



# **Continuity of Operations Plan (COOP)**

**October 11, 2022**

*Resolution 2022-04*

## **UPDATE SUMMARY**

- This Continuity of Operations (COOP) Plan was originally prepared by a City Administrator in consultation with City/County Insurance and the City Attorney to develop, implement and maintain a viable COOP Capability.
- This COOP Plan Update (2022) complies with internal agency policies, federal/state and local regulations and can be distributed internally within the City and with external agencies that this plan may affect. It was approved by the Coburg City Council on October 11, 2022.

***This Plan is meant to be utilized, along with the current EOP (“Red Book”), the City’s Succession Plan, the Cyber Security Policy, and any other policies, resolutions or ordinances that directly provide direction for responding to an emergency.***

## **REVISION SUMMARY**

Coburg is required by law to adopt the Incident Command System (FEMA) and this update took the concepts of the ICS and brought them into the older COOP for the city that while designed, was never adopted by the City Council. The City will implement a primary back-up tool for Coburg during certain types of Emergency Incidents, as well as the emergency response plans of Fire, Police and Public Works while coordinated with Administration, IT, regional partners, and the City Attorney.

## **NATIONAL INCIDENT MANAGEMENT SYSTEM**

The National Incident Management System is a standardized approach to incident management developed by the United States Department of Homeland Security. The program was established in March 2004, in response to Homeland Security Presidential Directive-5, issued by President George W. Bush. It is intended to facilitate coordination between all responders. The system has been revised once, in December 2008. NIMS is the common framework that integrates a wide range of capabilities to help achieve objectives

# Table of Contents

Table of Contents .....	1
Executive Summary .....	3
Introduction.....	3
Purpose .....	3
Applicability and Scope.....	4
Policy.....	4
Objectives .....	5
Planning Considerations and Assumptions .....	5
COOP Pre-Planning.....	5
Cyber Attack and Ransomware Attack.....	6
Staff Family Preparedness .....	6
Continuity Facilities.....	6
Communication Continuity.....	7
Security and Access Controls .....	7
Essential Functions.....	8
Orders of Succession.....	8
Delegations of Authority.....	8
COOP Execution .....	8
Planning Scenario.....	9
Time Phased Implementation.....	9
Phase I—Activation and Initial Relocation 0-12 Hours .....	10
Activation Process.....	10

Notification Procedures ..... 10

Phase II—Alternate Facility Operations ..... 12

    Execution of Mission Essential Functions ..... 12

    Augmentation of the RMR Team ..... 12

    Demobilization Planning of Alternate Facility ..... 13

Phase III—Reconstitution and Termination ..... 14

    After-Action Report and Improvement Plan ..... 14

**ANNEX DOCUMENTS**

Annex A – Sample Memorandum of Understandings.....15

    Alternative Facility Considerations.....18

Annex B – Essential Functions.....19

Annex C – Succession Plan.....22

Annex D – Declaration of Emergency.....57

Annex E – Incident Command Roles.....59

## Executive Summary

The Continuity of Operations (COOP) Plan is authorized under the legal authority of the City of Coburg and is one of the emergency plans intended to prepare for, respond to, and recover from a disaster. The COOP does not replace or supplant the Emergency Operations Plan (EOP) or Redbook. The EOP provides detailed guidelines for emergencies once the City is able to operate and respond.

The City Administrator is responsible for overseeing the operations of all the City's department functions, but every City staff member and the Coburg Fire District is responsible for some aspect of maintaining life safety and/or providing services to the Coburg community. In an emergency, the City Administrator has been trained and can serve or appoint an incident commander as appropriate.

**This Plan encompasses guidelines to quickly recover and resume essential City functions within 12 hours.** The COOP Plan can be partially or fully activated depending on the scale and severity of the incident. The City Administrator (or identified successor) is responsible for activating the COOP Plan, in consultation with the Mayor, and should only be activated when normal operations are likely to be disrupted for an extended period of time.

## Introduction

A COOP Plan establishes policy and guidance to ensure the execution of essential functions during an emergency situation that disrupts the City and/or a service area(s), and/or threatens or incapacitates operations. COOP plans can also be used for the timely resumption of normal operations once the emergency has ended. The goal of continuity planning is to reduce the consequences of any disruptive event to a manageable level and may require the relocation of selected personnel and functions.

## Purpose

Coburg has critical operations that must be performed, or rapidly and efficiently resumed in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact. This COOP plan ensures that Coburg:

- Has the capability to implement the COOP Plan with and without warning
- Is prepared to respond to emergencies, recover from them and mitigate against their impacts to the best of its ability
- Is prepared to provide essential services in an environment that is threatened, diminished or incapacitated; no later than 12 hours after the activation of the COOP Plan
- Will cooperate with Lane County Emergency Management team, and other state/federal emergency agencies as needed

- Will use the FEMA ICS/NIMS protocols as required by law,
- Facilitates the return to normal operating conditions as soon as possible
- Is capable of addressing all hazards to the best of its ability considering limited resources

## Applicability and Scope

This document is applicable specifically to Coburg. Support from other organizations as described will be coordinated with the City Administrator or Incident Commander as applicable. This COOP describes the activation process within 12 hours of an event. The COOP can be activated during duty and non-duty hours, both with and without warning.

The COOP Plan will apply to situations that:

- Occur over an extended period of time. The COOP will not be activated for temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored to the primary facility within a short period
- Require the relocation of essential functions of Coburg as determined by the City Administrator
- Continuity of management and decision-making processes that have been disrupted, in the event senior administration is unavailable,
- City staff will use FEMA ICS/NIMS guidelines.

## Policy

It is the responsibility of the City of Coburg to respond quickly in the event of an emergency; to provide support to the citizens, emergency management and response agencies, and other agencies and jurisdictions that may also be affected.

Therefore, it is a policy of the City that a viable COOP is established, maintained and reinforced by comprehensive training to ensure high levels of service quality and availability, as a means to:

- Protect life, health, and safety,
- When possible, limit further injury or death in emergency incidents
- Provide timely and thoughtful Public Information,
- Protect Property.

Procedures have been developed to support the resumption of these time sensitive functions in the event of a disruption. The COOP conforms to the acceptable insurance, regulatory and ethical practices and is consistent with City policy, plans and procedures.

## Objectives

The objective of the COOP is to ensure the capability to continue essential functions when confronted with an emergency situation including:

- Ensure the safety of City employees, and reduce the loss of life
- Ensure continuous performance of essential functions
- Protect essential facilities, equipment, valuable records and other city assets
- If needed, use the FEMA NIMS for managing emergency incidents
- Provide a line of succession for management and technical staff
- Facilitate decision-making authority for the execution of the COOP
- Coordinate with county and state officials as needed using ICS/NIMS
- Protect and preserve property as much as possible
- Achieve timely recovery and resumption of essential services for the community

## Planning Considerations and Assumptions

In accordance with State guidance and emergency management principles, a viable COOP capability:

- Must be maintained at a high level of readiness
- Must be capable of implementation: with and without warning
- Must be operational within 12 hours after activation
- Must maintain sustained essential operations for up to 30 days
- Will be executed by trained and equipped city staff
- COOP procedures are clear and sufficiently detailed, so that someone other than the primary individual can understand them.

## COOP Pre-Planning

The City has developed an Emergency Operations Plan (Red Book) that will provide detailed guidelines, and the Lane County EOP will be used as needed.

## Cyber Attack or Ransomware Attack on City Computers

The City of Coburg contracts with LCOG to prevent and mitigate these types of threats. In addition, coordination with Federal and State Law Enforcement will also need to take place during cyber-attack incidents. Technical assistance may be contracted to private entities for data restoration purposes. LCOG and other entities can provide technical support and guidance on mitigation of a cyber-attack. Law enforcement agencies would be notified as well.

The City maintains a Cyber Security Policy which should be updated periodically. This policy provides guidelines for security systems that must be in place in order to protect the City. The Cyber Security Insurance Policy is purchased through Coalition Insurance Solutions, Inc. in coordination with WHA Insurance Company who is the City's Agent of record for liability insurance.

## Staff Family Preparedness

All staff, including those not specifically assigned to the Emergency Operations Center, should be prepared for and aware of the COOP activation procedures. The activation process requires staff to be available and prepared to respond and support the entity during an emergency. It is necessary that staff families are prepared for emergencies, so the staff may respond to work in the event of a disruption.

If needed, the Incident Commander can authorize city employees to bring along their families for a short time period (12-48 hours) so that the city employee can work during the emergency, on an as-needed basis. The relocated city emergency operations center would be one possible option for the families to temporarily locate.

