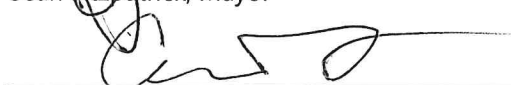
The Astoria City Council approves this plan as the City's official EOP. The Mayor and City Manager/Administrator provide overall policy direction and ensure the City's emergency management program is supported. The Emergency Management Coordinator/Director is responsible for the maintenance, implementation, and administration of this plan, in coordination with City department heads and EOC staff as assigned. All City departments with responsibilities under this EOP should keep their procedures, training, and exercise activities up to date to effectively perform their roles.

This EOP applies to all City of Astoria departments and supports coordination with Clatsop County, neighboring jurisdictions, special districts, Tribal governments, state and federal partners, and community organizations for mutual aid and external support. The plan aligns with applicable state and federal emergency management doctrine. A redacted public version of the EOP will be made available.

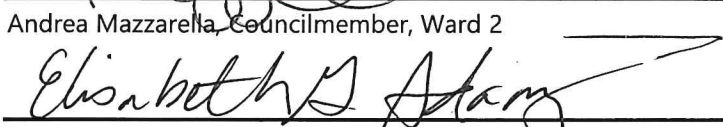
This EOP will be reviewed and reapproved every two years. A comprehensive revision will occur every four to five years. The Emergency Management Coordinator/Director may make administrative updates. Changes affecting authorities, roles, or responsibilities require formal City of Astoria approval.

Approved this 20 day of July, 2026.



Sean Fitzpatrick, Mayor

Andy Davis, Councilmember, Ward 1

Andrea Mazzarella, Councilmember, Ward 2

Elisabeth Adams, Councilmember, Ward 3

Joshua Conklin, Councilmember, Ward 4

Record of Changes

All updates and revisions will be tracked using the table below.

Date	Change Number	Summary of Changes	Author/Person Making Change

Record of Distribution

The City of Astoria EOP and supporting annexes are distributed in both electronic and printed formats. The primary electronic version of the plan is maintained in the City's designated repository, which serves as the official record for version control and document management.

Printed copies of the EOP are provided to the Mayor, City Council, City Manager/Administrator, City department heads, and other designated recipients to support continuity of operations during power, network, or communications outages.

A redacted public version of the EOP will be made available to support transparency and public awareness for the City of Astoria.

The City Emergency Manager/Emergency Management Coordinator is responsible for maintaining the official version of the plan, including routine maintenance and managing distribution. The distribution list will be reviewed and updated as part of the biennial plan review cycle to reflect current City departments, agencies, and points of contact, including external coordination contacts such as Clatsop County for mutual aid and support. The distribution list will be reviewed and updated as part of the biennial plan review cycle to reflect current departments, agencies, and points of contact.

Date	Version	Format (Electronic/Print)	Recipient
			Amateur Radio Emergency Services/ Radio Amateur Civil Emergency Services (ARES/RACES)
			American Red Cross
			Astoria City Manager's Office
			Astoria Community Development Department
			Astoria Dispatch Center
			Astoria Emergency Operations Center
			Astoria Public Works Department
			Astoria Finance Department
			Astoria Fire Department
			Astoria Parks & Recreation Department
			Astoria Police Department
			Astoria Public Library
			Astoria School District
			Camp Rilea
			City of Astoria
			City of Cannon Beach
			City of Gearhart
			City of Seaside
			City of Warrenton
			Clatsop County Assessment and Taxation
			Clatsop County Board of Commissioners
			Clatsop County Budget and Finance
			Clatsop County Clerk and Elections
			Clatsop County Community Corrections
			Clatsop County Community Development
			Clatsop County Court

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Date	Version	Format (Electronic/Print)	Recipient
			Clatsop County District Attorney
			Clatsop County Fairgrounds
			Clatsop County Fire Defense Board
			Clatsop County Emergency Management
			Clatsop County Health and Human Services
			Clatsop County Manager
			Clatsop County Public Health Department
			Clatsop County Public Affairs Office
			Clatsop County Public Works Department
			Clatsop County Road Division
			Clatsop County Sheriff's Office
			Columbia Memorial Hospital
			Columbia River Estuary Study Taskforce (CREST)
			Elsie-Vinemaple Fire
			Fort Stevens State Park
			Hamlet Fire
			Knappa Fire
			Lewis & Clark Fire
			Medix Ambulance
			Olney Fire
			Westport Fire
			Mist-Birkenfeld Fire
			Oregon Department of Forestry (Astoria)
			Oregon Emergency Management
			Oregon State Fire Marshal (Astoria)
			Oregon State Police (Astoria)
			Port of Astoria

Date	Version	Format (Electronic/Print)	Recipient
			Providence Seaside Hospital
			Seaside Dispatch Center
			U.S. Coast Guard Air Station (Astoria)

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Base Plan

The City of Astoria emergency management program is administered under the direction of the Mayor and City Council and managed through the City Manager/Administrator, with coordination support from the City Emergency Manager and department heads. This Emergency Operations Plan (EOP) serves as the City of Astoria's all-hazards framework for organizing resources and coordinating response and short-term recovery activities during major emergencies or disasters. The City of Astoria has formally adopted the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS) as the standard approach for command, coordination, and resource management, including activation and staffing of the City Emergency Operations Center (EOC) and assignment of EOC positions consistent with ICS.

The legal authority for this plan and associated emergency powers is established under Oregon Revised Statutes (ORS) Chapter 401, including ORS 401.309 governing emergency declarations. Additional authority is provided through the City of Astoria Municipal Code and applicable City administrative policies, which address delegation of authority, emergency purchasing, and continuity of governance. This plan aligns with and is supplemental to the National Planning Frameworks, the National Contingency Plan, and the State of Oregon Comprehensive Emergency Management Plan, and it supports coordination with Clatsop County when requesting or providing mutual aid and other external support.

Emergency management within the City of Astoria is a continuous program supported by training and exercises for City leadership, department staff, and EOC personnel. The structure of this EOP aligns vertically with the Clatsop County Emergency Operations Plan and the State of Oregon Comprehensive Emergency Management Plan and horizontally with the EOPs of neighboring jurisdictions and special districts. This plan is intended to integrate with Clatsop County coordination processes for regional situational awareness, resource requests, and mutual aid, while clearly defining City of Astoria governance, operational roles, and internal decision-making.

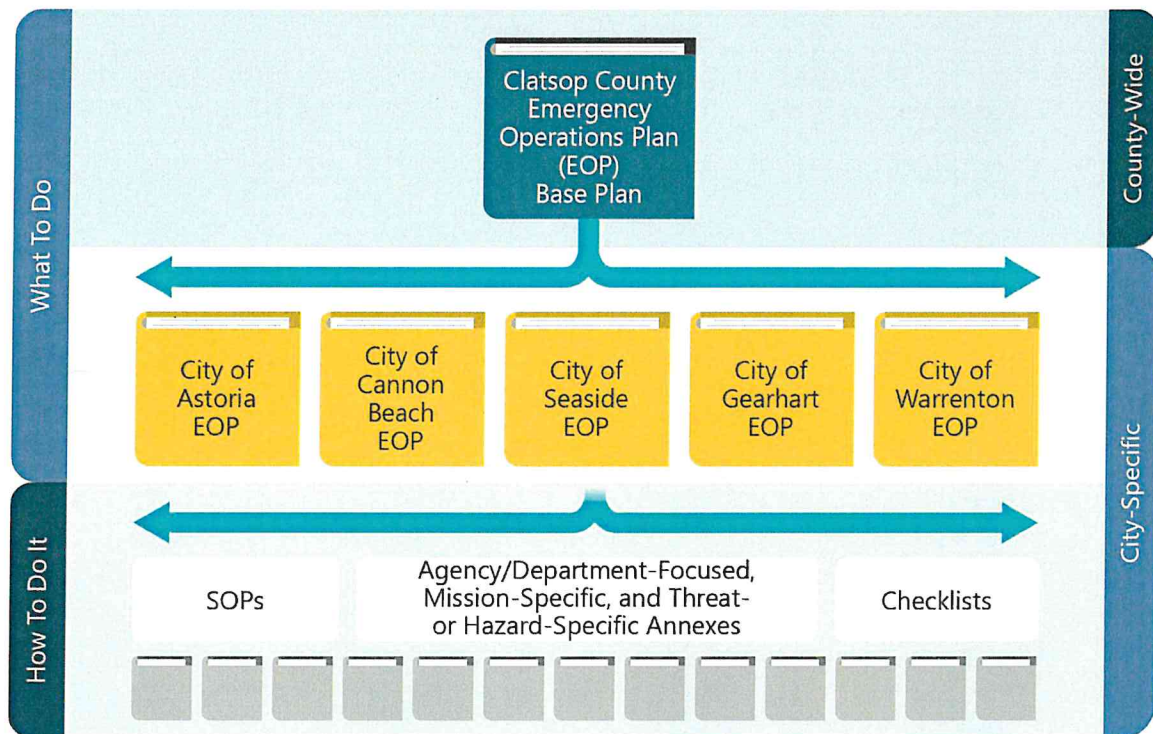


Figure 1: Plan Relationships

Purpose, Scope, Situation Overview, and Assumptions

This EOP and supporting annexes establish high level guidance for city actions during response to and short-term recovery from major emergencies or disasters. The EOP serves as an all-hazards framework that combines the city's technical capabilities with the professional judgment of emergency response personnel and department leadership. The legal authority for this framework and associated emergency powers is established in the Authorities and References section of this Base Plan, which defines emergency declaration authority, delegation of powers, and emergency purchasing consistent with applicable state and local law.

The plan is written for an audience with a working understanding of emergency management terminology, concepts, authorities, and operational structures. This plan is intended for city elected officials, department leadership, emergency management staff, and personnel assigned emergency management responsibilities who operate within established emergency management authorities and structures.

The EOP aligns with the Clatsop County Emergency Operations Plan and State of Oregon Comprehensive Emergency Management Plan and the National Planning Frameworks and supports implementation of NIMS and ICS. This section defines the scope of City authority, summarizes the operating environment that shapes emergency response in the City of Astoria, and establishes planning assumptions that guide

coordinated action during incidents that require City-level coordination and, when needed, coordination with Clatsop County and other external partners for mutual aid, resource support, and information sharing.

Purpose

The purpose of the EOP is to provide a coordinated framework for response and short-term recovery during emergencies or disasters of any size or type in the City of Astoria. This plan establishes the strategic direction, authorities, and coordination structures used to protect life, stabilize incidents, and support restoration of essential services through the community lifeline framework.

For clarity, the EOP is organized using an agency- and department-focused structure consistent with the FEMA Developing and Maintaining Emergency Operations Plans Comprehensive Planning Guide 101 (CPG 101), and includes the following components:

- **Base Plan**, which provides overarching authorities, assumptions, concepts of operations, coordination structures, and plan maintenance requirements applicable across all departments.
- **Agency/Department-Focused Annexes**, which describe the roles and general responsibilities of each unit of local government during emergencies. These annexes provide context for how agencies support emergency operations without duplicating operational procedures.
- **Hazard-Specific Annexes**, which address preparedness, response, and recovery considerations tied to specific hazards.
- **Mission-Specific Annexes**, which address cross-cutting operational activities such as debris management, evacuation, donations management, reunification, public information, and public health functions.

The objectives of this plan are as follows:

- Establish a structured framework for City of Astoria responsibilities during all phases of an emergency.
- Support coordination across City departments, Clatsop County, incorporated cities, and community partners through NIMS and ICS.
- Prioritize stabilization of community lifelines and continuity of essential services.
- Define clear authority, succession, and decision-making responsibilities at the policy and operational levels.
- Integrate access and functional needs considerations into planning and response activities, including the needs of children, caregivers, individuals with disabilities, individuals with limited English proficiency, and households with pets.
- Support timely resource request, allocation, and coordination through standardized processes.

CITY OF ASTORIA EOP

- Support timely resource request, allocation, and coordination through standardized City of Astoria processes, including requests for mutual aid and external support through Clatsop County and other partners as applicable.
- Provide a coordinated and consistent approach for emergency public information, media relations, public warning, and community engagement in alignment with NIMS and the Joint Information System (JIS).
- Establish baseline assumptions for City of Astoria self-sufficiency during initial response operations.

Plan Outline

This EOP is organized so that readers can quickly locate the information related to their role during an emergency. Not all readers are expected to use every section of the plan.

OVERALL AUTHORITY, COORDINATION, AND DECISION MAKING

The **Base Plan** establishes citywide authorities, assumptions, concepts of operations, coordination structures, and plan maintenance requirements that apply across all departments and emergency activities.

DEPARTMENT ROLES AND GENERAL RESPONSIBILITIES DURING AN EMERGENCY

The **Agency/Department-Focused Annexes** describe the roles and general responsibilities of each unit of local government and explain how departments support emergency operations. These annexes are not intended to replace department-specific procedures or standard operating procedures.

INFORMATION RELATED TO A SPECIFIC HAZARD OR THREAT

The **Hazard-Specific Annexes** address preparedness, response, and recovery considerations tied to specific hazards that may affect Clatsop County.

GUIDANCE ON A SPECIFIC EMERGENCY FUNCTION OR ACTIVITY

The **Mission-Specific Annexes** address cross-cutting operational activities such as debris management, evacuations, donations management, public information and warning, and public health functions that may be required across multiple incident types.

During an emergency, direction and tasking will be provided through established supervisory channels, department leadership, or the emergency operations center (EOC). This plan provides the framework that supports those directions by defining how coordination, resource management, and decision making occur across the City of Astoria.

Scope

This EOP applies to all City of Astoria departments, agencies, and personnel with assigned emergency management responsibilities. It defines the strategic and tactical boundaries for engaging City of Astoria during emergencies and disasters and establishes the pathways for coordination, escalation, legal authority, and resource allocation within City of Astoria governance and operational structures. The plan serves as the City of Astoria link between city operations, Clatsop County coordination and mutual aid, state, and federal emergency management systems.