## Continuity Facilities

Rears Manufacturing Company located at 91386 N. Coburg Industrial Way is one primary continuity facility. Additionally, the City has an alternative site located at the Coburg Charter School. The City Administrator will continue to establish Memorandums of Understanding (MOU(s)) with businesses and other organizations to provide basic support to the City during the activation of the COOP. MOUs should be reviewed annually and specify (**See Annex A**):

**Required Activation Time:** This is the amount of time between the notifying the owner of the need to use the alternate facility and the facility being available for occupancy by the entity.

**Space and Services:** To be provided at the facility; room dimensions, office space, computers, phones, internet access, back-up power, printers, desks, sanitary services, etc.

**Sole Use of Facility:** This allocates the facility to be solely occupied by the entity during COOP activation.



**Other more remote locations to consider:**

- a.) Obtain permission to use space at Harrisburg High School, if needed,
- b.) Obtain permission to use space in the I-5 corridor of Coburg along Roberts Road or N. Industrial Way, if needed, or at the Lane County Event Center or EOC.

**Communication Continuity**

Communication within an entity and between entities is essential in continuing essential functions during an emergency situation. Should an unexpected situation occur and disrupt normal communications, cell phones, radios and other means of communication will be used as needed. Local emergency volunteers can be used to assist in local communications. One key factor for relocation and city operations in an emergency is communications facilities and radio use.

**Contacts (as of 2022):**

**Lane County Emergency Manager= 541-686-4141 or 541-682-3977**

Lane EOC = 147.58 MHz simplex, 146.68 repeater (100+)

**State of Oregon Emergency Management: Phone: 503-378-2911,**

**Fax: 503-373-7833**

**Security and Access Controls**

It is the responsibility of the City Administrator to pre-plan for security concerns involving the use of an alternate facility.

The City Administrator or Incident Commander will:

- Develop plans and procedures that will establish a goal of duplicating the level of security established at the primary facility, including limited entry/exit and security staff at doors,
- Maintain security at the primary facility and the alternate facility, if possible.
- Consider technologies such as: video surveillance, private vendor security personnel or local law enforcement
- Augmentation of security will be based on the type of emergency and/or threat

**Essential Functions**

The City has identified only priority functions necessary to provide vital services, exercise civil authority, and maintain safety of the public or to provide critical support. Any task not deemed essential must be deferred until additional personnel and resources become available. Following is a breakdown of essential functions for City in order of priority:

1. Police Patrol and response to 911 calls

2. Handle calls for service based on priority; threat to human life is first priority, followed by threat to property. Convenience/courtesy calls have lowest priority and may not be handled. Assist Coburg Fire as needed with their responses.
3. Secure and clear roadways for essential services, and secure fuel for city use.
4. Restore safe drinking water and sewer/human waste services.
5. Assess damage and estimate potential downtime, communicate that information to FEMA and/or local/state authorities (esp. Lane County EOC)
6. Conduct search/rescue and building inspections
7. IT capabilities restarted.

See **Annex B** for more information on Essential Function

## Orders of Succession

To ensure continuity of essential functions, successions for City are set to a minimum depth of three at any point where policy and directional functions are carried out. In addition, FEMA requires that the NIMS be used for emergency situations, and Coburg will follow that guideline.

The Incident Commander for emergencies will often involve the City Administrator, Public Works Director, Police Chief, or Fire Chief. Other personnel can take on the role in case of absences or type of emergency.

The Succession Plan for the City Administrator and all departmental supervisors is contained in the City's adopted Succession Plan Document.

With the use of FEMA ICS/NIMS principles, the role of City Incident Commander is open and fluid.

## Delegating Authority

Pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed. See **Annex C** for City Succession Planning Document.

## COOP Execution

This section outlines situations that can potentially lead to activation of the COOP. This section also provides a general description of actions that will be taken by the City Administration to transition from normal operations to COOP activation.

## Declaration of Emergency

An emergency may declared per the established procedures by City Ordinance ***the City Ordinance establishing procedures for a Declaration of an Emergency, Identifying a Process to***

**Establish Emergency Interim Succession**, are currently contained in Ordinance No. A-203 or any ordinance that replaces it in the future. The process shall follow the latest version of this ordinance. **See Annex D**

## Planning Scenario

The following scenarios will likely require the activation of the COOP:

### **Class 1 Scenario: Single Building/Facility Disruption**

The primary facility or any essential facility of the City Administration is closed as a result of an emergency event/threat that restricts access to the facility and disrupts normal operations for an extended period of time.

### **Class 2 Scenario: Catastrophic Event**

The area in which the primary facility or any other essential City facility is closed as a result of a widespread disruption of normal business operations for an extended period of time. Examples include utility failure, natural disaster, civil disturbance.

### **Class 3 Scenario: Widespread Pandemic**

Where the workforce is impacted by a pandemic related disruption, preventing staff from arriving at work. This will deplete the workforce and impact normal operation of business. If the issue becomes severe-enough activation of the COOP Plan may be required.

## Incident Command System (FEMA-NIMS)

Department Directors will usually comprise the roles for ICS (Logistics, Finance, Operations and Plans). The City's Incident Commander (I.C.) may be the leader of the team, or it may be a different role – it will depend on the nature or the emergency incident.

City Administrator will appoint, if needed, an Incident Commander, to provide management for the COOP response, and key positions for technical expertise necessary to establish essential functions within the next 12 hours. They will perform these functions, with resource support, for up to 30 days. The Incident Command roles are identified in the City's EOP or Red Book. To ensure minimal disruption when transferring to the alternate facility it is imperative that each essential function be assigned to qualified personnel. **See Annex E for the Incident Command roles.**

## Time Phased Implementation

Time phased implementation of the COOP is used to prepare and respond to current threat levels, to anticipate escalation and plan for increased response efforts. The extent to which time phased implementation will be applied will depend upon the emergency, the amount of warning received, during duty or non-duty hours and extent of disruption.

## **Phase I—Activation and Initial Relocation 0-24 Hours**

The following procedures are to be followed in the execution of the COOP. The Plan is designed to have flexible response and the degree to which the COOP Plan is implemented depends on the type and magnitude of the event.

### **1. Activation Process**

Incidents can occur with or without warning and during duty or non-duty hours. COOP activation and execution can become more difficult in an event without warning. The activation will enable partial, limited, or full activation of the COOP, all of which require notification of all personnel and activation of city staff.

Personnel accountability throughout all phases of emergencies is of extreme importance, as they will be relied heavily upon during all phases of the COOP. If the situation allows for a warning, staff may be alerted prior to activation of the COOP. With all notice events, procedures must include notification to the City Administration, staff, the mayor and local Emergency Management Officials.

The City Administrator (or identified successor) will be responsible for activating the COOP; the level of activation is dependent on the severity of the incident. Incidents may get larger or more complex and thereby require change in management. The city's Incident Commander will coordinate with city council, mayor and notify Lane County EOC of any emergency declarations.

### **2. Notification Procedures**

The City Administrator, Department Directors, all additional staff, and local Emergency Management Officials will be notified using the following notification procedures:

- Phone tree, texting, e-mail, and other remote database
- If City does not have power, internet or land line phones; the remote database will provide alternative communication options and can send out a mass text and/or e-mail to all contacts in the database, including vendors.
- Lane County may send out emergency notifications on public cable TV and cell phones
- City staff should remain at their office or home until further direction. Food and water will be made available to them if they are called into work.
- The Department Directors should be prepared for rapid deployment upon activation.
- The City Administrator or delegated successor will direct the activation of the COOP Plan and the City's EOP.

### **In cases where COOP activation is anticipated:**

1. The City Administrator notifies the Department Directors and alerts the Mayor, informing them that relocation is anticipated and prepare for COOP activation.
  - A Records Team prepares important documents/records, required to perform essential functions, for transport to the alternate location. A Log book of all actions and movements should be kept.
2. The City Administrator or delegated successor notifies Emergency Management Officials and the City Council.

### **In cases where COOP activation is ordered:**

1. The City Administrator requests the alternate facility from the list of alternative sites and clarifies the alternate facility location. When requesting an alternate facility, arrival to the alternate facility may take up to 48 hours. This means a temporary location may need to be used for the short term.
2. The City Administrator notifies the City Department Directors, they coordinate the deployment of city staff, to an assembly site or deployment directly to the alternate facility.
  - The Department Directors will assemble the remaining documents and other assets required to perform essential functions for their department, and begin preparation for movement of these resources.
  - Other staff members who may not assigned to the deployment will be notified of the situation and will act as support and can be called upon to supplement COOP operations.
3. The City Administrator or delegated successor notifies the Mayor and City Council as well as Lane County Emergency Management Officials, that an emergency relocation of the facility is in progress. They will provide these people with options for communications.
4. Security and other designated personnel of the impacted facility should implement appropriate measures to ensure security of the facility, equipment and documents remaining in the facility.

## **Activation Procedures for Non- Duty Hours**

If it is non-business day (8:00a.m.-5:00p.m., Monday – Friday), work will require a duty officer, or other personnel to notify the City Administrator. All other procedures follow as listed above. Staff who are not Department Directors are directed to stay home but to be available until further instruction.

## **Phase II—Alternate Facility Operations**

### **Execution of Essential Functions**

1. Upon the arrival of the requested alternate facility, the City Department Directors will be responsible for re-establishing essential functions. The acting Incident Commander will:
  - a) Disseminate administrative and logistical information upon arrival to the alternate facility. This information should generally cover the operational procedures for the next 30 days
  - b) Verify arrival of equipment, office furniture, computers, phones, printers, fax, server, etc.
  - c) Finance Director or successor order and monitor the supply of resources, office supplies, paper, etc.
  - d) Work with IT to establish any and all necessary network connections, software installation, and security measures
  - e) Monitor the status and well-being of staff
  - f) Maintain contact with the City Administrator, Emergency Manager and Mayor,
  - g) Conduct continual briefings and updates for Department Directors and acting ICS sections (Logistics, Operations, Plans and Finance)
  - h) Ensure there is security at the alternate facility, consider, video surveillance, security personnel, local law enforcement

### **Augmentation of the ICS/NIMS Team (Department Directors)**

If it becomes evident that the City's ICS/NIMS Team cannot adequately ensure the continuation of essential functions, the City Administrator or Incident Commander will determine the additional positions necessary to maintain these functions. The I.C. will:

1. Identify individuals from the COOP Support Team who may be able to provide support to the ICS Team staff
2. Ensure the identified positions are staffed with individuals who have adequate skills and knowledge to perform tasks

## Emergency Database

The City will engage and populate an Emergency database which provides assistance for backup power, technology and physical workspace. Additionally, this database will include asset and equipment lists as well inventoried supplies and locations of those supplies. Database resources may not be available immediately due to outages. Therefore, this information should be maintained as part of the EOP (Redbook).

## Remote Backup

Back up resources for critical information is essential to assist in resuming essential functions. This information will be backed up on a regular basis by LCOG staff. Additionally, staff should take measures to make backups for pertinent information such as financial balances to be stored offsite in the event that financial records must be restored.

## Authorities and References

### Authorities

- Homeland Security Presidential Directive 5 (HSPD-5)
- Homeland Security Presidential Directive 8 (HSPD-8)
- Continuity Guidance Circular 1 (CGC-1)
- FEMA ICS manuals and guidance

### References for this Document

- FEMA Continuity of Operations (COOP) Plan Template
- FEMA Continuity Guidance Circular

## Demobilization Planning of Alternate Facility

Within 24 hours following the emergency relocation to the alternate facility, the Coburg ICS Team and/or Incident Commander will initiate operations to recover the impacted primary facility. The City's Planning Section is responsible for developing a restoration plan and schedule for executing an orderly transition of essential functions back to the primary facility. The leader will report to the City Administrator/I.C. for approval. The plans and schedules will include:

1. In coordination with the planning department, engineer or record, and building official, determine whether the primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options

2. In coordination with the planning department, engineer or record, and building official, construction needs for the primary facility re-occupancy, including remediation of safety issues
3. Estimated costs associated with the construction and occupancy; plans include options for funding
4. Notification plans for Coburg's ICS Team and non-COOP staff
5. Timeframe for construction completion and move-in

## **Phase III—Reconstitution and Termination**

Reconstitution procedures, of the primary facility will commence with the approval of Incident Commander/Coburg; when he/she determines the emergency situation has ended or is unlikely to reoccur. The ICS Team will be allowed to begin an orderly transition back to the impacted facility or establish functions at a different primary facility location.

## **After-Action Report and Improvement Plan**

The Coburg I.C. should initiate a COOP review process and develop an After-Action Report (AAR) prior to the resumption of normal operations at the primary facility. The information in the AAR, at a minimum will include:

1. Review of lessons learned
2. Identification of processes effective and ineffective
3. Provide recommendations for improvement
4. A COOP Improvement Plan (IP)

The COOP IP will detail steps needed to improve the COOP, designate staff responsible for carrying out the improvement and establish deadlines for completion.

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## Annex A – Sample Memorandum of Understanding

### MEMORANDUM OF UNDERSTANDING (MOU)<sup>1</sup>

#### AGREEMENT FOR USE OF FACILITIES AND RESOURCES DURING A LOCAL EMERGENCY OR DISASTER CITY OF COBURG

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This agreement is made and entered into this \_\_\_\_ day of \_\_\_\_, 2016, by and between the City, and [insert name of agreeing entity] by which the respective jurisdictions agree to provide mutual aid as provided herein.

Whereas the City desires to establish a formal working relationship with [insert name of agreeing entity] for emergency and disaster planning specifically regarding continuity of operations (COOP) planning.

Whereas City current COOP Plans incorporate the use of [insert name of agreeing entity]. (Specify the use of a particular building or facility of the agreeing entity, such as if the agreeing entity is CCCS.)

Whereas (CCCS can be reasonably secured, has internet and communications technology, provides other office equipment such as computers and printers and is next door to the Fire District Station.)

Therefore, it is mutually agreed as follows:

1. Term and Termination: The term of this agreement shall commence on the date first above written and shall continue in effect until City has resumed normal operations at their primary facility, within 30 days.
2. [Insert name of agreeing entity] Responsibilities: It is the responsibility of [insert name of agreeing entity] to comply with each of the following:
  - [Insert name of agreeing entity] agrees that, during the emergency it will only permit the City to use the facility to the extent of its ability and upon request by the City.
  - [Insert name of agreeing entity] agrees that, during or after meeting its responsibilities to its personnel and students, it will permit the City to use the services of the [insert name of agreeing entity] staff, to assist with the set-up of the alternate

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<sup>1</sup> Center of Excellence for Homeland Security. Sample MOU. "Agreement for Use of Facilities and Resources During a Local Emergency or Disaster". 2011.

## Annex A – Sample Memorandum of Understanding

facility if needed. Staff participation in emergency operations is generally voluntary. Command of staff during emergency operations will be retained by [insert name of agreeing entity] in coordination with City.

- [Insert name of agreeing entity] agrees that, during or after meeting its primary responsibilities, it will permit the use of all office equipment and technology to City during occupation of the facility, if they are unable to supply their own resources.

### 3. City Responsibilities: It is the responsibility of the city to comply with each of the following:

- The city will only request the use of the facility in the event of an extended disruption of normal operations at their primary facility.
- The city agrees they will supply their own office and technological equipment, unless unable to do so.
- The City agrees that it shall exercise reasonable care in the conduct of its activities within the facility.
- The City will be responsible for paying for personnel costs required during the set-up, operation, and demobilization of the alternate facility; including any clean-up, equipment or supply costs incurred at the facility.

### 4. Indemnification:

- [Insert name of agreeing entity] agrees to indemnify, hold harmless and defend the City, its governing board, officers employees, and agents from and all losses, costs, expenses, claims, liabilities, attorney's fees, actions or damages of any nature whatsoever including, without limitation, liability for injuries or death of any person or persons, or damages to any property, arising in any manner out of or in connection with or incident to any act, error, or o, willful, negligent or otherwise, on the part of [insert name of agreeing entity], its officers, employees, and agents in the performance of services under this agreement, or in connection with or as a result of this agreement.
- City agrees to indemnify, hold harmless and defend the [insert name of agreeing entity], its governing board, officers employees, and agents from and all losses, costs, expenses, claims, liabilities, attorney's fees, actions or damages of any nature whatsoever including, without limitation, liability for injuries or death of any person or persons, or damages to any property, arising in any manner out of or in connection with or incident to any act, error, or o, willful, negligent or otherwise, on the part of City, its officers, employees, and agents in the performance of services under this agreement, or in connection with or as a result of this agreement.

## Annex A – Sample Memorandum of Understanding

5. Non-Assignment of Agreement: [Insert name of agreeing entity] shall not assign or transfer this agreement for any interest herein without the prior written consent of the City.
6. Notices: Any notice given by either party to the other under this agreement shall be in writing, addressed as follows:

### Example

TO CITY:  
City Administrator  
City of Coburg  
PO Box 8316  
Coburg, OR 97408

TO DISTRICT:  
Superintendent  
Eugene School District  
1234 Second Street  
Eugene, OR 97401

7. Agreement Amendments: Any modification of the agreement shall be effective only if it is in writing and signed by both parties.
8. Independent Contractor: It is understood that [insert name of agreeing entity] is an independent contractor and is not employee or agent of City. This agreement does not create a partnership, joint venture, or association between City and [insert name of agreeing entity].
9. Compliance with Agreement: Should either party fail to comply with any parts of the agreement after ten (10) days' notice from the other party, they may immediately terminate this agreement.