APPLICABILITY

The provisions of this plan are applicable to the following:

- City of Astoria government
 - › All City of Astoria departments, divisions, and offices assigned roles in emergency response or recovery.
- County and Incorporated cities
 - › Supports coordination with Clatsop County, Cannon Beach, Gearhart, Seaside, and Warrenton during incidents requiring support or coordination from the City of Astoria.
- Special districts
 - › Special districts within the City of Astoria and Clatsop County are quasi-governmental entities and political subdivisions of the state or local government that provide specific public services within defined geographic areas. These include, but are not limited to, rural fire protection districts, hospitals and health-related districts, school and education service districts, water and wastewater districts, sanitation districts, transportation- and port-related districts, and dike and levee districts.
 - › While special districts operate independently under their own statutory authorities and governing boards, they are responsible for critical infrastructure and essential community services. As such, they are included within the applicability of this plan to support coordinated emergency operations, situational awareness, and integration into citywide response and recovery efforts when incidents affect or exceed local capabilities
- Community partners
 - › Includes private sector entities, nonprofit organizations, volunteer organizations, and regional partners that support response and recovery activities.
- Regional and state coordination
 - › Supports horizontal coordination with neighboring jurisdictions, including Clatsop County, and alignment with regional and state agencies as conditions warrant.

GEOGRAPHIC SCOPE

This plan applies to the entire geographic area of the City of Astoria, including incorporated cities and unincorporated communities. It accounts for operational constraints associated with the county's coastal environment, including geographic isolation, limited access routes, and seasonal population increases. Figure 2 provides a map of the City of Astoria that identifies municipal boundaries.



Figure 2: Map of City of Astoria City Limits

PLAN STRUCTURE AND COMPONENTS

The EOP is organized using a modular agency- and department-focused structure to support operational use. Users should reference the Base Plan and applicable agency-, hazard-, or mission-specific procedures based on incident conditions and operational needs.

CONDITIONS FOR ACTIVATION

This plan may be activated when daily city operations are insufficient to meet incident requirements. Activation may occur under the following conditions:

- A major incident requiring city coordination and EOC activation
- An incident requiring sustained operations, extended coordination, or formal incident action planning across operational periods
- A request for assistance from an authority having jurisdiction (AHJ) where local capabilities are exceeded

- An incident where on-scene Incident Command requires off-scene coordination, resource tracking, policy support, or external liaison functions
- An impending or emerging hazard requires monitoring or coordination
- Activation of city emergency operations by the Emergency Manager, with formal emergency declarations issued by the Mayor or City Council as required by law

COMMUNITY LIFELINES

The City of Astoria adopts the FEMA Community Lifelines framework to support situational awareness and prioritization during incidents. City actions focus on saving and sustaining life and stabilizing essential services, including safety and security; food, hydration, and shelter; health and medical; energy; operational communications; public information; transportation; hazardous materials; and water systems.

PLAN ALIGNMENT

This EOP aligns with and complements the Clatsop County EOP, the State of Oregon Comprehensive Emergency Management Plan and applicable federal frameworks. It is designed to nest vertically with state doctrine and link horizontally with incorporated city EOPs and other supporting plans, including continuity and hazard mitigation plans.

Situation Overview

The City of Astoria faces a broad range of natural, technological, and human-caused hazards due to its coastal location, complex terrain, aging infrastructure, and role as a regional center for maritime activity, transportation, and tourism. Hazard prioritization and mitigation strategies are informed by the most recent Clatsop County Multi-Jurisdictional Natural Hazards Mitigation Plan and supporting assessment and workshop materials. Figure 3 depicts the impacts of natural hazards in Clatsop County, including a health advisory at Cullaby Lake, a landslide in Astoria, and a dike overtopping.

Primary natural hazards include earthquakes associated with the Cascadia Subduction Zone, tsunamis, flooding, landslides, severe weather, and coastal storms. Technological and human-caused hazards include hazardous materials incidents, extended power outages, fuel or natural gas leaks, cybersecurity incidents, transportation accidents, and criminal or targeted acts of violence.

The Port of Astoria Emergency Action Plan (EAP) identifies additional risks associated with waterfront facilities, industrial tenants, marine operations, and airport infrastructure, emphasizing the potential for service disruption, evacuation challenges, and cascading impacts following major incidents. The City's Emergency Operations Plan provides an all-hazards framework to support coordinated response and recovery, integrating City operations with Clatsop County, the State of Oregon, the Port of Astoria, and other public, private, and nonprofit partners to protect life, stabilize incidents, and support community resilience.



Figure 3: Photos of Clatsop County Historic Natural Hazards

HAZARD ENVIRONMENT

Hazards identified for the planning environment include the following:



NATURAL HAZARDS

Earthquakes	Severe Weather and Winter Storms	Coastal Erosion
Tsunamis Including near shore and distant events	Wildfires	Drought
Floods	Volcanic Activity	



TECHNOLOGICAL HAZARDS

Hazardous Materials Incidents	Transportation Accidents	Maritime and Port-Related Incidents
Utility and Communications Failures	Dam Failures Including upstream dam failures	Cyber Incidents Affecting Critical Systems



HUMAN-CAUSED HAZARDS

Targeted Acts of Violence	Bomb Threats and Improvised Explosive Devices	Civil Disturbance
Active Assailant or Active Shooter Incidents	Sabotage	



PUBLIC HEALTH AND BIOLOGICAL HAZARDS

Public Health Emergencies
Including pandemics

Radiological and Biological Hazards

HIGH AND VERY HIGH PRIORITY HAZARDS



Figure 4: Tsunami Evacuation Route, Adobe Stock Photo

Consistent with the Clatsop County Hazard Analysis, Local Hazard Profile Assessment, and the Natural Hazards Background Report developed in support of the Clatsop County Natural Hazard Mitigation Plan, the following hazards have been identified as presenting the highest risk to Clatsop County based on probability, potential consequences, and exposure:

- Cascadia Subduction Zone earthquake
- Tsunami
- Wildland fire and urban interface conflagration
- Windstorm
- Landslide
- Flood
- Hazardous materials incident
- Winter storm, including snow and freezing rain

This prioritization is intended to inform planning emphasis, preparedness activities, and response considerations. It does not replace or supersede the broader hazard list, because other hazards may still require significant coordination depending on incident conditions. Hazards originating outside the City of Astoria, including upstream dam failures or incidents in neighboring jurisdictions, may also create cascading impacts within the county.

Critical Infrastructure and System Vulnerabilities

Astoria's critical infrastructure and essential systems are highly vulnerable to disruption due to the city's coastal and riverine location, hillside development, aging infrastructure, and exposure to high-impact seismic, tsunami, flood, landslide, and severe weather hazards, as identified in the Clatsop County Multi-Jurisdictional Natural Hazards Mitigation Plan. Past planning efforts and current risk assessments recognize that major incidents—particularly Cascadia Subduction Zone earthquakes and coastal events—

may result in cascading and compounding failures that isolate the community and prolong response and recovery operations.

Several critical systems are particularly vulnerable to disruption during major incidents. Transportation infrastructure, including the Astoria-Megler Bridge, U.S. Highway 202, U.S. Highway 101, U.S. Highway 26, U.S. Highway 30, the New Youngs Bay Bridge, the Old Youngs Bay Bridge, and other key river crossings and evacuation routes, may be damaged or impassable, isolating communities for extended periods. Ports and maritime facilities, including the Port of Astoria and the Astoria Regional Airport, are also subject to disruption from seismic, coastal, and severe weather hazards.

For planning purposes, standard highway bridges that support evacuation and access along primary routes are considered key river crossings due to their role in north-south and west-east evacuation movement. Facilities such as the Arch Cape Tunnel on U.S. Highway 101 function as critical evacuation chokepoints and present similar operational risks as bridges during seismic, landslide, flood, or severe weather events. Damage or closure of these facilities could significantly restrict evacuation, emergency response, and resupply efforts, particularly for coastal and rural communities.

Essential services, such as water and wastewater systems, energy distribution infrastructure, health and medical facilities, emergency shelters, communications systems including radio towers and internet nodes, and government facilities (including the county EOC and public safety building), are exposed to coastal, seismic, and weather-related risks. Prolonged disruption to these systems may compound incident impacts and delay stabilization and recovery operations.

Population and Demographic Considerations

The City of Astoria demographic profile presents unique planning considerations that influence preparedness, response, and recovery operations. Population distribution, age, housing characteristics, and access and functional needs shape evacuation planning, sheltering strategies, medical surge capacity, and the delivery of essential services during emergencies. Demographic information summarized in this section is derived from the U.S. Census Bureau Decennial Census and American Community Survey (ACS) 5-Year Data, supplemented by county planning and hazard mitigation materials.

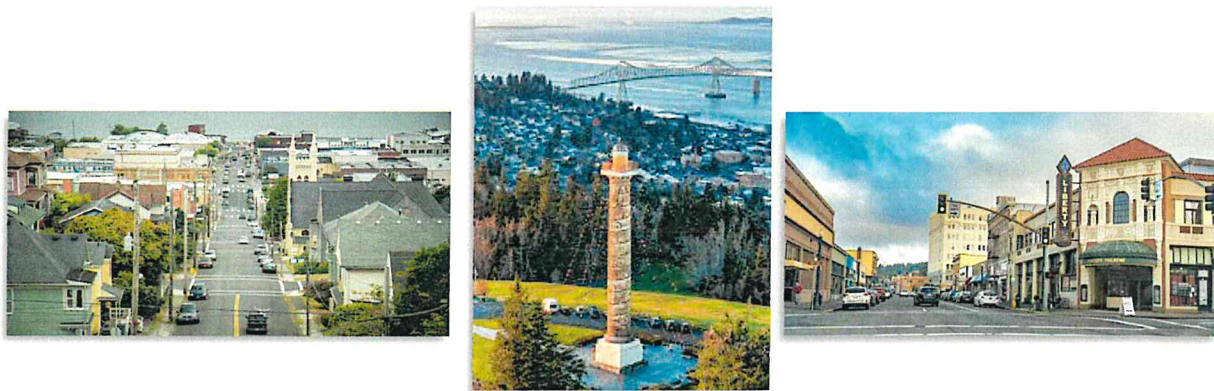


Figure 5: Photos of the City of Astoria Landmark

The City of Astoria has a permanent population of approximately 10,000 residents, concentrated within a compact urban footprint along the Columbia River, with residential neighborhoods extending into steep hillside areas that may experience access constraints during earthquakes, landslides, flooding, or severe weather incidents. As a historic coastal port city and county seat, Astoria experiences seasonal and event-driven population increases associated with tourism, festivals, cruise ship visits, and recreational travel, which can temporarily increase demand for transportation, emergency medical services, public information, and sheltering resources. Seasonal population variability is reflected in census housing vacancy rates and short-term rental activity. Figure 5 depicts the Astoria Column, which attracts visitors from around the world, and offers views of the City of Astoria and the Columbia River from its observation deck.

A substantial portion of the City of Astoria's population—approximately 21 percent—is 65 years of age or older, increasing reliance on medical services, prescription access, mobility assistance, accessible transportation, and power-dependent medical equipment during prolonged outages. American Community Survey (ACS) data also indicate that a notable share of Astoria residents live with disabilities or other access and functional needs, reinforcing the importance of early coordination with public health, human services, and nonprofit partners to support accessible evacuation, sheltering, and recovery operations within city limits.

Housing characteristics within the City of Astoria further influence disaster risk and recovery timelines. The city contains a high proportion of rental units, multifamily buildings, older historic structures, manufactured homes, and seasonal or short-term lodging, many of which may be more vulnerable to damage from seismic events, flooding, landslides, coastal storms, and high winds. Damage to rental and seasonal housing stock can significantly constrain temporary housing availability, workforce retention, and community recovery. Unhoused individuals within the City of Astoria may face heightened exposure to hazards and barriers to accessing shelters, healthcare, and recovery assistance, necessitating early coordination with human services providers, behavioral health partners, and community-based organizations.

Language access needs and economic conditions also shape emergency communication and recovery outcomes within the City of Astoria. ACS data indicate that a portion of city residents speak a language other than English at home and may have limited English proficiency, underscoring the need for plain-language, multilingual, and accessible public information before, during, and after emergencies. Income and poverty indicators within the city highlight the importance of coordinated assistance programs following disasters that disrupt employment, housing stability, healthcare access, and essential services.

Port of Astoria facilities introduce additional population and demographic considerations. Port operations support a transient and often non-resident population, including maritime crews, commercial fishermen, seasonal workers, cruise ship passengers, truck drivers, and airport users, many of whom may be unfamiliar with local hazards, evacuation routes, and emergency alerting systems. Port facilities operate on varied schedules, including overnight and weekend hours, resulting in fluctuating on-site populations and staffing levels. Language diversity, rotating crews, and varying access and functional needs further influence evacuation assistance, accountability, and public information strategies. In addition, port-related activities can create short-term population surges in low-lying waterfront areas, increasing exposure

during floods, tsunamis, severe weather, or power outages, underscoring the importance of early coordination among the City, the Port of Astoria, and response partners.

Operational Context and Lifeline Priorities

This operating environment informs the city's use of the community lifelines framework to support situational awareness and response prioritization. Initial response actions focus on stabilizing essential lifelines in support of response and recovery operations.

CAPABILITY ASSESSMENT

The City of Astoria's emergency management capability is primarily focused on coordination, information sharing, and resource support during incidents that exceed routine departmental operations. Rather than maintaining a standalone emergency management department, the City relies on existing departments, cross-trained staff, and scalable coordination structures to support response and short-term recovery activities. These capabilities are exercised through City departments, neighboring incorporated cities, special districts, community organizations, and private sector partners, and are integrated with Clatsop County and State of Oregon emergency management systems when local capabilities are exceeded.

City capability priorities are informed by participation in planning workshops, local capability assessments, training needs, and lessons learned from exercises and real-world incidents. Through this process, the City has identified Operational Coordination, Public Information and Warning, Planning, Logistics and Supply Chain Management, and Situational Assessment as multi-year focus areas. These priority capabilities guide training, exercise design, corrective actions, and future planning efforts under the Integrated Preparedness Cycle.