In Witness Whereof, the parties have entered into this agreement as of the date written above.

### Example:

CITY:  
City of Coburg

DISTRICT:  
Eugene School District 4J

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City Administrator

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Superintendent

## Annex A – Alternate Facility Selection Considerations

**Alternate Facility Descriptions:** At minimum entities should identify and maintain an alternate facility. An alternate facility may be classified as one of the following two types:

1. **Hot Site:** An alternate facility that already has computers and software, telephones, internet, server, printers, etc. already in place.
2. **Warm Site:** An alternate facility with some equipment and communication interfaces pre-positioned.
3. **Cold Site:** Limited resources pre-positioned and may need to be provided by the relocating entity.

**Planning Considerations:**<sup>2</sup> The following should be considered when identifying and preparing an alternate facility for COOP Planning:

1. **Locations of Facility:** Alternate facilities should be located in an area where the potential disruption of essential functions is minimized. Should be of a sufficient distance from the threatened area and other hazardous facilities (nuclear power plants, hazardous material sites, etc.), or locations (areas subject to natural disasters) that are potential sources of disruptions or threats. In selecting an alternate facility conduct an all-hazards risk assessment that identifies hazards and vulnerabilities of the location.
  - a. The facility should have access to essential support resources such as food, water, fuel, medical facilities and municipal services (e.g., fire, police).
2. **Construction:** An alternate facility should be selected and constructed so that they are not uniquely susceptible to risks associated to risks associated with earthquakes, floods, tsunamis, etc. The alternate facility should have emergency backup power capabilities, in the event the primary source of power is disrupted.
3. **Facility Technology Capabilities:** In evaluating an alternate facility consider the readiness of the facility to support technology requirements of the entity: internet connection capability, wired for phone lines (how many), fax, identify quantity of electrical outlets and the availability of emergency generators.
4. **Space:** Alternate facility space requirements should be sufficient to support all of the entities staffing requirements. Consider the layout of the facility; is it appropriate to suit the needs of the entity (also consider parking lot size, handicap access).
5. **Preparation:** Consider the capability of the alternate facility to be a hot, warm or cold facility. The availability of the facility for use by the entity should be considered, as well the ability to pre-position resources.

The alternate facility should be equipped with resources to sustain operations for 48 hours, until the arrival of resources from Agility Recovery. If the threat does not warrant the request of Agility

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<sup>2</sup> Federal Emergency Management Agency. *Continuity Guidance Circular 1 Continuity Guidance for Non-Federal Entities*. 2009.

## Annex B – ESSENTIAL FUNCTIONS

**Instructions:** Essential functions must be determined and prioritized. The performance of highest priority items needs to be resumed as quickly as possible and should be grouped under **Day 1 of** disruption. This prioritization tool allows for **Days 2-7**, and **Days 8-30** planning, if there is an anticipated need. Below is an example for how priorities can be broken-down, to determine staff and resource requirements to fulfill each essential function. Keep in mind **Day 1** functions are of primary concern and should be approached first.

### DAY 1

FUNCTION	DEPARTMENT	PERSONNEL NEEDED	RESOURCES NEEDED
Patrol/Respond 911 services	Police	2 on-duty officers 1 Police Chief	Radios, cell phones, 2 vehicles Fuel
Infrastructure Assessment/ Repairs Water/Sewer Damage	Public Works	1 Director 3 Crew Members	Access to all equipment Radios/Cell Phones Fuel for all equipment and vehicles Emergency Equipment
Communication to Mayor and City Council	Administration	1 City Administrator or Designee	Computer, Software, Network, printer. Phones, and/or Cell phones
Communication to Public	Administration	1 Mayor 1 City Administrator 1 Administrative Support	Computer, Software, Network, printer. Pones, and/or Cell phones
Community Assessment	Administration/Planning	1 City Administrator or Designee 2 employees /Volunteers Windshield assessments	Recording supplies, phones/cell phones 2 vehicles

## Annex B – ESSENTIAL FUNCTIONS

### DAYS 2-7

FUNCTION	DEPARTMENT	PERSONNEL NEEDED	RESOURCES NEEDED
Patrol/Respond 911 services	Police	2 on-duty officers 1 Police Chief	Radios, cell phones, 2 vehicles Fuel
Infrastructure Assessment/ Repairs Water/Sewer Damage	Public Works	1 Director 3 Crew Members	Access to all equipment Radios/Cell Phones Fuel for all equipment and vehicles Emergency Equipment
Communication to Public	Administration	1 Mayor 1 City Administrator 1 Administrative Support	Computer, Software, Network, printer. Phones, and/or Cell phones
Records Retention/Preservation	Administration	1 City Recorder or designee 1 Assistant	Computer/Software Administrative Supplies Phone/Cell Phone Printer
Accts Payable Payroll/Time Keeping Utility Billing	Finance	1 Finance Director or designee 1 Assistant	Computer/ Software Employee Records A/P Records Banking Information

## DAYS 8-30

<b>FUNCTION</b>	<b>DEPARTMENT</b>	<b>PERSONNEL NEEDED</b>	<b>RESOURCES NEEDED</b>
Patrol/Respond 911 services	Police	2 on-duty officers 1 Police Chief	Radios, cell phones, 2 vehicles Fuel
Infrastructure Assessment/ Repairs Water/Sewer Damage	Public Works	1 Director 3 Crew Members	Access to all equipment Radios/Cell Phones Fuel for all equipment and vehicles Emergency Equipment
Communication to Public	Administration	1 Mayor 1 City Administrator 1 Administrative Support	Computer, Software, Network, printer. Phones, and/or Cell phones
Records Retention/Preservation	Administration	1 City Recorder or designee 1 Assistant	Computer/Software Administrative Supplies Phone/Cell Phone Printer
Accts Payable Payroll/Time Keeping Utility Billing	Finance	1 Finance Director or designee 1 Assistant	Computer/ Software Employee Records A/P Records Banking Information
Permits/Land Use Economic Development Business Support	Planning Economic Development	1 Planner Planning Support	Computer/Software Administrative Supplies Phone/Cell Phone Planning Documents

## **Annex C – SUCCESSION PLAN**

# **EMERGENCY SUCCESSION PLAN**

## *City of Coburg*

### **Rationale**

In order to ensure the continuous coverage of duties critical to the ongoing operations of the City of Coburg and its services to clients, the City Council is adopting policies and procedures for the Immediate Interim succession of Supervisors of all City Departments.

While the Mayor and City Council acknowledge that turnover is likely to happen, it believes that due diligence in ensuring that governmental functions continue as a priority. Therefore, this plan provides continuity for a short absence, long-term absence, or a termination of employment of any of the Supervisory staff of the City. It is of great importance to retain the internal and external relationships of the City, and the progressive and uninterrupted function of the City departments. Therefore, this document becomes the official plan for managing the loss of a supervisor, and/or the City Administrator of the City.

### **Benefits**

- Supports the sustainability of the organization by ensuring future staffing needs are addressed
- Provides better human resource decisions in terms of selection and promotions
- Supports ongoing training and personal growth to possible future leaders
- Reduces hiring, training and relocation costs
- Prepares for the future with a proactive approach rather than reactive approach
- Enhances employee commitment to the organization

### **Assessments**

- Annually, each department should consider the future needs for their departments. Consideration should be given to increasing service demands, new programs, and increasing populations of the City.
- Assessing the skills, training and experience in each department is important in order to identify needs, additional skills, and future leadership for each department.
- Job Descriptions should be updated as frequently as needed in order to reflect the changing needs of the City.



- Assessment of current employees should determine their interest, desire and qualifications for future promotions, and leadership opportunities.
- Recognize that this is a small local government and therefore, we must provide a realistic view of the opportunities for advancement to all employees, while also encouraging their interest in growing in their positions and opportunities for promotion.

## **Training and Education**

- Established and relevant training programs should be present in every department. This is especially true in departments where certifications control the advancement of positions.
- Encourage leadership at every level and inspire employees to step into leadership in their current positions
- Identify employees who have an interest in advancement and provide for training and educational opportunities to gain the skills needed for promotion.

# CONTENT

The following pages list the supervisory positions of the City, and the priority responsibilities for managing in their departments.

1. City Administrator
2. City Recorder
3. Finance Director
4. Emergency Response Coordinator
5. Municipal Court Clerk
6. Planning
7. Police Chief
8. Public Works Director

## DEFINITIONS

- Succession:** The intended planning, action or process for transferring a title, office, power, and duties.
- Short-term Absence:** A temporary absence that lasts less than four weeks for which there is a clear intention that the employee will return to work. Duties may be temporarily assigned.
- Long-term Absence:** A temporary absence that lasts more than 28 days for which there may or may not be a return date for the employee. However, the intention is that the employee will return to work. Duties may be temporarily assigned.
- Termination:** The end of an employee's work at a company. Whether the employee resigns, retires, or is terminated, there is no expectation that the employee will return and the duties must permanently reassigned.
- Promotion:** The act of raising someone to a higher position or rank to take on more responsibility.
- Temporary Promotion:** The act of raising an employee to a higher position for a temporary basis in order to cover the responsibilities of a co-worker who is on a temporary absence.
- Training for Succession:** The act of training an employee to take over the management duties of a department when the department director has resigned retired or is terminated

## **GUIDING DOCUMENTS**

**This document should be used in partnership with the following documents:**

- 1. City Charter**
- 2. Employee Policy Manual**
- 3. Job Descriptions**
- 4. Employee Performance Review Policy**

## **SUPERVISOR SUCCESSION**

# CITY ADMINISTRATOR

## PRIMARY FUNCTION

- Plan and direct all administrative activities of the City, and take necessary actions to improve operations.
- Establish administrative procedures to increase the effectiveness and efficiency of the City government, according to current practices in local government and consistent with approved policies established by City Council.
- Appoint and remove all employees of the City except the Municipal Judge and City Recorder. Exercise all supervisory duties over all employee of the City, including officers of the City
- Supervise and coordinate the City's administrative policies and procedures including personnel policies and purchasing procedures.
- Attend all meetings of the City Council at which his/her attendance may be required by the City Council.
- Maintain the Priority Work Plan and Goals of the City Council and ensure that the City Staff are pursuing and executing the work plan as adopted.
- Recommend for adoption by the City Council such measures, as he/she may deem necessary or expedient.
- Ensure that all laws, ordinances and policies of the City Council are faithfully executed
- Prepare and submit to the City Council such reports as may be required or as Employee may deem advisable to submit.
- Keep the City Council fully advised of the financial conditions of the City and its future needs.
- Prepare and submit a preliminary or proposed budget, work with the Budget Committee in its analysis and review, and be responsible for administering the budget upon its adoption.
- Keep the public and City Council informed through periodic reports to City Council and public on City operations.

## SUCCESSION PLAN

When the City Administrator is temporarily disabled from acting as administrator or when the office of the administrator becomes vacant, the Mayor must appoint an administrator pro tem.

### Short-Term Absence

When the City Administrator anticipates a short-term absence, he/she should work with the Mayor to identify and appoint a short-term interim.

The Public Works Director is the most reasonable Candidate at this time in the City as the Public Works Department has a supervisor who can step up into the Director's position for a temporary assignment.

### **Long-Term Absence**

#### **Mayor should appoint an interim CA.**

- This can be by an interim promotion of one or more of the supervisors of the City.
- The City can contract with LCOG to assign an interim City Administrator.
- The City can work with League of Oregon Cities who maintain an Interim Candidate List. Access to the interim candidate list is provided by emailing [LOC@orcities.org](mailto:LOC@orcities.org).

### **Termination/Resignation**

- If the City is given notice then the current City Administrator should work with the Mayor and Council to design a hiring process. This can be done by hiring an agency who will manage the candidate search.
- If no notice is given, or if CA is terminated with no notice, then the Mayor should work with LCOG or League of Oregon Cities to hire an interim City Administrator. They should then task the interim to work with the Mayor and Council to design a hiring process.

### **Training for Succession:**

- **Experience in managing a public entity, special district, large department, or non-profit.**
- **Certification or ability to seek certification through ICMA for governmental management.**
- **Experience in managing human resources for multiple employees and departments**
- **Certification in Economic Development**
- **Experience and education in Financial Management with an emphasis on governmental accounting**
- **Project Management and Planning**
- **Capital Improvement Management and Planning**
- **Experience in working with community and regional partners**
- **Experience in managing, supporting, and reporting to a board or Council**

## **CITY RECORDER**

### **PRIMARY FUNCTION**

Serves as the elected ex-officio clerk of the City Council, and attends all meetings unless excused by the Mayor.



Responsible for preparing meeting agendas and notices, keeping accurate record of proceedings, serves as the records custodian of the City, responds to public records requests, and provides records certifications.

Serves as the Election officer, coordinates, and administers the City municipal elections.

Monitor and provide annual reviews to administrative front office staff. Administrative staff is responsible for a large variety of important tasks such as utility billing, accounts receivables, customer service, facility rentals, and business licenses.

Manage and maintain City ordinances, resolutions, and public records in accordance with Oregon State statues and administrative rules

Identify and document how and why past decisions have been made and provide it to citizens and staff in a transparent way.

Manages all legal notices including public meetings, land use, financial and other.

Management execution and retention of City contracts, Intergovernmental agreements, memo of understandings, grant agreements.

Recording easements, deeds, liens and other required documents with Lane County and retaining.

## SUCCESSION PLAN

### **Short Term Absence**

When the City Recorder will be out less than four weeks and intends on returning to work the duties will be temporarily assigned to other staff. A list of deadlines and tasks will be identified and provided to the City Administrator and Mayor.

### **Long Term Absence**

When the City Recorder will not be returning for more than 28 days but the intention is to return the Charter states the Mayor shall appoint a City Recorder Pro Tem, who while acting in the capacity, shall have all the authority of the recorder.

Court Administrator | Assistant City Recorder would be qualified to be appointed and compensated as the interim City Recorder.

### **Termination/Resignation**

City Recorder is an appointed officer of the City. Charter states that officers are hired and fired by the City Council and appointed by Mayor. Mayor and City Administrator will identify and execute the recruitment process. Recruitments for supervisory staff is 30 days minimum. Current staff who are interested in the position should be encouraged to apply.

Recruitment add should be posted as normally done as well as with League of Oregon Cities, Oregon Association of Municipal Recorders, and the International Institute of Municipal Clerks. The City is members of all of the organizations.

### **Replacement Candidates**

- Prior experience or clear understanding in municipal government with limited staff. Candidates will most likely not have support staff and must be “hands-on”.
- Strong interpersonal skills are required to work effectively with citizens, staff, council, committees and commissions.

### **Training for succession**

Training an employee to take over the management duties of the City Recorder with such a small staff is not feasible. A large part of City Recorder job duties are outlined in state and municipal statutes.

To assure the succession of the City Records office task list and standard operation procedure sheets are used and updated regularly. Administrative staff are cross-trained as much as time allows.

# COURT ADMINISTRATOR

## PRIMARY FUNCTION

- Coordinates court activities, and supervising administrative support personnel of the municipal court; interacts with Judges, court staff, police staff, attorneys, defendants, other departments, and other governmental agencies.
- Participates as a team leader in court arraignments, warrant preparation and docket setting activities; supervises the scheduling of court caseloads and ensures the timely processing of pending cases; performs the additional duties of a Court Clerk, as workload requires.
- Oversees and performs data entry and scanning into established law enforcement and court data systems; works cooperatively with other agencies in the development, implementation and training related to current, future law enforcement, and court data systems.
- Oversees and administers the processing of fine payments and other accounts receivable including account adjustments, balancing and preparing summary reports and deposits. Issues fine refunds as directed by the municipal Court Judge.
- Maintains records and files using automated and manual methods; enters and retrieves data using various computer systems; completes reports of court operations as required to comply with all applicable legal requirements.
- Prepares and administers the planning and formulation of operational policies, procedures
- Conducts audits as necessary to meet statutory compliance
- Completes the more difficult, sensitive and/or technical tasks that arise in the Municipal Court operation; may provide technical and clerical support for the municipal Court Judge. Serves as the Coburg Municipal Court computer system security administrator and resolves operational issues.
- Supervises the work of all employees engaged in supporting Municipal Court operations; conducts performance appraisals, participates in hiring processes and provides training and guidance to staff.
- Oversees probation, restitution, community service and alternative programs for offenders sentenced by the municipal Court Judge; works with the Judge and the

Coburg Police Department to implement, update and review programs, which benefit the local Community.

- Conducts the budget preparation and administration with budgetary guidelines.
- Maintains court statistics and prepares statistical reports. Oversees maintenance of a variety of records; prepares research projects and reports in response to court orders, subpoenas and at the direction of the Municipal court Judge.
- Performs other duties that support the overall objective of this position.