The City of Astoria's capability is primarily executed through EOC coordination, which supports situational awareness, prioritization of competing demands, and resource coordination across concurrent incidents.

The City of Astoria's emergency management capability is shaped by geographic isolation, limited access routes, seasonal population increases, staffing depth constraints, and infrastructure vulnerability. These conditions may require sustained local operations during the initial operational period and reinforce the importance of strengthening coordination, logistics management, and information sharing capabilities.

Capability improvement efforts are implemented through training, exercises, and planning activities identified by City leadership and the Emergency Management Organization (EMO).

Additional detail regarding command and control, department roles, communications, and operational procedures is addressed elsewhere in this Base Plan and supporting annexes.

MITIGATION OVERVIEW

Mitigation activities in the City of Astoria are guided by the 2021 Clatsop County Multi-Jurisdictional Natural Hazards Mitigation Plan and applicable state and local authorities. Mitigation priorities emphasize

pragmatic governance, protection of community lifelines, and support for resilient communities in a hazard environment shaped by seismic, coastal, weather related, and wildfire risks.

Mitigation planning identifies the risk of geographic and supply chain isolation as a central consideration for emergency operations. Multiple high priority hazards have the potential to disrupt transportation access, power, communications, and food and medical supply chains, with planning assumptions ranging from 72 hours to two weeks or longer without external assistance.

Protection of critical infrastructure and lifelines is a core mitigation focus. Priority sectors include energy, communications, transportation, health and medical services, food, water, and shelter systems. Transportation corridors, bridges, and evacuation routes are recognized as potential chokepoints whose disruption could isolate communities and complicate response and recovery operations.

Risk reduction is implemented through land use planning, development standards, building codes, and post disaster recovery and rebuilding practices. Mitigation considerations inform preparedness activities, such as evacuation route planning and public education, support continuity of essential services during response, and are incorporated into recovery decisions to reduce future risk while restoring damaged systems.

Mitigation planning is coordinated across the county, incorporated cities, and special districts and is aligned with state mitigation frameworks. Hazardous materials prevention and technical mitigation are addressed through separate hazardous materials and environmental response plans.

PLANNING ASSUMPTIONS

Planning assumptions are used to support plan development and operational readiness. During an incident, these assumptions are replaced by situational awareness and adjusted as conditions change.

- All areas of the City of Astoria are subject to hazards that may disrupt essential services and government operations.
- Residents within the county should be prepared for a minimum of 72 hours of self-sufficiency, with the understanding that isolation may extend for one to two weeks or longer. Historically, some coastal planning assumptions have considered isolation periods of up to six weeks following a catastrophic Cascadia Subduction Zone earthquake, particularly where transportation access is severely constrained.
- State and federal assistance may be delayed and may not arrive until local resources and mutual aid are exhausted.
- Primary transportation corridors may be damaged or impassable due to landslides, seismic activity, or severe weather, requiring the use of alternate routes, including private or gated roads.
- Incidents affecting port, waterfront, or industrial areas may involve transient populations, hazardous materials, and limited evacuation routes, increasing coordination and public information demands.

- Response operations may be significantly strained during peak summer months, major events, and seasonal activity, when the population increases substantially.
- Response and recovery activities will incorporate access and functional needs considerations.
- Essential services will be disrupted, including power, water, communications, transportation access, and health and medical services.
- Emergency declaration and emergency purchasing authorities may be used when local capabilities are exceeded, consistent with ORS 401.309 and Clatsop County Code 1.04.070.
- Protection of private property remains primarily the responsibility of the property owner.
- City staffing levels may be reduced during major incidents due to employee impacts, access constraints, or competing response demands, requiring prioritization of essential functions and mutual aid support.
- City facilities, including administrative buildings and emergency coordination locations, may be damaged, inaccessible, or lack utilities, requiring relocation or use of alternate facilities.
- Major incidents may generate multiple, simultaneous incidents that exceed local response capacity and require prioritization across competing life-safety and infrastructure needs.

Concept of Operations

This section establishes a scalable, flexible, and adaptable framework for coordinating City of Astoria response and short-term recovery operations. It describes a scalable, flexible, and adaptable approach in which the EOP Base Plan and its supporting annexes may be activated in whole or in part, based on incident conditions. The framework emphasizes City-led response, unity of effort, and coordinated action across City departments, City leadership, and partner organizations. It defines the overarching organizational structures and general coordination processes used to manage information, resources, and operational activities during incidents or planned events, while enabling integration with Clatsop County for coordination and mutual aid, state, and federal support when local capabilities are exceeded.

Upon activating this EOP base plan, the following actions will be taken in addition to those listed in any activated annex.

Activation

Upon receipt of a credible threat or when an incident occurs, the designated emergency management agency (if any), or another authorized city or county agency or official responsible for emergency duties, may activate the EOP and applicable annexes and may activate the EOC as incident needs dictate. This EOP may be activated in part or in full through several mechanisms. The EOC is activated before or during an incident or planned event.

CITY OF ASTORIA EOP

- An incident or planned event that warrants multi-agency and/or multi-jurisdictional coordination has occurred or will occur.
- The City of Astoria EOC activation results in a request to activate this EOP.
- A local emergency is declared by the Mayor or City Council, or conditions indicate that a declaration or escalation of assistance may be required.

The City of Astoria Emergency Manager will determine EOC activation levels and ensure adequate EOC staffing levels. Department heads will be notified of EOC activation using phone calls, text messages, and emails, and their presence will be requested in the EOC, as appropriate. The EOC will operate as the situation dictates and serve as a clearinghouse for response and recovery operations and resource deployment.

Initial Operations

- Gather and process initial information regarding the incident or event, its impacts, and initial response operations.
- Establish contact, as appropriate, with the emergency management organizations of adjacent municipalities.
- Activate agreements or contracts with the private sector or other providers for services or supplies known or anticipated as necessary.
- Request assistance, as needed, by executing mutual aid agreements and/or requesting assistance under the Oregon Revised Statutes Chapter 401.
- If not already completed due to advanced recognition of the event, determine the immediate or likely need for a local state of emergency, as indicated to promulgate that declaration.

Continuing Operations

- Adjust EOC operations, such as operational periods, activated annexes, incident objectives, and staffing.
- Ensure credible information sources for incoming information and develop and share information to establish situational awareness regarding the incident, its impact, and response operations.
- Prepare and disseminate additional situation reports (SitReps) and other briefs.
- Disseminate accurate and timely information and warnings, and ensure public information adheres to the guidance outlined in the Public Information Annex.
- If a Joint Information Center (JIC) is established by Clatsop County or another lead agency, coordinate with and deploy City personnel to support JIC operations, as requested.
- Identify resource needs and request them through appropriate channels in the EOC.

- Ensure resources are prioritized based on life safety, protecting property (emphasizing critical infrastructure and essential resources), and protecting the environment.
- Receive and process requests for resources and assistance, providing resources and information to supporting response agencies, as appropriate.
- Track personnel and resource availability and usage.
- Prioritize and reallocate personnel and resources.
- Coordinate and/or monitor the services and materials provided by private sector vendors or other external organizations.
- Anticipate future emergency management needs of responding personnel and departments.
- Initiate the damage assessment process, if necessary, as soon as practicable, as directed by the mission-specific Annex.

Deactivation

From the moment of EOP activation, the City of Astoria will engage in deactivation and recovery planning while concurrently taking the incident response actions necessary to protect the public.

- Determine the appropriate timing of deactivation based on the current size and scope of the incident and the affected population.
- The Emergency Manager and City leadership will coordinate deactivation decisions based on incident or planned event operations.
- Notify all appropriate partners of deactivation.
- Maintain situational awareness throughout the recovery phase of the incident, including sharing information with response partners.
- Gather all documentation and save it digitally for incident processing purposes (reimbursements, tracking, etc.).
- Submit incident-related documentation and costs for potential cost recovery.
- Conduct a deactivation briefing.
- Ensure the EOC is returned to a state of operational readiness, including restocking supplies and restoring equipment.
- Conduct a hot wash and develop an after-action report within 60 days of deactivation to document incident strengths and areas for improvement.
- Ensure first responders can access critical incident stress debriefings as needed.

Transition to Recovery

In most incidents or planned events, recovery does not begin at a definitive point. Instead, it occurs over time as the operational pace and rhythm change and City of Astoria staff roles transition. The transition from response to recovery operations may occur at any point along the recovery continuum, from short-term recovery to intermediate recovery to the start of long-term recovery, depending on the magnitude and severity of an incident. In addition, the time needed for recovery depends on the real-world effects of the incident on the City of Astoria community and continuity of City services. Based on short- and long-term recovery needs, the positions required in the EOC may flex and scale. During the transition into recovery, some EOC members may remain active in response operations. In contrast, others may transition to their daily City of Astoria department duties and/or into a recovery organization established by the City of Astoria EOC and City leadership.



Figure 6: FEMA Preliminary Damage Assessment, Clatsop County, Oregon

The City of Astoria will take the following steps to facilitate the transition to recovery:

- Restore essential services, facilities, and infrastructure.
- Facilitate the search for funding sources.
- Recommend restoration priorities.
- Coordinate and assist with the recovery of other whole community, social, and economic services.

Emergency Operations Center Activation and Coordination

Operational Priorities

City of Astoria actions during emergencies are guided by the following priorities:

- **Life Safety:** Protection of responders, at-risk populations, and the public
- **Incident Stabilization:** Limiting incident expansion and reducing immediate threats

- **Property and Environmental Protection:** Minimizing damage to critical infrastructure, property, and natural resources

Emergency Operations Center Activation

Under Clatsop County Code 1.04.070, the Emergency Manager has authority to activate the EOC based on incident conditions. A formal declaration of emergency and invocation of emergency powers requires action by the Mayor or City Council.

Requests for EOC activation may originate from city departments, city leadership, or the Emergency Manager based on incident scope, resource needs, or anticipated escalation. Once activated, the EOC supports coordination through notification of leadership, staffing based on operational requirements, establishment of operational periods, and coordination with Clatsop County Emergency Management and other partners as appropriate.

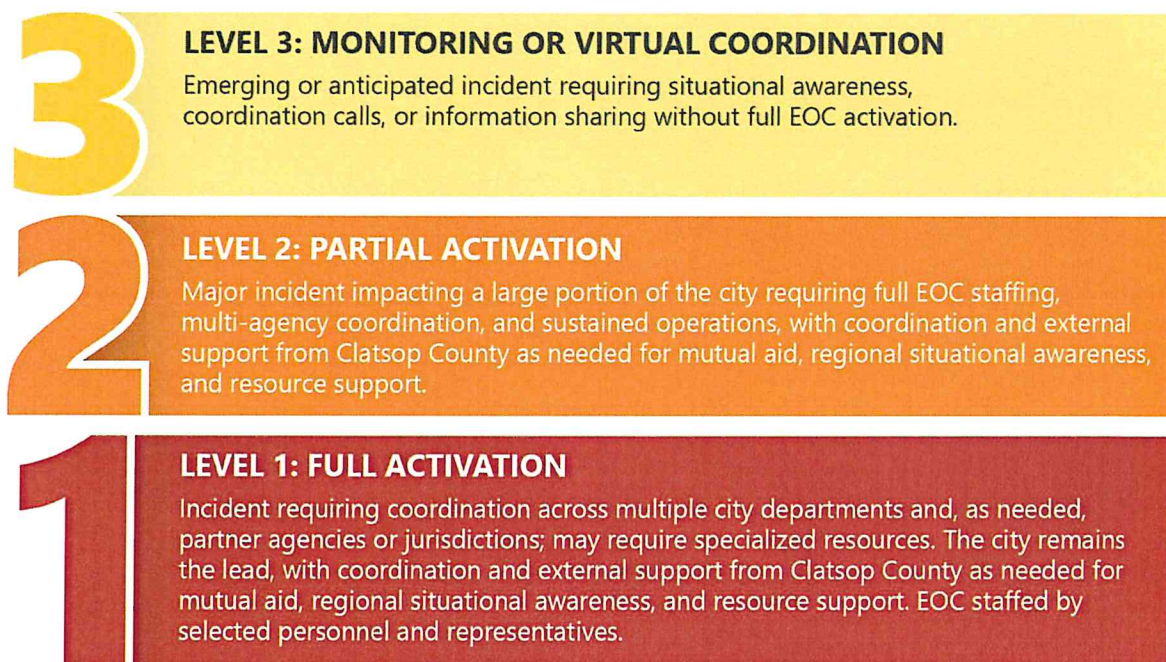


Figure 7: City of Astoria EOC Activation Levels

Emergency Operations Center Coordination

The mission of the City of Astoria government during incident response and recovery is to save lives, protect property and the environment, and support a well-coordinated, transparent, and timely recovery. The desired end state is achieved when the community lifelines are stabilized, and impacts can be managed through steady state programs.

CITY OF ASTORIA EOP

Emergency operations for the City of Astoria are managed at the incident level by city departments and responding agencies using ICS. Initial response actions are directed by the City of Astoria as the appropriate Authority Having Jurisdiction (AHJ), with command and tactical control remaining at the incident. When incident complexity, scope, or duration exceeds routine city response capabilities, the city may activate the city EOC to provide coordination, information sharing, and resource support, and may request Clatsop County coordination, mutual aid, and external support (including county EOC support) as needed.