## **SUCCESSION PLAN**

- **Short-Term Absence**

- **Records Clerk – Coburg Police Department**

- The Police Evidence Technician at the Coburg Police Department would be the best option within the first 24 hours of absence. This position is LEADS certified, which is required by the State to review and process court files. This staff member would also have a very basic understanding of how the court operates daily and would be able to provide the City with court services, such as taking payments, clearing license suspensions, and customer service both in person and via the telephone. The City Administration staff can also help with payments and customer service as needed.

- **Long-Term Absence**

- Continued support of the Police Evidence Technician

- The City Administrator will need to locate a court clerk to help assist in further court processes and procedures such as working with the Coburg Police to enter new citations and cases, running of court day operations, processing judgements, and contacting the judge. They will also need to contact Attorney's and City Prosecutor for scheduling and new case appointments.

- Coburg Municipal Court should pursue an MOU with a neighboring city to obtain a mutual support agreement for court services

- **Termination/Resignation**

- City Administrator will have the responsibility of appointing a temporary Court Administrator and the design and facilitation of a hiring process.

- **Training for Succession**

Cross training a current City Hall staff member to obtain a LEADS security certification and to be able to handle immediate needs in the court including:

- Taking Payments
- Suspension Clearances
- Customer Service both in person and on the phone
- Overview of Court software program and functionalities

**Future** – Hiring of a part-time clerk who would receive training and could step into this position in the absence of the Court Administrator.

# EMERGENCY RESPONSE COORDINATOR

## PRIMARY FUNCTION

- Work with City Administrator, Police Chief, Public Works, and local Fire Chief to develop plans for emergency preparation, emergency response and community recovery;
- Coordinate the City's emergency planning efforts to work specifically within Lane County and State of Oregon response plans;
- Coordinate with other agencies, CIS and others in developing a mitigation and review of Continuity of Operations Plan (COOP) for the city;
- Develop community communication and evacuation timing strategies as needed;
- Develop plans for mutual aid for all critical City function in the event of a natural or man-made disaster;
- Develop, coordinate training and maintain a Citizens Emergency Response Team (CERT), and other programs including training and maintenance of organizational cohesiveness;
- Enhance resiliency of City assets to support continuity of government and continuity of operations;
- Establish viable communication plan/systems with: County EOC, State EOC, local Ham radio operators, power and gas companies; Oregon Department of Transportation, FEMA, local Red Cross, volunteer organizations, Television and Radio, and social media applications.
- Develop and implement a strategy for communication with residents before, during and after an emergency event.

## SUCCESSION PLAN

- **Short-Term Absence**

Currently, the Public Works Supervisor will serve as the Emergency Operations Management

So long as the City's Emergency Operations Plan is up to date, the City could manage without an Emergency Operations Manager.

- **Long-Term Absence**

City Administrator will step into the Emergency Operations Manager position and/or appoint an employee to the duties of the position

- **Termination/Resignation**

The City Administrator will assign the duties of the position to one or more supervisors of the City and/or a new position may be designed and hired.

- **Training for Succession**

FEMA training up to and including Incident Command Training

Design of tabletop exercises

Coordinating with partner agencies

Development of communications planning



# FINANCE DIRECTOR

## PRIMARY FUNCTION

- Directs the maintenance of the City's fiscal accounting system in a manner consistent with established and accepted municipal accounting principles and practice.
- Prepares, interprets, and analyzes financial reports and statistical information.
- Acts as the Budget Officer, oversees City budget preparation, including reviewing preliminary department budgets, overseeing current budget and providing up to date budget
- Manages annual audit. Prepares information, answers questions, and serves as a liaison between the auditor and the City Staff.
- Is responsible for managing all duties and operations within the Finance Department, including payroll and all associated reports, journal entries and adjustments, general accounting ledgers, bank and cash reconciliation.
- Ensures Finance Department compliance with adopted City policies and procedures and implements specific policies and office procedures for subordinating staff.
- Manages employee benefits, such as group insurance and PERS, and assists in compliance with regulations associated with personnel policies, FLSA, COBRA, Wage and Hour laws, etc.
- Attends regularly scheduled City Council meetings, budget meetings, responds to inquiries and questions regarding the City's finances.
- Oversees the Finance and Utility Billing software, including upgrades, repair, and technical assistance.
- Performs any other duties as required by the City Administrator, Mayor, or Council.

## SUCCESSION PLAN

- **Short-Term Absence**
  - City Administrator- Will identify and assign tasks and duties.
    - **1-4 Weeks**
- **Long-Term Absence**
  - City Administrator- Will identify and assign tasks and duties. May get temporary support from an agency.
    - **1-3 Months**

- **Termination/Resignation**

The City Administrator would be responsible putting together a plan for replacing the Finance Director. We would use the job description and follow the hiring process that is in place at the time of recruitment

- **Training for Succession**

Training for a current City of Coburg employee on some of the tasks that the Finance Director performs on a daily basis. The training would be on the existing specialty finance software the City has in place. The Finance Director would help with in house training. We would also use the software vendor to get training of specific modules of the software. These include Accounts Payable, Clearing House, and Special Assessments. They would also use the Standard Operating Procedures (SOP) that have been created by City staff.

- GFOA Natural Standards Training
- OGFOA Training
- Oregon Municipal Budget Training
- Access to all essential financial programs
  - All Banks
  - Payroll Process
  - Current Financial Software
  - Benefits Plans
  - PERS Web Site

## PLANNING

### PRIMARY FUNCTION

- Review and evaluate land use proposals and building permits for compliance with Federal, State and local rules and regulations;
- Perform professional research and writing related to current and long range planning programs, special projects and studies
- Manage the revision of land use documents and related ordinances.
- Provide land use related customer service
- Prepare reports, plans designs, and implement specific goals expressed by the City Council and the Planning Commission as it pertains to the planning and development of the community.
- Assist with the development and implementation of Economic Development programs and projects.
- Create and maintain project maps and data
- Ensure compliance with all conditions of approval as stated by the Planning Commission.

- Serve as the Staff representative in the management of the Planning Commission, Heritage Committee and any other committees or commissions assigned to the department.
- Represent the City in regional transportation and development meetings at the county and state level as needed.
- Responds to inquiries from the public by phone and through correspondence; provides information on specialized programs or projects, including policies, regulations and issues to officials, citizens and interested groups.
- Facilitate the promotion and partnership of the department with the City Staff, City Council, Planning Commission, and citizens with timely and helpful information, facilitation of community input, and the overall commitment to serving the best interest of the community of Coburg.
- Oversees the administrative function of the department including but not limited to the management of records, correspondence, committee and commission information, and timely and consistent update to informational documents and applications
- Participation in the City Department Leadership Team.
- Attendance at City meetings, public hearings, open houses, and community meetings as required for the engagement in the development and economic wellbeing of the community.
- Maintain planning office in a clean, neat and organized fashion.

## **SUCCESSION PLAN**

- **Short-Term Absence**

Currently the planning office is ran by an associate planner of the City with some supervision provided by the City Administrator and a Planning Manager at Lane Council of Governments. In the event of a short-term absence, the City Administrator would contact Jake Callister at LCOG and inform him that we need a contract planner to step in to take over all planning procedures at Coburg. City Administrator will also need to identify administration tasks and interaction with customers and assign tasks and responsibilities for interacting with LCOG Staff.

- **Long-Term Absence**

Same as short-term. Coburg could seek an interim intern to serve as the liaison between the City and LCOG.

- **Termination/Resignation**

The City Administrator would design and facilitate the hiring process for an associate planner or a planning director. It would be determined at the time of the design of the

hiring process which position would be filled according to the greatest need and available budget of the City.

# POLICE CHIEF

## PRIMARY FUNCTION

- Plans, coordinates, supervises and evaluates police department operations.
- Develop and maintain an efficient and effective organization.
- Plans and implements a law enforcement program for the City in order to better carry out
- The policies and goals of City Management and Council; reviews Department performance and effectiveness, formulates programs or policies to alleviate deficiencies.
- Assures that personnel are assigned to shifts or working units which provide optimum effectiveness in terms of current situations and circumstances governing deployment.
- Supervises and coordinates the preparation and presentation of an annual budget for the
- Department; directs the implementation of the department's budget; plans for and reviews specifications for new or replaced equipment.
- Directs the development and maintenance of systems, records and legal documents that provide for the proper evaluation, control and documentation of police department operations.
- Directs the training and development of department personnel.
- Handles grievances, maintains departmental discipline and the conduct and general behavior of assigned personnel.
- Prepares and submits periodic reports to the City Manager regarding the department's activities, and prepares a variety of other reports as appropriate.
- Meets with elected or appointed officials, other law enforcement officials, community and business representatives and the public on all aspects of the department's activities.
- Attends conferences and meetings to keep abreast of current trends in the field; represents the City Police department in a variety of local, county, state and other meetings.
- Cooperates with County, State and Federal law enforcement officers as appropriate where activities of the police department are involved.
- Ensures that laws and ordinances are enforced and that the public peace and safety is maintained.
- Responsible for the selection of department personnel.
- Directs investigation of major crime scenes.
- Perform other duties as required.
- Establish and maintain positive working relations with coworkers, citizens, and the public.

## SUCCESSION PLAN

- **Short-Term Absence**

The Chief of Police exercises command over all personnel in the Department. During planned absences, the Chief of Police will designate the Police Sargent to serve as the acting Chief of Police.

Except when designated as above, the order of command authority in the absence or unavailability of the Chief of Police is as follows:

- Patrol Sergeant
- Senior Patrol Officer

- **Long-Term Absence**

- The purpose of the OACP Linebacker Interim Leadership Assistance program is to provide interim Police Department leadership to cities during periods when a vacancy has occurred in the office of the Chief of Police.
- Such vacancies may be the result of a number of factors such as the transition between a former chief and a new chief or an extended absence of the chief. The program provides an opportunity for a city to benefit from the leadership of an experienced law enforcement executive professional during such periods.
- When a police chief vacancy occurs, the City will be faced with the challenge of keeping the police department moving forward. The goal of the Linebacker program is to link cities and police departments that require short-term leadership and management of the police department with a qualified retired Police Chief, or currently employed mid-level police commander/executive, with proven leadership ability.
- The Oregon Association Chiefs of Police (OACP) has established and maintains a list of qualified candidates who are willing and able to serve as an interim Chief of Police. The city may request assistance from the OACP to provide a list of potential candidates for consideration. The City Administrator or Mayor must initiate the request. On receipt of such a request, the OACP Executive Resources Committee chair shall contact registered Linebacker members and ascertain who is available to serve the city. The OACP Executive Director will then provide the city with a portfolio of potential candidates. The responsibility and the

involvement of OACP and the Executive Resources Committee of OACP shall end once the list of potential candidates has been provided to the city.

- It shall be the responsibility of the City Administrator to interview and select the individual who will serve as the interim Chief of Police.

- **Termination/Resignation**

The responsibility for replacing the Police Chief would be held by the City Administrator who will design and facilitate a hiring process. CIS has the resources and can assist in this process.

- **Training for Succession**

- **MANAGEMENT CERTIFICATION**

Management certification is intended to reflect an officer's level within the public safety community. DPSST issues these certifications based on specific guidelines to ensure they are transferable between all agencies within Oregon. Officers can obtain this certification by meeting the requirements for certification detailed below. Management certifications are optional certifications except a Chief of Police must obtain management certification within 2 years of appointment. Persons wishing to hold these certifications must demonstrate they possess the Board approved statewide requirements.

DPSST does not have any requirements for individuals to obtain Management Certification. However, management training is required for individuals moving into a management role as indicated in their Agency Rank Structure. You can register for an academy class or submit an F22 Management Training Equivalency form to comply with the training requirement. Education Credits calculation: Quarter credit = Education Credit; Semester credit X 1.5 = Education Credit Training used to obtain college credit cannot be used for both training and education. Meaning if a college/university accepted a 40-hour training towards a degree, that 40 hours cannot be used in both training and education. The following requirements must be reflected in DPSST records, accessible via CJ IRIS, prior to application submission: Rank must be listed in Agency Rank Structure Report as qualifying to receive management certification.

Must possess Supervisory certification in the requested discipline. (IRIS Certification Tab) Must have completed DPSST management training or submitted an F22 equivalency within 5 years. (IRIS Training Tab) Must have at

least 90-college education credits (IRIS Education Tab) must be currently employed in a Middle Management, Assistant Department Head, or Department Head position, and have 2 years of experience in an eligible position within the preceding 5 years. (Limited or acting management does not qualify) (IRIS Employment Tab) Have current First Aid/CPR Certification (can be submitted on an F6 Roster) (IRIS Requirements Tracking Tab) Documents Required: DPSST form F7 Application for Certification

- **EXECUTIVE CERTIFICATION**

- Executive certification is intended to reflect an officer's level within the public safety community. DPSST issues these certifications based on specific guidelines to ensure they are transferable between all agencies within Oregon. Officers can obtain this certification by meeting the requirements for certification detailed below. Executive certifications are optional certifications. Persons wishing to hold these certifications must demonstrate they possess the Board approved statewide requirements.
- Education Credits
  - Education credit calculation: Quarter credit = Education Credit; Semester credit X 1.5 = Education Credit Training used to obtain college credit cannot be used for both training and education. Meaning if a college/university accepted a 40-hour training towards a degree, that 40 hours cannot be used in both training and education.
  - The following requirements must be reflected in DPSST records, accessible via CJ IRIS, prior to application submission:
- Rank must be listed in Agency Rank Structure Report as qualifying to receive executive certification.
- Must possess Management certification in the requested discipline. (IRIS Certification Tab) Must have at least 90 college education credits. (IRIS Education Tab)
- 100 hours of DPSST- approved executive level training within the preceding 5 years. (IRIS Training Tab)
- Must be currently employed in a Middle Management position as an Assistant Department Head or Department Head as defined by the agency rank structure,



and have 2 years of experience in an eligible position within the preceding 5 years. (Limited or acting management does not qualify) (IRIS Employment Tab)

- Have current First Aid/CPR Certification (can be submitted on an F6 Roster) (IRIS Requirements Tracking Tab) below are examples of executive level training, other trainings may also qualify. Be sure to identify the 100 hours on a separate sheet of paper when applying for Executive Certification.
- FBI National
- OEDI
- International Public Safety Leadership and Ethics Institute (IPSLEI)
- Northwest Leadership Seminar
- Executive Development Seminar
- Civil Liability / Risk Management
- Documents Required:
  - DPSST form F7 Application for Certification
  - Memo on agency letterhead detailing Course Name, number and hours reflecting the 100 hours of executive training. A printout of IRIS with the courses identified is acceptable.

# PUBLIC WORKS DIRECTOR

## PRIMARY FUNCTION

- Plans, schedules, and implements construction, maintenance, and operational functions designed to provide quality street, park, water and wastewater services for the City.
- Communicates effectively and respectfully with the City Administrator, City Council, City Planning staff, Public Works staff, and the community.
- Oversees all functions of municipal water and wastewater system including repairing and maintaining equipment, taking daily readings, analyzing results, and conducting laboratory testing;
- Conducts inspections for streets and parks construction and maintenance;
- Maintains maps of all water main lines, streets, and other relevant utility locations;
- Plans and implements required training and safety programs for public works personnel; conducts regular safety committee meetings as required;
- Prepares the annual budget for streets, parks, water and wastewater funds and related reserve funds; monitors and controls departmental expenditures to ensure compliance with the City's policies and procedures and local budget law;
- Evaluates, develops and implements goals, programs, policies and procedures to improve the effectiveness and efficiency of department responsibilities;
- Prepares required studies and reports for all regulating agencies, City Council, Planning Commission, Planning Department and City Administrator;
- Keeps accurate records of all documentation relating to Public Works;
- Oversees the preparation of engineering plans and specifications, bidding, competency of contractors and vendors, and the selection criteria for public contracts; ensures contractor compliance with time and budget parameters for the project;
  
- Works closely with the City Planning Department performing initial building and construction plan review for infrastructure improvements, development, construction, usually related to right-of-way, locations of utilities, and implementing public utility service procedures for both new and existing development;
- Responsible for purchasing materials and supplies unique to the Public Works Department; maintains budgetary control, purchases only when necessary and exercises prudence and accountability in spending;
- Receives and resolves citizen complaints and questions regarding public works' functions and personnel in accordance with City procedure;
- Schedules staffing of on-call hours to ensure response to emergency calls, including after-hours responses;
- Attends City Council meetings, as well as other Board and Committee meetings as directed by the City Administrator;
- Oversee and inspect new sewer lines and related components, installing and relocating fire hydrants, and other maintenance, construction, repair of sewer and water lines,

street, parks and storm drainage facilities to ensure all aspects of the systems are functioning properly;

- Coordinates the location of gas, telephone, power, television, water, and sewer lines from the appropriate sources prior to excavation and informs crews of such locations;
- Provides operations guidance for construction of sidewalks, drainpipe installations, culvert installations, and road construction;
- Responsible for compliance with all regulations from OSHA, EPA, OSHD, DOF, DSL and DEQ, including compliance of wastewater permit regulations;
- Disposes of surplus property as required by State law;
  
- Confers and meets with the public on matters pertaining to both public works and planning;
  
- Maintains regular contact with consulting engineers, construction project engineers, City, County, State and Federal agencies, professional and technical groups and the general public regarding department activities and services;
  
- Maintains current engineer(s), construction project engineer(s), City, County, State and Federal agencies, professional and technical groups' contact information and acts as a City liaison;
  
- Evaluates public works needs and formulates long range master plans, and short and long range capital improvement plans to meet needs in all areas of responsibility, including street, water, sewer, drainage, street lighting, and parks;
  
- Other duties as may be assigned or required.