Table 1: Concept of Operations – Coordination Flow

Incident Occurs	Field ICS Leads	Coordination Threshold Crossed	City EOC Activates	County Activation/Support	Regional and State Coordination
- Natural, technological, or human-caused events - Localized impacts - Immediate life safety concerns	- Incident Command established - Tactical response underway - Fire, Law, EMS, Public Health as appropriate - Command remains at the incident level	- Multi-agency or multi-jurisdiction impacts - Resource shortfalls or extended operations - One or more community lifeline disrupted - Decision point for City coordination/ City EOC activation - Triggers indicate City EOC activation may be needed	- Triggers include incident complexity, multiple operational periods, multi-agency coordination needs, significant resource tracking needs, or disrupted community lifelines - City executive coordination and policy support as appropriate - Centralized situational awareness - Resource support and prioritization	- Cities retain local command; County supports as requested or when multi-jurisdiction coordination is required - County EOC may activate to support - Mutual aid coordination beyond City/local agreements - Consolidates and sends requests to Oregon Emergency Management and tracks assistance/status - Facilitates regional coordination	- OEM coordination for state resource support - State agency support, aligned to incident needs - EMAC / interstate mutual aid considered if Oregon resources are insufficient - Federal coordination/escalation when state and local resources are exceeded and declarations/authorizations occur

Resource Request and Coordination

The City of Astoria retains command and control of response resources and operations within its jurisdiction. City of Astoria departments and responding agencies manage incidents under ICS, with city leadership providing policy direction as appropriate. When local capabilities and existing mutual aid are insufficient, unfulfilled local requests for assistance are forwarded to the Clatsop County EOC for coordination and external support. Clatsop County coordinates available county and mutual aid resources and, when those resources are exhausted or additional support is required, forwards requests to Oregon Emergency Management in accordance with ORS Chapter 401.

Resource needs and requests are prioritized using standard Incident Command System (ICS) and National Incident Management System (NIMS) priorities—life safety, incident stabilization, and protection of property and the environment. At this time, the City of Astoria does not utilize a separate written prioritization checklist or decision-making workflow beyond these established frameworks.

Large-scale fire incidents and other emergencies requiring fire service mobilization may be managed through the Oregon Fire Service Mobilization Plan. The mobilization plan is an all-hazards framework for mobilizing fire service resources beyond local and district mutual aid capacity and may be activated independently of a local emergency declaration or the Emergency Conflagration Act. When the Emergency Conflagration Act is invoked, statewide mobilization and reimbursements are authorized through the Office of State Fire Marshal.

City of Astoria emergency operations and fire service mobilization processes may occur in parallel. Coordination is maintained through shared situational awareness, information sharing, and liaison functions among the City of Astoria EOC (if activated), the Clatsop County EOC, Fire Defense District leadership, and state partners.

Community Lifelines Lens



Figure 8: FEMA Community Lifelines

All coordination, prioritization, and reporting decisions are evaluated using FEMA Community Lifelines. The City of Astoria uses the Community Lifelines framework to guide situational awareness, prioritize actions, and support decision-making. During EOC activation, county departments, incorporated cities, and community partners provide regular operational updates on lifeline status, resource needs, and emerging risks. These updates contribute to a shared common operating picture (COP) that informs executive-level decisions. The City of Astoria uses a tiered activation structure aligned with state practice. Activation levels reflect operational complexity and coordination requirements—not declaration status.

CONTINUITY OF OPERATIONS AND GOVERNMENT

Continuity of operations (COOP) and continuity of government (COG) principles are applied to maintain essential City of Astoria functions during emergencies that disrupt normal operations. The City of Astoria maintains a COOP/COG Plan. It provides the framework for maintaining or rapidly restoring essential City functions and governance when emergencies disrupt normal operations. The plan supports an all-hazards approach, identifies essential functions, succession and delegation of authority, alternate facilities, and continuity resources.

ORDERS OF SUCCESSION

To prevent gaps in authority, the City of Astoria maintains separate lines of succession for policy governance and operational coordination.

CITY OF ASTORIA EOP

Emergency Policy and Governance

- Mayor
- City Council President
- City Council (remaining members, per charter)
- City Manager

If the City Council is unable to convene, authority will pass according to the established order of succession, with actions subject to subsequent confirmation by the City Council when practicable.

Emergency Measures

Designated agencies and/or officers, as charged by a local state of emergency declaration, may take the following actions:

Police Chief or Their Designee(s)

Acting under the authority of the Mayor's local emergency declaration:

- Order mandatory evacuation of residents and other individuals when necessary for public safety or when necessary for efficient conduct of activities that minimize or mitigate the effects of the emergency.
- Establish a curfew for emergency areas.
- Prohibit or restrict vehicular and pedestrian traffic within emergency areas.
- Restrict access or expel persons from emergency areas.

City Manager or Their Designee(s)

- Prohibit or limit outdoor mass gatherings within emergency areas.
- Contract for mutual aid agreements.
- Suspend competitive bidding procedures in obtaining necessary goods, services, and equipment during the emergency.
- Redirect or obligate city funds for emergency use within delegated authority, with actions subject to review by the City Council when practical.

Recovery

Recovery begins during the initial incident response with immediate and short-term actions and then transitions to long-term activities to reestablish a healthy, functioning City of Astoria community that can sustain itself over time. Short-term recovery actions may include debris management, restoration of critical services, temporary housing solutions, emergency repairs to infrastructure, and the provision of disaster assistance to individuals and businesses. Long-term recovery efforts may include permanent

housing reconstruction, infrastructure replacement or mitigation, economic revitalization, environmental restoration, and community planning activities that support resilience and future risk reduction.

The City of Astoria coordinates recovery activities across City departments and City-affiliated partners, with recovery actions led by the appropriate City authorities within their areas of responsibility. The City coordinates with Clatsop County, State, and federal partners as appropriate to support recovery operations, mutual aid, and external assistance. Recovery coordination aligns with the National Recovery Framework and uses community lifelines as a common framework for assessing impacts, tracking restoration of essential services, and prioritizing activities from response through recovery.

Recovery planning is adaptive and continues throughout the incident lifecycle. As the incident moves into recovery, the city reassesses priorities, adjusts coordination structures as needed, and incorporates lessons learned to inform recovery efforts and future planning.

Organization and Assignment of Responsibilities

During EOC activation, roles align with NIMS and are scaled based on operational demands and the anticipated duration of the incident. City departments and participating organizations support incident objectives by providing staffing, resources, and situational awareness, including impacts to community lifelines, resource shortfalls, and conditions affecting access and safety. Response and recovery activities account for the access and functional needs of the community.



Figure 9: Clatsop County Emergency Operations Center, Warrenton, Oregon

In addition to routine day-to-day responsibilities, all city departments maintain obligations to incident functions to provide the most effective and efficient response and recovery operations. Each department is responsible for understanding these obligations and maintaining workforce development practices, training, and plans (as necessary) to support incident preparedness.

During an incident or planned event, the city government will continue to function and provide incident and essential services to the extent possible. The Responsibility Matrix in Appendix 2 sets forth each department's roles and responsibilities during an incident. Upon determination that an incident or planned event has occurred or is imminent, department staff may be activated to report to the EOC.

The Agency/Department-Focused and Hazard-Specific Annexes of the Base Plan delineate departmental actions during an EOP activation and clearly define the roles and responsibilities necessary for the efficient and timely execution of critical incident functions.

City Government

The City of Astoria Policy Group consists of the Mayor and City Council. The City Manager oversees the implementation of policy decisions and supports the coordination of City operations. The City Emergency Manager serves as the core of emergency responses, managing information and resources to support the roles and duties outlined in this plan.

Emergency Management

The City of Astoria does not have a dedicated office of emergency management services separate from existing departments. The City Emergency Manager, as appointed by the City Manager, oversees interdepartmental emergency operations and is ultimately responsible for resolving conflicts over the allocation of limited resources during concurrent emergencies. Prioritizing human life over property protection guides decisions on resource distribution and prioritization. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary depending on an incident's location, size, and impact. For the purposes of this plan, the structure will be referred to generally as the Astoria Emergency Management Organization (EMO).

The City Emergency Manager and EMO are responsible for coordinating emergency efforts with Clatsop County, neighboring jurisdictions, special districts, and other partners, and supports integration with state, regional, tribal, and private partners, utilizing established liaison roles within the incident or unified command system.

Policy Group

Within the City of Astoria, the Policy Group consists of the Mayor and City Council, who provide overall policy direction during emergencies. The Policy Group is responsible for declaring local emergencies, authorizing emergency powers and expenditures, and establishing policy priorities to support response and recovery operations. The Policy Group does not direct tactical response activities but supports coordinated operations by providing guidance to the City Manager, Emergency Manager, and City departments.

Department Heads

Department heads work with the Policy Group during the development of emergency plans and supply essential response resources. They, along with their personnel, create, plan, and train in accordance with internal policies and procedures to safely address response and recovery needs. Additionally, they are encouraged to participate in interagency training and exercises to develop and sustain the necessary capabilities. Heads of departments and agencies not assigned specific roles in this plan should be ready to provide their resources for emergency duties as directed by the City Emergency Manager.

Department Personnel

Department personnel are responsible for supporting the objectives of emergency preparedness, response, and recovery. Additionally, they may assume leadership or support roles within the Emergency Support Function structure of the city EOC. Each department personnel member is accountable for understanding these obligations and implementing workforce development practices, training, and plans (as necessary) to ensure incident preparedness. The obligations and responsibilities of department personnel are outlined in the Agency/Department-Focused Annexes, Hazard-Specific Annexes, and Mission-Specific Annexes.

Roles and Responsibilities by Department

Table 2 summarizes the primary roles and responsibilities of the City of Astoria departments in support of emergency preparedness, response, recovery, and mitigation activities. During emergency operations, city departments carry out their assigned functions in coordination with the EOC, EMO, local jurisdictions, and partner agencies, consistent with NIMS and ICS.

Table 2: City Department Roles and Responsibilities

City Departments	Roles and Responsibilities
City Manager's Office/Administration	Provides executive leadership, policy direction, and administrative coordination; supports the Mayor and City Council in emergency declarations and policy implementation, oversees continuity of government, intergovernmental coordination, and Citywide administrative functions during emergencies.
Finance Department	Manages emergency expenditures, maintains financial records, supports procurement and reimbursement processes, and tracks costs for disaster assistance and recovery. Safeguards vital records; supports continuity of records management and City Council actions; and assists with legal documentation related to emergency declarations, resolutions, and recovery requirements.
Community Development Department	Supports land use, building safety, and post-disaster permitting; provides technical assistance for damage assessments, reentry, rebuilding, and long-term recovery planning.

City Departments	Roles and Responsibilities
City Attorney	Provides legal guidance on emergency authorities, enforcement actions, and liability issues; supports prosecution of emergency related violations as appropriate.
Emergency Management Organization/Emergency Manager	Coordinates Citywide emergency preparedness, response, recovery, and mitigation activities; supports EOC operations; maintains situational awareness; and coordinates with Clatsop County, neighboring jurisdictions, state, federal, tribal, and local partners.
Human Resources	Supports personnel management during emergencies, including staffing, employee accountability, labor coordination, and continuity of workforce operations.
Information Technology	Maintains and restores City information systems and communications; supports cybersecurity, data protection, and technology needs for the emergency operations center and departmental operations.
Police Department/911 Dispatch	Provides law enforcement, life safety services, evacuation support, security, and coordination with public safety partners; supports emergency communications and warning coordination.
Fire Department	Provides fire suppression, emergency medical services, hazardous materials response, and life-safety operations; supports Incident Command and serves as the City Emergency Manager.
Parks and Recreation	Supports facility and park management; assists with debris removal, shelter support, and use of City facilities as needed during emergencies.
Public Works	Manages transportation infrastructure, debris management, and damage assessment; supports emergency access, essential services restoration, and coordination with utilities and contractors.
Public Library	Supports continuity of records, public information access, and facility coordination as appropriate; assists City operations when directed during emergencies.

City, County and Regional Partners

The City of Astoria EMO is supported by a number of external partners including Clatsop County, neighboring jurisdictions, special districts, service organizations, nonprofit agencies, and private sector partners that provide coordination, mutual aid, and specialized capabilities.

CLATSOP COUNTY

During an incident affecting a city, Clatsop County serves as a supporting partner by providing coordination, resources, and technical assistance at the request of the city and in accordance with established agreements and statutory authorities, including Clatsop County Code 1.04.070. The County

may activate its Emergency Operations Center (EOC) to support city-led incident objectives, facilitate information sharing, and coordinate assistance across County departments and external partners. County roles focus on supplementing city response capabilities, supporting mutual aid and resource requests, coordinating with state and federal agencies as needed, and helping ensure continuity of essential services while respecting the city's authority over on-scene operations and local decision-making.

INCORPORATED CITIES

Incorporated cities in Clatsop County include Astoria, Cannon Beach, Gearhart, Seaside, and Warrenton. The executives of these incorporated cities are responsible for directing and controlling their community resources during emergencies. For the City of Astoria, this means maintaining authority over response and recovery operations within city limits while coordinating with neighboring incorporated cities for mutual aid, information sharing, and regional situational awareness. Coordination among incorporated cities supports continuity of services, efficient use of limited resources, and a unified approach to incidents that cross jurisdictional boundaries or affect multiple communities.

FIRST RESPONDER AGENCIES/ENTITIES (CITY AND SPECIAL DISTRICTS)

The following agencies and entities may maintain primary roles and responsibilities during an emergency impacting the City of Astoria:

Table 3: Supporting Roles and Responsibilities by Agency or Entity

First Responder	Supporting Department/Entities
Law Enforcement	• Clatsop County Sheriff's Office • Cannon Beach Police Department • Astoria Police Department • Gearhart Police Department • Seaside Police Department • Warrenton Police Department • Oregon State Police
Fire Enforcement	• Astoria Fire Department • Olney Walluski Fire & Rescue District • Knappa Fire District • Lewis & Clark Volunteer Fire Department • Clatsop County Fire Defense Board • Cannon Beach Rural Fire Protection District • Gearhart Fire Department • Seaside Fire and Rescue • Warrenton Fire Department
Emergency Medical Services (Ambulance Providers)	• Astoria Fire Department • Medix Ambulance Service, Inc.

State Response Partners

OEM is responsible for coordinating state activities during incidents or planned events under ORS 401.260 to 401.280. The state will activate the State Emergency Coordination Center (ECC) when conditions exist or are anticipated to require such coordination and support of local response operations. The ECC responds to resource requests from counties, which submit them on behalf of municipalities or the county itself. The ECC coordinates support from state agencies; statewide assets and agreements; and federal, private-sector, and other response partners, including Emergency Management Assistance Compact (EMAC) states.

OEM provides support at the county and municipal levels through the Oregon Emergency Response System (OERS) to facilitate coordination and communication among all levels of government and the private sector. Additional OEM units support statewide efforts in prevention, protection, mitigation, response, recovery, and planning.

Federal Partners

FEMA is the main federal agency that supports and coordinates incident response efforts when requested by the OEM. It acts as a liaison with other federal agencies, submits disaster declaration requests from the governor to the president, and oversees financial assistance programs, including those under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), which cover prevention, protection, mitigation, response, and recovery. The procedures and policies for resource allocation and coordination at the federal level follow the OEM Comprehensive Emergency Management Plan.

Under Oregon Revised Statutes (ORS) Chapter 401 and applicable City of Astoria ordinances and administrative policies, the City Emergency Manager or City Manager may activate the City EOC based on incident conditions or anticipated coordination needs. A formal declaration of local emergency and invocation of emergency powers requires action by the Mayor or City Council, as provided by law.

Mutual Aid

The City of Astoria is authorized under Oregon Revised Statutes (ORS) Chapter 401 and ORS Chapter 190 to enter into cooperative assistance and mutual aid agreements with other governmental entities, nonprofit organizations, and private sector partners to support emergency response and recovery operations. These agreements provide for the reciprocal sharing of personnel, equipment, supplies, facilities, and technical services when City resources and capabilities are insufficient to meet incident demands, as provided in ORS 402.010 and ORS 402.015. The City participates in standing local, regional, statewide, and interstate mutual aid frameworks, including the Oregon Resource Coordination Assistance Agreement (ORCAA) and, when applicable, the EMAC, pursuant to ORS 402.105.

The City of Astoria maintains several memoranda of understanding (MOUs) and intergovernmental agreements to support emergency operations. These include agreements with Clatsop Community College for the use of a backup Emergency Operations Center (EOC), with the Astoria School District for

transportation and storage of sheltering supplies, and with the Sunset Empire Transportation District to support emergency transportation needs. Additional mutual aid and support agreements, including those related to water system operations and utility response, are documented in the Water Emergency Response Plan and other supporting plans.

Mutual aid resources are requested, deployed, and managed in accordance with applicable agreements, established procedures, and incident needs, with considerations for reimbursement, liability, supervision, and worker protections addressed in statute and agreement terms. Coordination of mutual aid for the City of Astoria is conducted in collaboration with Clatsop County Emergency Management (CCEM) and supported through the Emergency Operations Center (EOC), as further detailed in supporting annexes.

Rosters, Procedures, and Implementation Materials

Departments and agencies assigned responsibilities under this plan are responsible for maintaining current internal notification rosters, call down procedures, and standard operating procedures necessary to carry out their assigned functions. These materials are maintained as part of routine administrative processes and updated in accordance with departmental policy.

The City of Astoria EMO maintains EOC activation procedures, organizational structures, and position specific implementation materials, including checklists. These materials support scalable activation and continuity of coordination across incidents and are maintained in alignment with NIMS.

Volunteer Management

Unaffiliated or emergent volunteers are only incorporated into emergency operations through approved and managed processes. Individuals or groups wishing to volunteer during an incident must be registered with the city and assigned through established coordination mechanisms. Credential verification is required prior to assignment, and volunteers may only be utilized in roles appropriate to their verified skills and under supervision.

Volunteer coordination is conducted in collaboration with designated county partners and the City of Astoria EMO to support response objectives while minimizing safety, liability, and operational risks. Volunteers are not self-deployed and are integrated into operations only when needs are identified and appropriate oversight is available.

Resource Management and Credentialing

The City of Astoria utilizes NIMS resource typing standards to support consistent identification, ordering, securing, and management of resources during emergency operations. Resource requests, tracking, deployment, and demobilization are coordinated through the EOC using established ICS processes and forms.

Credentialing requirements apply to personnel and volunteers assigned to incident operations, qualifications aligned with assigned duties. Resource availability and credentialing documentation are maintained through departmental processes and coordinated during incidents by emergency management and logistics functions. While a single centralized inventory may not exist prior to an incident, resource coordination during activation relies on established departmental knowledge, mutual aid agreements, and NIMS-compliant resource management practices.

Clatsop County serves as the City of Astoria's primary supporting partner for resource coordination and personnel credentialing when incident needs exceed City capabilities. Response efforts are managed at the local level, with Clatsop County providing coordinated support through established mutual aid and interagency agreements to supplement City resources, including personnel, equipment, and specialized capabilities. Clatsop County assistance supports unity of effort and NIMS/ICS-compliant operations, including verification of qualifications and credentials, to ensure timely and effective resource integration during EOC activations.

Public Safety and Law Enforcement

Upon declaration of a local emergency, the City of Astoria officials are authorized to implement emergency controls and exercise special powers as provided by law. Law enforcement agencies are responsible for maintaining public order, enforcing laws and emergency directives, managing access control, supporting evacuations, and securing critical facilities.

Law enforcement officers are authorized to enforce evacuation orders, quarantine or isolation measures, and other legally issued emergency orders. Enforcement actions are conducted to protect life safety, maintain orderly operations, and support response and recovery objectives. Coordination between law enforcement, emergency management, and other response agencies ensures enforcement actions are aligned with incident priorities and policy direction.

Direction, Control, and Coordination

Direction and control of the City of Astoria emergency operations are carried out in accordance with NIMS. Tactical command is exercised at the incident level, while strategic coordination, resource support, and policy alignment are provided through the City EOC.

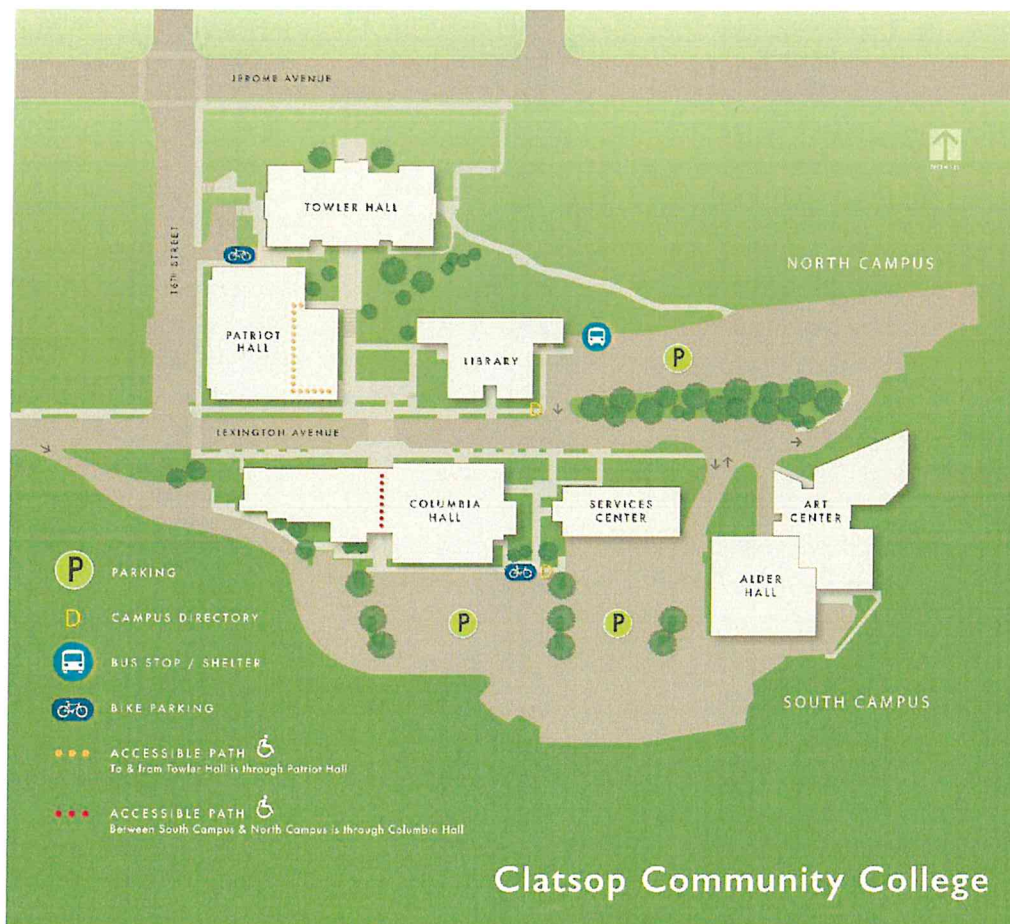
The City EOC serves as the central coordination point for multi-agency incidents. It supports incident commanders by maintaining situational awareness, coordinating resources, managing information flow, supporting community lifeline status reporting, and supporting policy decision making when local capabilities are reached or exceeded.

The primary and alternate EOCs are provided below. The JIC location will be determined during an active response or in the Mission-Specific Annex.

- **Primary EOC:** Public Safety Building, Rear Conference Room, 555 30th Street, Astoria, OR 97103
- **Alternate EOC:** Clatsop Community College, Columbia Hall (Room 219), 1651 Lexington Ave, Astoria, OR 97103

Field-based incident command posts and agency operations centers retain tactical control and coordinate with the City EOC for resource requests, information sharing, private sector coordination, and external support.

Figure 10: Clatsop Community College Campus Map



Coordination Systems

The City of Astoria requires the use of NIMS and ICS for all emergency incidents. The ICS structure expands or contracts based on incident complexity and supports unified command when multiple jurisdictions or disciplines share authority.

The City EOC does not replace on-scene command. Instead, it provides coordination across jurisdictions and functions, allowing incident commanders to focus on life safety, incident stabilization, and property protection.

Incident Command, Tactical Control, and Operational Coordination

Incident command authority within the City of Astoria is based on the nature of the incident, the responding agency's statutory authority, and jurisdictional responsibility. The first responder on scene typically serves as the initial Incident Commander until command is transferred to the appropriate lead agency or a unified command structure.

Fire agencies fill the Incident Commander position for fire incidents, hazardous materials, and mass casualty incidents in their jurisdictions. For hazardous materials incidents, fire agencies establish Incident Command, with law enforcement supporting scene security, access control, and perimeter management as needed. Law enforcement agencies, such as the Astoria Police Department, fill the Incident Commander position for criminal incidents, civil disturbances, and terrorism related events once immediate life safety actions are completed. The Clatsop County Public Health Department provides lead technical guidance and coordination for public health and medical emergencies and may participate in Unified Command when appropriate. The Clatsop County Sheriff has statutory authority to coordinate all search and rescue missions in the county and fills the Incident Commander position for those operations. For natural hazard incidents with impacts limited to a defined area or single jurisdiction, incident command is typically exercised by the onsite Incident Commander. For tsunami events, incident command is typically led by designated fire or law enforcement agencies based on the affected area, with Unified Command established as conditions warrant.

Tactical control of response assets is exercised at the incident level through the Incident Command Post. Tactical units remain under the command of their respective agency supervisors while operating under ICS. The Operations Section Chief, typically from the lead response agency for the incident type, directs tactical operations in accordance with the Incident Action Plan.

Operational coordination and policy direction are provided through the City EOC when activated. The EOC supports incident operations by coordinating resources, managing information flow, supporting public information through activation of the Public Information Officer (PIO) function, and, when appropriate, participation in a JIC, and aligning response activities with City policy direction. The City Manager, in coordination with the Policy Group, including the Mayor and City Council, and the Emergency Manager, provides oversight and resolves resource allocation issues during major or complex incidents. The EOC does not assume on-scene command authority; it supports Incident Commanders by enabling coordinated response across City department and with external partners.

Unified Command is used for incidents involving multiple agencies, jurisdictions, or levels of government. Unified Command allows agencies with jurisdictional authority to share incident command responsibilities while retaining their individual legal authorities. Unified Command is utilized for complex incidents, such

as hazardous materials events involving multiple jurisdictions, terrorism incidents, aircraft accidents, large scale animal or agricultural emergencies, and other incidents requiring coordinated command.

Legal Authority and Delegations

The City of Astoria's authority to take emergency actions is established under applicable state law, the City of Astoria Charter, and applicable City ordinances and administrative policies, as described in the Authorities and References section of this Base Plan. These authorities enable the city to declare emergencies, delegate authority, and take expedited actions necessary to protect life, property, and public safety.

Essential Records and Continuity Measures

- Printed copies of the EOP, annexes, and key procedures are maintained by department heads for use during power or communications outages.
- The digital version of the EOP is stored and maintained on the city network drive, with a redundant backup on a cloud-based platform.

Departmental Continuity Responsibilities

Each city department is responsible for maintaining internal continuity procedures that address:

- Lines of succession
- Alternate facilities or virtual operations
- Employee accountability and safety during the first operational period

Information Collection, Analysis, and Dissemination

The City of Astoria uses plain language and common terminology for all multi-jurisdictional emergency operations. Clear and consistent communication supports safe operations and effective coordination across agencies, jurisdictions, and disciplines, regardless of incident size or complexity.

Information Collection and Reporting

Information collection begins at the field level and is conducted by departments and jurisdictions with operational responsibility during an incident. Field personnel perform initial size up activities and report observations through established dispatch, supervisory, and command channels. Information collected supports decision making, resource coordination, and public information and includes, but is not limited to, the following:

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- Threats to life safety and life sustaining services
- Incident scope, severity, and geographic extent
- Damage to critical facilities and infrastructure
- Hazard conditions and secondary risks
- Evacuation needs, access and mobility constraints
- Resource availability, shortfalls, and limitations

Departments and jurisdictions contribute to incident situational awareness by reporting conditions aligned with the following community lifelines:

- Safety and security
- Food, hydration, and shelter
- Health and medical
- Energy
- Communications
- Transportation
- Hazardous materials
- Water systems

Information collection also identifies impacts to individuals with access and functional needs to support inclusive response and recovery actions.

Information Verification and Departmental Review

Collected information is reviewed and verified through supervisory and command level processes prior to dissemination. Departments are responsible for confirming the accuracy, timeliness, and relevance of information originating from their operations. Verification may include cross-checking field reports, confirming conditions through multiple sources, and coordinating with partner agencies when appropriate.

Law enforcement, fire, public works, health, transportation, and other departments conduct initial verification within their areas of responsibility before forwarding information to the City EOC.

Consolidation and Analysis at the County Emergency Operations Center

When the County EOC is activated, the Planning Section serves as the primary coordination point for the collection, evaluation, and consolidation of incident information. Inputs from departments, jurisdictions,

and field operations are synthesized to maintain a COP, identify emerging issues, and support operational and policy level decision making.

The EOC integrates information across departments to accomplish the following:

- Confirm incident status and operational priorities.
- Identify trends, projected needs, and potential escalation factors.
- Support coordination between response functions and jurisdictions.
- Inform development of SitReps, Incident Action Plans, and briefings.

Information analysis focuses on both current conditions and anticipated impacts, supporting a coordinated transition from response to short-term recovery.

Information Dissemination

Incident information is disseminated through established reporting and briefing processes to ensure shared situational awareness among participating agencies and partners. Dissemination methods may include SitReps, EOC briefings, and public information releases coordinated through designated public information functions.

The City EOC ensures that information is shared using plain language and common terminology, while recognizing that certain information may require controlled handling or limited distribution consistent with legal, operational, or law enforcement considerations.

Roles and Responsibilities

City of Astoria Emergency Management Organization

- Supports community lifeline status reporting during EOC activations.
- Serves as the city coordination point for requests for state and interstate assistance submitted through OEM, including resources requested under EMAC.
- Facilitates coordination and information sharing across city departments and with external partners to support situational awareness and decision making.
- Coordinates prevention- and threat-related information sharing in collaboration with law enforcement partners, as appropriate, based on incident conditions and baseline assessment findings.

City Emergency Operations Center

- Serves as the central point for city-level information coordination during incidents requiring multi-agency involvement.

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- Supports the consolidation and dissemination of operational information to support response coordination and policy decision-making.
- Coordinates resource requests, information flow, and external support while supporting on-scene Incident Command

Emergency Operations Center Planning Section

- Collects, consolidates, evaluates, and distributes incident information.
- Maintains the COP for city leadership and partner agencies.
- Prepares and distributes situational awareness reports and planning products in support of EOC operations.
- Performs documentation, data validation, and incident recordkeeping functions within the Planning Section structure.

City Departments

- Report operational impacts, emerging issues, and resource needs to the EOC Planning Section during activation.
- Support the accuracy and timeliness of information used to inform the COP.
- Department heads are responsible for monitoring conditions in their areas of authority.

Law Enforcement and Fusion Center Coordination

- Law enforcement agencies, led by the Astoria Police Department, are responsible for coordinating threat and intelligence information sharing through established law enforcement channels, including liaison with the Oregon TITAN Fusion Center.
- Law enforcement–originated threat or intelligence information is shared with the City leadership, City Emergency Manager, and the City EOC through established law enforcement channels, in coordination with CCEM, as appropriate.
- Integration of law enforcement–sensitive information into the City COP is subject to applicable clearance, handling, and sensitivity requirements.
- CCEM supports situational awareness and coordination during multi-jurisdictional incidents but does not independently collect, analyze, or disseminate law enforcement–sensitive or classified information.

Public Information Officer

- Creates and disseminates key messages and incident updates to public and media partners (following review and clearance processes set forth by the Incident Commander (IC), or designee).
- Participates in a JIC when established by the County or another lead agency.

- Develops fact sheets and situation updates for internal staff use.
- Designates a spokesperson, alternate spokesperson, and supporting subject matter experts, if needed.
- Develops and distributes news releases, status updates, and other emergency information through news conferences, websites, newspapers, television stations, radio stations, e-mail, and emergency hotlines.

Joint Information Center

- Coordinates information sharing among the larger PIO network.
- Develops and distributes materials to the general public and media partners.
- Implements information clearance processes set by the IC.
- Schedules media briefings in a designated location away from the EOC and other emergency operations.

Information Flow and Situation Reporting

During EOC activation, the City of Astoria maintains situational awareness through regular SitReps, briefings, and other planning or reporting products developed as conditions warrant. These products may include incident action plans and incident status summaries. Reports are typically developed and shared approximately every three to four hours during active operations, or as conditions warrant.

Information flows from field operations through department leadership to the Planning Section in the EOC for consolidation and analysis. This process supports consistent situational awareness for City leadership and coordination with Clatsop County, neighboring jurisdictions, and regional partners.

Digital systems used to support information flow and coordination include the following:

- City-approved collaboration and document-sharing tools, as available
- County- or State-supported emergency management platforms for coordination and resource requests
- Geographic information system (GIS) and mapping tools to support situational awareness
- Everbridge for alerts, notifications, and coordination calls
- WinLink and amateur radio systems as a backup communications methods, should internet or cellular service be disrupted

Data Accuracy and Protection

Information is validated through cross checks between field supervisors, department leadership, and the EOC to reduce misinformation and the spread of rumors. Sensitive or confidential information is protected

in accordance with applicable laws and policies. Incident documentation shall be maintained in a manner that supports controlled access, version management, and compliance with applicable records retention and confidentiality requirements. Redacted versions of documents may be used to support public transparency, as appropriate. Each department is responsible for identifying and protecting records essential to emergency operations.

Communications

The City of Astoria uses a layered communications approach to maintain coordination between the county, incorporated cities, and state partners during emergencies. Plain language is required during all multi-jurisdictional incidents to support clear communication across agencies and disciplines.

The city relies on both primary and redundant communications systems to support responder communications, operational coordination, and public messaging when normal communications are disrupted. This section defines the communications authorities, coordination roles, and strategic level communications. Detailed technical procedures, system configurations, and operational checklists are addressed in the Communications Mission-Specific Annex and supporting departmental procedures.

Operational Communication Systems

Clatsop County is served by two Public Safety Answering Points (PSAPs) that function as Primary Warning Points and receive official warning information through state and federal alert and warning systems. One PSAP is operated by the City of Astoria, and the second is operated by the City of Seaside. These PSAPs support emergency communications, alerting, and coordination within their respective jurisdictions and in coordination with county and state partners.

Primary communication systems used during emergency operations include public safety radio systems, email distribution lists, and the Everbridge mass notification system, branded locally as ClatsopALERTS! The City of Astoria utilizes ClatsopALERTS! and other approved communication platforms to disseminate alerts, warnings, and public information in coordination with Clatsop County Emergency Management and neighboring jurisdictions.



Figure 11: Auxiliary Communications Team, Clatsop County Emergency Operations Center, Warrenton, Oregon

Clatsop County uses the following alert systems:

- ClatsopALERTS! (or equivalent system)
- Integrated Public Alert & Warning System (IPAWS) / Wireless Emergency Alerts
- National Oceanic and Atmospheric Administration (NOAA) Weather Radio
- Social media
- Website alerts
- Reverse 911 systems

The County 911 system is operated by the City of Astoria and the City of Seaside PSAPs. While Clatsop County does not operate a PSAP, it coordinates with both cities to support emergency communications, situational awareness, and integration with county and state alerting systems.

The City of Astoria faces several challenges to maintaining real-time information flow during incidents. The City's power grid can be fragile, and City Hall does not have a generator, which limits communication during outages. Weather can also affect the reliability of communications. Police, fire, public works, and parks have personnel available around the clock, and the City has on-call IT support to help mitigate these challenges.

Redundant and backup methods are maintained to support continuity during outages or infrastructure damage. These include satellite phones, amateur radio capabilities, satellite phones, redundant internet connections, face-to-face communication, priority telecommunications services such as Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS), and generators. The north county dispatch center and the state hazmat team maintain satellite phones and related capabilities, including Starlink, which can support city communications during major incidents.

Public Information Communications

ClatsopALERTS! is the primary system for agency notification and public alerting. The system supports Emergency Alert System (EAS) and Wireless Emergency Alert (WEA) messaging when conditions require immediate public action.



Figure 12: Nicolai Repeater, Clatsop County, Oregon

CCEM administers the system and coordinates testing to verify functionality and user readiness.

Public information coordination during incidents, including protective action messaging and situational updates, is conducted in accordance with the City of Astoria procedures in coordination with CCEM and participating jurisdictions. The City PIO leads City messaging for City-led incidents and coordinates with County and partner PIOs to support consistent, timely, and accurate public communications.

During emergencies, departments post updates through their own communication channels, and the Human Resources department has access to the City's Facebook pages and can push updates across platforms. Updates to elected officials are typically provided through direct phone calls or emails from the City Manager. For media inquiries, the City attempts to route questions through the City Manager, who then directs the inquiry to the appropriate department head.

Communications Support Framework

Communications responsibilities are distributed to support both field operations and coordinated messaging:

- The City of Astoria manages EOC communications capabilities, including amateur radio and satellite systems.
- Public safety agencies maintain their own operational radio systems for tactical coordination.
- The County Manager's Office, through Public Affairs, coordinates public messaging to support a unified voice across jurisdictions.

- The City PIO supports City public messaging, rumor control, and public inquiry management by monitoring media and social media platforms, coordinating call-taking support, and facilitating information sharing in accordance with supporting procedures.

During EOC activation, the City PIO integrates into the incident management structure to support coordinated messaging between the county, incorporated cities, cooperating agencies, and the public. For complex or multi-jurisdictional incidents, a JIS may be established by the County or State to ensure messaging consistency across participating jurisdictions, with City participation as appropriate.

Interoperability and Coordination

Interoperable communications within the City of Astoria are supported through established municipal operational procedures, shared radio systems, and coordination between City departments and response partners. Astoria maintains its own EOC communications capabilities, including amateur radio and satellite systems, and department heads are responsible for maintaining operational readiness of their communications equipment. Communications planning and operations are structured to support coordination within the City of Astoria across disciplines during incidents involving the Astoria Fire Department, Astoria Police Department, emergency medical services, Astoria Public Works Department, and other City response partners, as well as coordination with Clatsop County and neighboring jurisdictions when incidents require mutual aid or external support.

City of Astoria communications systems and procedures are designed to integrate with Clatsop County systems and state platforms, including Oregon Emergency Response System (OERS) and WebEOC/OpsCenter, to support escalation, information sharing, and statewide coordination during incidents that require County, regional, state, or federal assistance. These integrations support a layered approach to communications coordination, enabling City field operations, dispatch functions, and the City Emergency Operations Center (EOC) to maintain situational awareness and coordinate resources as incidents expand, in coordination with Clatsop County when applicable.

The City of Astoria's approach to interoperable communications aligns with the [Oregon Statewide Communications Interoperability Plan](#) (SCIP), which establishes a statewide governance and coordination framework for public safety communications. While the SCIP does not reference the City of Astoria by name, its guidance applies to coastal municipalities with complex terrain, weather exposure, and hazard profiles, including reliance on multiple communications systems and interconnections between cities, counties, tribal governments, and neighboring jurisdictions. The SCIP promotes a "system of systems" model that emphasizes interoperability through coordination, shared governance, and integration, rather than a single unified network.

At the national level, the [National Interoperability Field Operations Guide](#) (NIFOG) provides supplemental guidance for interoperable communications during multi-agency and multi-jurisdiction incidents when City, County, or State arrangements are insufficient or require augmentation. NIFOG concepts support structured coordination, standardized terminology, and disciplined use of shared communications resources during incident response, while deferring to established City, regional, and State plans whenever available.

Together, City of Astoria operational procedures, Clatsop County coordination mechanisms, State interoperability guidance, and national field guidance support interoperable communications for the City of Astoria across routine, complex, and large-scale incidents.

Administration, Finance, and Logistics

This section describes how the City of Astoria manages fiscal authority, administrative accountability, and coordination for resource support during emergency operations. Administration, finance, and logistics functions ensure that resources are acquired efficiently, costs are tracked accurately, and applicable legal and reimbursement requirements are met throughout an incident.

This section defines authorities, roles, and coordination expectations at the policy and coordination level. Detailed operational procedures, checklists, and required forms are maintained in supporting appendices, Agency/Department-Focused Annexes, Hazard-Specific Annexes, Mission-Specific Annexes, and departmental guidance developed under this plan.

Fiscal and Procurement Authorities

Authority to authorize expenditures and manage Clatsop County's financial response during emergencies is exercised as follows:

- **Mayor and City Council:** Declare a local emergency to invoke special powers and authorize unbudgeted expenditures, as provided by the City Charter and City Code.
- **City Manager:** Serves as the City's chief fiscal authority during an incident and authorizes expenditures consistent with City policy and emergency powers, including emergency procurement and reallocation of funds when the Council is unable to meet.
- **Finance Director:** Manages emergency expenditures, maintains financial records, supports procurement and reimbursement processes, and tracks costs for disaster assistance and recovery.
- **Emergency Manager:** May be granted limited emergency purchasing authority under City policy to expedite procurement of essential resources in support of response operations.

During a declared local emergency, the City Manager may redirect emergency funds and make urgent financial decisions if the City Council is unable to meet promptly, consistent with City Code and emergency powers. The declaration of a local emergency may result in temporary modification of standard fiscal and procurement procedures to support rapid emergency expenditures. The Finance Section tracks all expenditures from the start of an event, assigns specific charge codes for reimbursement, and maintains fiscal authorities, procurement thresholds, and reimbursement responsibilities in accordance with City Code, City policy, and applicable state and federal requirements. The City continues to review its code to confirm the triggers for emergency purchasing and funding authority, and to update procedures as needed to ensure rapid response and compliance.

Required Reports, Forms, and Records

The City of Astoria maintains required reports, forms, and records necessary to support incident management, cost recovery, documentation, and historical accountability. Collectively, these materials function as the City's Resource Manual and are maintained across the Base Plan, support annexes, and appendices.

Required documentation includes, but is not limited to, the following:

- ICS forms, including incident briefing, unit log, and resource order forms used during response operations
- Initial Damage Assessment forms used to document housing, businesses, agriculture, public facilities, and infrastructure impacts.
- Cost recovery and reimbursement documentation, including force account labor, equipment, materials, contracts, and rental records.
- After-action reports (AARs) and incident critiques conducted following exercises and real-world incidents.
- Disaster declaration templates and associated administrative records.

These forms and records are distributed across multiple appendices and annexes but collectively support administrative accountability, reimbursement eligibility, and permanent recordkeeping.

Each department is responsible for maintaining records generated under its authority. The EOC Finance Section maintains incident-related financial records, personnel timekeeping, procurement documentation, and expenditure tracking. City Records Management may assist departments in meeting applicable record retention requirements.

After-Action Report

Lessons learned from exercises and real-world incidents are used to improve coordination and operational effectiveness. Following exercises or significant incidents, the City of Astoria and/or CCEM may facilitate debriefs to identify strengths and areas for improvement.

After-Action Reports (AARs) document exercise objectives, observed outcomes, and recommendations for improvement.

The City of Astoria and CCEM may coordinate with participating departments and agencies to identify corrective actions related to training, procedures, resource needs, or future exercise design.

Key observations may be documented and shared with participating agencies to inform future planning, training, and coordination efforts.

Eligible Costs, Documentation, and Reimbursement

Accurate cost tracking and documentation support fiscal accountability during emergency operations and eligibility for state and federal reimbursement following a declared disaster.

The City of Astoria utilizes established state and federal recovery programs to support reimbursement of eligible response and recovery costs, including the following:

- FEMA Public Assistance, for eligible emergency protective measures and infrastructure repair
- FEMA Individual Assistance, for Individuals and Households Assistance Program eligibility, when authorized
- U.S. Small Business Administration disaster loan programs for physical damage and economic injury
- U.S. Army Corps of Engineers emergency programs, including debris management and emergency water assistance
- Federal Highway Administration Emergency Relief Program for eligible transportation infrastructure
- U.S. Department of Agriculture emergency assistance programs for agricultural impacts

These programs are implemented in accordance with the Stafford Act and applicable federal regulations. The City Manager coordinates initial damage assessments, the Finance Director calculates estimated losses, the Department of Budget and Finance maintains official accounting records, and the County Manager authorizes expenditures consistent with assigned authority.

Resource Management, Mutual Aid, and Donations

Resource management is conducted in accordance with NIMS principles and prioritizes life safety, incident stabilization, and restoration of critical services.

- **Mutual Aid:** The City of Astoria maintains mutual aid agreements and memoranda of understanding (MOUs) with local partners, including Clatsop Community College (backup EOC), Astoria School District (transportation and sheltering supplies), and Sunset Empire Transportation District, as well as water system partnerships documented in the Water Emergency Response Plan. The City also participates in regional and statewide mutual aid frameworks, including the Oregon Resource Coordination Assistance Agreement (ORCAA), as well as including the Oregon Water/Wastewater Agency Response Network (ORWARN), Clatsop County Fire Defense Board agreements, and EMAC. Mutual aid agreements identify participating agencies, types of assistance, limitations, liability provisions, and reimbursement considerations. A local emergency declaration may be required to activate expanded mutual aid authorities or to access certain reimbursement programs.
- **Activation:** Resource requests are coordinated through established incident command and EOC processes consistent with NIMS. When City resources are insufficient, requests are escalated to CCEM for coordination and external support. The City EOC and designated logistics functions coordinate the

ordering, deployment, tracking, and demobilization of resources in coordination with supporting agencies.

- **Volunteer and Donations Management:** Volunteer and donations management is coordinated through the City EOC and City partners with support from the Clatsop County Community Organizations Active in Disaster and CCEM for larger incidents. Affiliated and government sponsored volunteers may be integrated into response and recovery activities through established coordination and credentialing processes. Unaffiliated or emergent volunteers are required to register through the City or county designated systems and may be assigned only to supervised or credentialed roles consistent with City policy and applicable liability protections. The Clatsop County Community Organizations Active in Disaster, including its Volunteer Management and Donations Management subcommittees, supports coordination among nonprofit and faith-based organizations, management of monetary donations, and long-term recovery efforts in alignment with City and county priorities. Detailed procedures for volunteer intake, donations handling, tracking, and distribution are addressed in Mission-Specific Procedures.
- **Liability:** Legal protections for responders, volunteers, and cooperating entities are governed by Oregon state law and applicable agreements. These protections apply to authorized activities conducted under mutual aid agreements, emergency declarations, and approved volunteer coordination processes.

Personnel Timekeeping and Logistical Support

Administrative and logistical support ensures that responders are properly staffed, supplied, and documented throughout operations.

Timekeeping: The City EOC Finance Section maintains records of regular and overtime hours for City staff and registered volunteers during EOC activation and incident operations. Departments are responsible for submitting accurate personnel time and activity information in accordance with established procedures.

Personnel Support: Human Resources supports emergency staffing actions, including temporary reassignment of personnel and guidance on emergency staffing policies, pay practices, and workforce considerations.

Logistics Coordination: Logistics coordination is provided at the policy level through the City EOC to support resource prioritization and allocation. Detailed management of facilities, equipment, supplies, and responder support is addressed through departmental procedures and Mission-Specific Annexes.

Training Records

Departments maintain their own training and certification records for assigned personnel, including documentation of required emergency management, ICS, and NIMS training. The City Emergency Manager and Human Resources coordinate with departments to track NIMS and ICS compliance for personnel assigned to emergency management and incident management roles. Training records are

reviewed periodically to ensure readiness and compliance with City, state, and federal requirements, and to support after-action reviews and improvement planning.

Plan Development and Maintenance

This EOP will be formally reviewed and approved every two years to maintain accuracy, operational relevance, and alignment with City authorities and organizational structure. Minor administrative updates may be made during these biennial reviews. A comprehensive review will occur approximately every four to five years, or more frequently as conditions warrant.

The review process will accomplish the following:

- Verify agency roles, responsibilities, and points of contact.
- Confirm coordination pathways between the City of Astoria and CCEM.
- Validate resource assumptions and interjurisdictional support relationships.
- Evaluate procedures for continued applicability.

The City Emergency Manager coordinates plan maintenance, version control, distribution, and the collection of City input during scheduled reviews. City departments and partner agencies are responsible for maintaining internal procedures that support the roles described in this plan. Recommended changes may be submitted to the City Emergency Manager for review and incorporation into future updates. Input from Clatsop County and incorporated cities may be sought for sections that involve or affect regional coordination or responsibilities



Figure 13: Plan Development and Maintenance

Exercise Program

Due to limited staffing depth, personnel may perform multiple functions during emergency operations. Departments are encouraged to familiarize staff with coordination structures and roles outside their primary discipline to support continuity.

Exercises are conducted periodically to test coordination, decision making, and information flow. Exercise formats may include seminars, workshops, tabletop exercises, drills, functional exercises, or full-scale exercises. When practicable, exercises are coordinated with incorporated cities and regional partners.

The City Emergency Manager leads Astoria's exercise program, which focuses on building and evaluating core emergency management capabilities. Priorities are informed by annual planning workshops and recent assessments, including operational coordination, public information and warning, planning, logistics, and situational assessment. Exercises are conducted periodically, coordinated with partners when practicable, and evaluated using Homeland Security Exercise and Evaluation Program (HSEEP) principles. After-action reports and real-world incidents inform continuous improvement.

Exercises are planned, conducted, and evaluated using HSEEP principles and tools, as appropriate. AARs and improvement plans are used to track corrective actions and inform future preparedness activities under the Integrated Preparedness Cycle.

Real-world incidents may be used in lieu of planned exercises when they provide a meaningful opportunity to evaluate coordination, resource management, and operational performance. Lessons learned from real-world events are incorporated into the preparedness planning process.

Training Program

The City of Astoria applies NIMS principles to training to support effective coordination and role performance. Training expectations are based on functional responsibility rather than fixed position assignment.

Training priorities are informed by the Integrated Preparedness Plan and align with identified core capability improvement areas. Training may include ICS and EOC courses, public information training, logistics and resource management training, and other courses that support operational coordination and incident management functions.

Individual departments are responsible for maintaining their own training records and certifications. Training records are reviewed periodically to ensure readiness and compliance with City, state, and federal requirements. The City Emergency Manager coordinates with departments to monitor NIMS and ICS compliance for personnel assigned to emergency management and incident management roles and supports city-wide preparedness training initiatives identified by the EMO.

Community Outreach

Public education and preparedness activities support overall community readiness. City Emergency Manager provides general preparedness information and safety messaging through City communication channels.

The City Emergency Manager, in coordination with the City Manager's Office and Public Affairs, supports public education related to local hazards, preparedness actions, and expected response behaviors. Public outreach activities may include presentations, community events, distribution of printed materials, and digital messaging.

Targeted outreach efforts prioritize special locations and individuals with access and functional needs; preparedness information may be adapted to improve accessibility and effectiveness.

Improvement Cycle

Information gathered from exercises, incidents, and coordination activities informs updates to this plan and supporting procedures. Improvements are prioritized based on operational impact and feasibility.

This cycle supports continuous improvement and ensures the EOP reflects how the City of Astoria conducts emergency operations.

Appendices

1. Emergency Operations Plan Structure and Component Relationships
2. Responsibility Matrix
3. Annex Assignment Crosswalk
4. Delegation of Authority Template
5. Proclamation of Local State of Emergency Template
6. Rescission of Local State of Emergency Template
7. Authorities and References
8. Acronyms and Abbreviations

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Appendix 1: Emergency Operations Plan Structure and Component Relationships

Appendix 1: Emergency Operations Plan Structure and Component Relationships

The Emergency Operations Plan (EOP) is structured as a cohesive set of documents designed to collaborate in supporting a coordinated, scalable, and all-hazards emergency management approach. Each component has a specific role while reinforcing others to ensure a unified effort across departments, hazards, and operations functions.

The EOP Base Plan establishes the foundational and citywide framework for emergency management across all incidents. It defines overarching authorities, policies, concepts of operations, activation levels, coordination structures, and decision-making processes applicable regardless of hazard type or operational mission. The Base Plan provides the common operating picture and organizational backbone which all the annexes build upon.

Appendices support the EOP Base Plan and its annexes by providing detailed information that is too specific, technical, or lengthy to include in the main narrative. They may include crosswalks, administrative tools, acronyms and abbreviations, delegations of authority, emergency declaration and proclamation templates (including rescission templates), procedures, checklists, job aids, contact lists, maps, forms, and other reference materials that help departments and community partners carry out the concepts and responsibilities described in the Base Plan and annexes. Appendices are designed to be updated more frequently than the Base Plan, ensuring operational details remain current without requiring a full plan revision.

Agency/Department Focused Annexes translate the Base Plan's general concepts into department-specific roles, responsibilities, and capabilities. These annexes describe how individual city departments organize, staff, and execute their emergency management functions in alignment with the Base Plan. They clarify primary and supporting responsibilities, internal coordination, and points of contact, ensuring departments understand how they contribute to countywide operations across all phases of emergency management.

Hazard-Specific Annexes supplement both the Base Plan and the Agency/Department Focused Annexes by addressing the unique considerations associated with specific hazards. These annexes identify hazard-driven planning assumptions, operational challenges, coordination needs, and response priorities that may differ from routine or all-hazards operations. Hazard Specific Annexes rely on the Base Plan for structure and authority and on Agency/Department Focused Annexes for execution, tailoring their guidance to the demands of a particular threat or hazard.

Mission-Specific (Functional) Annexes focus on cross-cutting operational functions that may be required during many different incidents, regardless of hazard type. These annexes describe how specific missions—such as communications, mass care, debris management, or public information—are coordinated across departments and partners. Mission-Specific Annexes draw direction from the Base Plan and leverage department roles defined in Agency/Department Focused Annexes. The Mission-Specific Annexes are activated as needed in support of Hazard Specific Annexes or incident objectives.

How the Components Work Together

As defined in the Base Plan, these components form a layered and interoperable planning system:

- The **Base Plan** answers how the County manages emergencies overall.
- **Appendices** provide detailed, technical, or reference materials that support the Base Plan and annexes.
- **Agency/Department-Focused Annexes** explain who does what.
- **Hazard-Specific Annexes** address what is different for a particular hazard.
- **Mission-Specific Annexes** describe how critical functions are carried out across hazards

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Appendix 2: Responsibility Matrix

Appendix 2: Responsibility Matrix

P = Primary

S = Support

ID = Incident Dependent

Department or Entity	Policy and Legal	EOC Coordination	Operations Lead	Planning and Situational Awareness	Logistics and Resource Support	Finance and Administration	Public Information	Access and Functional Needs (AFN)/ Human Services	Damage Assessment and Reporting	Recovery Coordination
Mayor and City Council	P	S		S	S	S	S			S
City Manager's Office/ Administration	P	P	S	S	S	P	S	S	S	P
City Emergency Manager/ EMO	S	P	S	P	P	S	S	S	S	S
Finance Department	S	S		S	S	P				P
City Recorder/ Clerk	S	S		S	ID	S			S	S
Community Development	S	S	S	S	S	S		S	P	S
Fire Department	S	S	P	S	S		S	S	ID	S
Police Department/ 911 Dispatch	S	S	P	S	S	S	S	S		S

Department or Entity	Policy and Legal	EOC Coordination	Operations Lead	Planning and Situational Awareness	Logistics and Resource Support	Finance and Administration	Public Information	Access and Functional Needs (AFN)/ Human Services	Damage Assessment and Reporting	Recovery Coordination
City Attorney	P	S				S				S
Public Works	S	S	P	S	P	S		S	P	S
Parks and Recreation		S	S	S	S					S
Public Library		ID	ID		ID		ID	S		ID
Human Resources	S	S			S	S	S	P		S
Information Technology	S	S	ID	S	P					S

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Appendix 3: Annex Assignment Crosswalk

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The Annex Assignment Crosswalk provides a consolidated reference that links departments and partner agencies to their assigned roles across agency/department-focused annexes, hazard- or mission-specific annexes, and Emergency Support Functions (ESFs). The crosswalk is currently under development and is intended to clarify lead and supporting responsibilities, reduce duplication or gaps in coverage, and promote consistent coordination during Emergency Operations Plan activation by identifying who is responsible for specific functions and where those responsibilities are addressed. When complete, the crosswalk will support efficient Emergency Operations Center staffing, resource prioritization, training and exercise planning, and after-action improvement, while reinforcing coordination consistent with the National Incident Management System and accountability across all phases of emergency management.

Appendix 4: Delegation of Authority Template

Appendix 4: Delegation of Authority Template

Note: If the City of Astoria has an existing format for delegation of authority, that should be used. If not, the following template shows the language that should be retyped onto the City of Astoria's official letterhead before submitting. Gray-highlighted language should be changed to describe the current incident accurately.

This Delegation of Authority hereby establishes the individuals authorized to direct and coordinate emergency management activities, commit resources, and take other time-sensitive actions upon activation of the Emergency Operations Plan (EOP). It is intended to ensure continuity of leadership and the orderly exercise of decision-making authority during emergencies, planned events, and incidents requiring multiagency coordination.

This delegation shall apply upon the occurrence of any of the following: (1) activation of the City Emergency Operations Center (EOC) at any level; (2) proclamation of a local emergency; (3) implementation of emergency protective measures; or (4) the unavailability of the primary authorizing official, where immediate action is required to protect life safety, property, or the environment.

Incident management authority may be transferred by means of a written delegation of authority from the responsible agency to the [Delegated Position]. This delegation shall facilitate transitions between incident management levels and shall be included in the briefing package provided to an incoming incident management team. The delegation should specify the authorities granted and set forth any conditions, limitations, or constraints.

Powers and Limitations of Authority

The delegation should clearly state the scope and limits of the authority, including any required approvals or constraints. Limitations may include, but are not limited to:

During significant events, briefings/updates shall be held [frequency] to keep elected officials, the city manager, and other key staff informed of the emergency response. This schedule shall be revised daily and adjusted based on the successful response to an emergency event.

EOC management powers (if activated): When the EOC is activated, overall multi-agency coordination, prioritization, policy direction, and approval of countywide emergency actions (including protective actions, emergency declarations, and extraordinary resource commitments) will be managed through the EOC Manager/EOC Director under the authority of _____.

EOC management priorities (if activated): The EOC will establish and communicate management priorities for this incident. Top priorities (in order): 1) _____ 2) _____ 3) _____
_____. Scarce/critical resource priority: _____. The IC will align incident objectives, Incident Action Planning, resource requests, and public information releases with EOC priorities

and coordinate any proposed deviations with _____ prior to implementation (unless immediate life safety actions are required).

Spending/financial authority: [Delegated Position] may authorize expenditures up to \\\$_____ per transaction and \\\$_____ total without additional approval. Contracting threshold: \\\$_____.
Emergency procurement rules/approvals: _____.

Public information restrictions: Public statements will be issued by _____ (PIO/Joint Information System). [Delegated Position] communications to media/public require coordination/approval by _____ except for immediate life safety messaging.

Time limits and review points: This delegation is effective from _____ (date/time) to _____ (date/time) unless extended. Status/financial reporting frequency: _____. Reauthorization interval/review meeting schedule: _____.

Political/administrative considerations: Actions with significant public or policy impact require coordination with _____ (elected officials/City Manager) and alignment with City policy direction. Politically sensitive or intergovernmental messaging will be coordinated with _____ prior to release (unless immediate life safety messaging is required).

Legal and policy constraints: [Delegated Position] must operate in compliance with ordinances, state/federal law, labor agreements, County administrative rules, and the EOP. Any deviation/exception requires written approval by _____.

Personnel authority: [Delegated Position] may approve overtime for _____.
Hiring/termination authority: _____. Mutual aid requests/commitments require approval by _____.

Resource commitments: Use of City-owned equipment is limited to _____. Staging locations must be coordinated with _____. Mission assignments beyond City jurisdiction require approval by _____. Demobilization priority/sequence (release of resources): 1) _____ 2) _____ 3) _____.

Evacuation and protective action authority: Authority to order/authorize evacuations, area closures, curfews, and similar protective actions rests with _____. [Delegated Position] may recommend protective actions and implement operational steps once authorized.

Health/safety and environmental limitations: [Delegated Position] must ensure required safety protocols are followed (PPE, responder accountability, etc.). Hazardous materials handling will be coordinated with _____. Environmental permitting/constraints: _____.

The [Name of Jurisdiction] Emergency Operations Plan delegates the [Chief Elected Official]'s authority to specific individuals in the event that he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

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[Position Title]

[Position Title]

[Position Title]

[Position Title]

M/D/Y_____

Date

[Signature]

[Name]

[Senior Official Title], [Name of Jurisdiction]

Distribution/Recordkeeping: Provide copies to Incident Command, EOC Manager (if activated), Finance/Administration, and Documentation Unit. File with incident records.

Appendix 5: Proclamation of Local State of Emergency Template

Appendix 5: Proclamation of Local State of Emergency Template

Note: If the City of Astoria has an existing format for disaster declarations, that should be used. If not, the following template shows the language that should be retyped onto the City of Astoria's official letterhead before submitting. Gray-highlighted language should be revised to accurately describe the current incident.

CITY OF ASTORIA, OREGON PROCLAMATION OF LOCAL STATE OF EMERGENCY

To all citizens and persons within the City of Astoria, Oregon, and to all departments, offices, and agencies of the City of Astoria government:

WHEREAS, pursuant to ORS 401.309 (Declaration of state of emergency by city or county; procedures; mandatory evacuations) and applicable City of Astoria ordinances and resolutions adopted under that authority, the Astoria City Council, as the city governing body, may declare by ordinance or resolution that a state of emergency exists within the City of Astoria when conditions threaten life, safety, property, or the environment, and such ordinance or resolution must limit the duration of the declared state of emergency to the period during which the conditions giving rise to the declaration exist or are likely to remain in existence; and

WHEREAS, under ORS 401.309 and City of Astoria's local emergency declaration procedures, the City may implement emergency orders, rules, and regulations necessary to prevent, minimize, respond to, or recover from an emergency; and WHEREAS, nothing in this Proclamation is intended to affect or diminish the Governor's authorities during a state of emergency declared under ORS 401.165, and the provisions of ORS 401.165 to 401.236 supersede local declarations to the extent provided by law; and

WHEREAS, due to the [type of incident] conditions presently existing within portions of the City of Astoria, Oregon, which may affect the health, safety, and welfare of the people of the City of Astoria; and

WHEREAS, it has been determined that the following areas of the City of Astoria should be declared emergency-affected areas, and that certain measures must be taken to ensure that response agencies are unhampered in their efforts to protect life and property, maintain public order, and support an orderly flow of traffic and movement of people and resources; and

WHEREAS, the following areas are designated as emergency-affected areas within the City of Astoria: [list areas or attach as Exhibit A];

NOW, THEREFORE, I/we hereby proclaim that a Local State of Emergency exists in the City of Astoria, Oregon, and declare that the following emergency regulations and directives [list below or attach as Exhibit B] are in effect, in addition to all other applicable laws, until ____ [date] or otherwise modified or terminated by appropriate authority.

[Name]

[Date]

[Position Title]

Appendix 6: Rescission of Local State of Emergency Template

Appendix 6: Rescission of Local State of Emergency Template

Note: If the City of Astoria has an existing format for rescinding disaster declarations, that should be used. If not, the following template shows the language that should be retyped onto the City of Astoria's official letterhead before submitting. Gray-highlighted language should be changed to describe the current incident accurately.

RESCISSION OF LOCAL DISASTER/EMERGENCY

To the citizens and residents of the City of Astoria, Oregon, as well as all government departments, divisions, and bureaus within the City of Astoria, Oregon,

WHEREAS, the local emergency issued on the [day] day of the [month] at [time] pursuant to the powers vested by the State of Oregon is no longer necessary.

Therefore, in accordance with the aforesaid laws, I do hereby declare that the local disaster emergency no longer exists and rescind the aforesaid proclamation.

[Name]

Date

[Position Title]

Appendix 7: Authorities and References

Appendix 7: Authorities and References

Authorities

This Emergency Operations Plan (EOP) is implemented under the legal authorities granted to the City of Astoria by federal, state, and local law. These authorities establish the county's ability to prepare for, respond to, and recover from emergencies, including the declaration of emergencies, activation of coordination structures, and expenditure of public funds.

Emergency management activities conducted under this plan are coordinated through the City Manager's Office and City Emergency Manager, as designated by the City Council.

LOCAL AUTHORITIES

The City of Astoria's emergency management authorities are established in Astoria City Charter and City Code and formally adopted through approval of this EOP.

- Each executive officer or named governing body in each city within the State of Oregon is responsible for emergency services systems within their jurisdiction (ORS 401.035(2)).
- The Mayor and City Council are responsible for the direction and control of City resources during emergencies, including the declaration of local emergencies and invocation of emergency powers.
- The City Manager and City Emergency Manager are responsible for administration and operational implementation of the EOP, including activation of the Emergency Operations Center (EOC) and coordination of emergency response activities.
- Under ORS 401, each city may establish an emergency management agency and appoint an emergency program manager.
- The City of Astoria notifies Clatsop County of the individual responsible for emergency management activities in its jurisdiction.
- If City emergency resources are insufficient or the City fails to act, County resources may be deployed under the direction of the County to respond should emergency conditions exist that threaten residents of the City, consistent with mutual aid agreements and statutory authorities.
- Fiscal authority, delegation of authority, and emergency purchasing procedures are established in the Astoria City Code and City administrative policies, and may be temporarily modified during declared emergencies to support rapid response and recovery.

COUNTY AUTHORITIES

Clatsop County's emergency management authorities are established in County Code and formally adopted through approval of this EOP.

- Clatsop County Code 1.04.070 authorizes the Board of County Commissioners (BoCC) to declare a local emergency and invoke emergency powers when conditions warrant.
- Emergency Operations Center (EOC) Activation: Under County Code 1.04.070, the Emergency Management Director is authorized to activate the County EOC based on incident conditions, independent of a formal emergency declaration.
- Fiscal Authority: County Code 1.04.070 provides limited authority to expedite procurement and expenditures during declared emergencies, consistent with county purchasing requirements.
- Delegation of Authority: The County Manager and Emergency Management Director are responsible for administration and operational implementation of the EOP. The county is working toward a more formal Delegation of Authority framework to clarify decision thresholds during rapidly escalating incidents.
- Clatsop County Charter and Ordinances establish the overall governance structure for county operations during emergencies.
- The Clatsop County Ambulance Service Area Plan (November 2020) was developed pursuant to ORS 823.180 and establishes county authorities, roles, and procedures for ambulance service delivery. The Plan describes coordination with local jurisdictions, response partners, and documents mutual aid arrangements with adjoining counties; as needed, mutual aid with Washington providers may be coordinated through the designated franchise ambulance provider in accordance with applicable agreements and protocols.

STATE AUTHORITIES

The City of Astoria operates within Oregon's statewide emergency management framework.

- ORS Chapter 401 provides the statutory basis for local emergency management programs, emergency declarations, and coordination with the Oregon Department of Emergency Management.
- ORS Chapter 402 authorizes mutual aid and emergency assistance agreements, including interstate assistance through recognized compacts.
- ORS 190.155 through 190.170 establishes the statewide statutory mutual assistance compact under which all Oregon local jurisdictions may request and provide emergency assistance to one another.
- ORS 401.480 through 401.515 governs the authority of local governing bodies to request and utilize resources from other jurisdictions during emergencies and establishes liability protections for emergency service workers acting under these provisions.
- Oregon Fire Services Mobilization Plan establishes the legal mechanism for statewide fire resource mobilization when fires threaten life and structures beyond local capacity.
- The Oregon Conflagration Act authorizes state fire service mobilization when local firefighting resources are exhausted, in accordance with the Oregon State Fire Marshal Fire Service Mobilization Plan.

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- State of Oregon EOP guides coordination, information sharing, and resource requests through state systems, including OpsCenter.

FEDERAL AUTHORITIES

Federal coordination and assistance are provided under established national frameworks.

- The National Incident Management System and Incident Command System provide the standard structure for command, coordination, and resource management.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes federal disaster assistance and reimbursement when incidents exceed state and local capabilities.
- Title 44, Code of Federal Regulations, and the National Planning Frameworks describe how federal agencies support state and local governments during major incidents.

Appendix 8: Acronyms and Abbreviations

Appendix 8: Acronyms and Abbreviations

Abbreviation	Full Term
AAR	After-Action Report
AFN	Access and Functional Needs
AHJ	Authority Having Jurisdiction
BoCC	Board of County Commissioners
CCEM	Clatsop County Emergency Management
COG	Continuity of Government
COOP	Continuity of Operations
COP	Common Operating Picture
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMAC	Emergency Management Assistance Compact
EMO	Emergency Management Organization
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
GETS	Government Emergency Telecommunications Service
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert & Warning System
IPPW	Integrated Preparedness Planning Workshop
JIC	Joint Information Center
JIS	Joint Information System
NIFOG	National Interoperability Field Operations Guide
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
OEM	Oregon Department of Emergency Management
OERS	Oregon Emergency Response System
ORCAA	Oregon Resource Coordination Assistance Agreement

Abbreviation	Full Term
ORWARN	Oregon Water/Wastewater Agency Response Network
PIO	Public Information Officer
PSAP	Public Safety Answering Point
SCIP	Oregon Statewide Communications Interoperability Plan
SitRep	Situation Report
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act
WEA	Wireless Emergency Alert
WPS	Wireless Priority Service

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Annexes

- A. Agency/Department-Focused Annexes
- B. Hazard-Specific Annexes
- C. Mission-Specific Annexes

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Annex A: Agency/Department-Focused Annexes

Annex A: Agency/Department-Focused Annexes