## SUCCESSION PLAN

- **Short-Term Absence**

Public Work Supervisor

- **Long-Term Absence**

Public Work Supervisor

- **Termination/Resignation**

The City Administrator will hold the responsibility for design and facilitation of a hiring process. This can be either an external or an internal hiring process depending on the skills of the current employees within the Public Works Department.

- **Training for Succession**

The Public Works Management Framework is to grow leaders within.

Teaching/coaching all team members on almost all job requirements from the top down and the bottom up is essential in order to continue a quality team. The Public Works belief system is education through regular team meetings on current City Council actions, Park & Tree actions, Planning action and community interactions such as Citizen Inquiries, Festival and Event planning that occur throughout the year. Team members are always learning about local, state and federal requirements for reporting purposes and who the current contacts are who hold positions so that they have the information and person to contact for such things as reporting on projects that are being constructed or are in planning/design phases. Interaction between the City Engineers is essential for all team members. It is in the best interest of the City for all team members to be educated and have broad knowledge so that they can step into a role at a moment's notice.

### **Public Works Director**

- Certifications needed through the State of Oregon Drinking Water and DEQ
- Must have 5 years Public Works Experience

**WATER**

- Distribution I
- Cross Connection Specialist

**WASTEWATER**

- Collections II
- Treatment III

**OTHER**

- Flagger Cert.
- Confined Space
- Competent Person

**Public Works Supervisor**

- Certifications needed through the State of Oregon Drinking Water and DEQ

**WATER**

- Distribution I
- Cross Connection Specialist

**WASTEWATER**

- Collections I(must be willing to go to level II within 3years)
- Treatment II(must be willing to go to level III within 3years)

**OTHER**

- Flagger Cert.
- Confined Space
- Competent Person

**Operator III**

- Certifications needed by City of Coburg

**WATER**

- Distribution I

**WASTEWATER**

- Collections I
- Treatment I

**OTHER**

- Flagger Cert.
- Confined Space
- Competent Person

## **Operator II**

- Certifications needed by City of Coburg
  - Must have Flagger Cert. within one year
  - Competent Person

# Annex D – DECLARATION OF EMERGENCY

## ORDINANCE NO. A-203

AN ORDINANCE ESTABLISHING PROCEDURES FOR A DECLARATION OF AN EMERGENCY IDENTIFYING A PROCESS TO ESTABLISH EMERGENCY INTERIM SUCCESSION AND DECLARING THE ORDINANCE EFFECTIVE ON ADOPTION

### THE CITY OF COBURG ORDAINS AS FOLLOWS:

#### SECTION 1. PURPOSE

The purpose of this ordinance is to establish the authority of the City Administrator to declare a state of emergency to exist, and to set forth the required procedures to be followed in the event that it becomes necessary to declare such a state of emergency.

#### SECTION 2. DEFINITIONS

For purposes of this ordinance, except where the context clearly indicates otherwise, the following terms shall have the meaning set forth in this section.

**Disaster.** An occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural, technological or human-made cause including fire, flood, earthquake, windstorm, oil spill or other contamination, radioactive incident, epidemic, air contamination, blight, drought, infestation, explosion, riot, hostile or paramilitary action, or structure failure of a dam, building or infrastructure, or other public calamity requiring emergency action.

**Emergency.** Any human-made, technological or natural event or circumstance causing or threatening loss of life, injury to persons or property, human suffering or financial loss including but not limited to fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of petroleum products or other hazardous material, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage and war.

#### SECTION 3. DECLARATION OF STATE OF EMERGENCY

A. Acting under delegated executive authority, the City Administrator may declare a state of emergency when:

- (1) An emergency exists;
- (2) The emergency requires a coordinated response beyond that which occurs routinely; and
- (3) The required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements.

B. Prior to declaring an emergency, the City Administrator shall make all reasonable efforts to contact the Mayor and all members of the City Council. The City Administrator shall inform the Mayor and the City Councilors of the emergency and shall seek their advice concerning the declaration of emergency. If the City Administrator is unable to contact a majority of the City Council, then the City Administrator shall not declare an emergency unless the City Administrator obtains the approval of the Mayor or one member of the City Council to proceed with the declaration of emergency.

C. The City Administrator shall use a written administrative order to declare a state of emergency. Any administrative order declaring a state of emergency shall:

- 
- (1) Immediately be provided to the Mayor and City Council;
  - (2) Designate the geographic boundaries of the area where the state of emergency exists; and
  - (3) Fix the duration of time in which the state of emergency shall exist. The initial duration shall not exceed a two week period, but may be extended for additional periods of two weeks at a time, if conditions continue to warrant such an extension.

#### **SECTION 4. EMERGENCY INTERIM SUCCESSION**

(A) For purposes of operation during an emergency, the officers of the City, including the Municipal Judge, the City Recorder, the City Administrator and each Department Head, shall designate an emergency interim successor. Designation shall be in writing and shall be retained by the City Recorder.

(B) No person shall be designated or serve as an emergency interim successor unless the person may, under the City Charter or City Ordinances, hold the office of the person to whose powers and duties he or she is designated to succeed, but no provision of an ordinance prohibiting an officer or employee of the City from holding another office shall be applicable to an emergency interim successor.

(C) The designation of an individual as an emergency interim successor is effective until the individual is removed or replaced by the designating officer or a successor to the office. The designating officer or successor in office may remove or replace individuals so designated at any time, with or without cause.

(D) An officer is unavailable when the officer is absent and not capable of being contacted by another city officer or the officer's designated interim successor, or is unable to exercise the powers and discharge the duties of an officer, or when the office is vacant. If an emergency exists because of declaration by the City Administrator, or in the event of the unavailability of the City Administrator, after the declaration of an emergency by the City Administrator's emergency interim successor, and an officer of the City is absent, then the officer's emergency interim successor shall assume the powers and discharge the duties of the absent officer.

(E) The Mayor may resume all delegated executive authority at any time the Mayor deems such a step to be in the best interest of the City. If, during an emergency the Mayor is unavailable, the elected Council President shall assume the position of Acting Mayor. Unless the Council acts to alter the order of succession, the City Councilors shall be interim emergency successors to the Mayor after the Council President in order of seniority of service on the Council.

#### **SECTION 5. CITY ADMINISTRATOR AUTHORITY**

To the extent that the emergency permits, the City Administrator shall consult with the Mayor and a majority of the City Council prior to invoking any of the powers assigned under this section. The City Administrator shall provide the City Council with notice of each action the City Administrator takes pursuant to this section. By majority vote, the City Council may override the City Administrator's decision to invoke a power or take an action pursuant to this section. Upon declaration of a state of emergency, in addition to other powers granted to the City Administrator elsewhere in the Ordinance, or in other Ordinances, the City Administrator may:

(A) Designate persons to coordinate the work of public and private relief agencies operating in the emergency area, and exclude from the area any person or agency refusing to cooperate and work under the coordinator or to coordinate with other agencies engaged in the emergency work.

(B) Order the removal of debris and wreckage which may threaten the public health or safety on public or private property.



(C) Barricade or order the barricading of streets and prohibit vehicular or pedestrian traffic, or regulate the same on any public street leading to the area designated as an emergency area for such distance as may be deemed necessary under the circumstances.

(D) Prohibit or limit the number of persons who may gather or congregate upon any public street, public place or any outdoor place within the area designated as an emergency area.

(E) Establish a curfew for the designated emergency area which fixes the hours during which all persons other than officially authorized personnel may not be upon the public streets or other public places.

(F) Order the evacuation of persons from designated areas as necessary.

(G) To the extent sufficient funds are available and budgeted, to redirect city funds to pay expenses incurred as a result of responding to the state of emergency.

(H) Appropriate from commercial or industrial businesses merchandise, equipment or vehicles needed to alleviate the emergency. The City shall reimburse the business within 30 days of the appropriation at the customary value charged for the items during the 90 day period before the declaration of the state of emergency. Nothing in this ordinance authorizes the City to take individual personal property (including food or other goods).

#### **SECTION 6. ADDITIONAL PROVISIONS**

(A) Debris or wreckage resulting from a natural disaster or emergency situation is declared to be a nuisance, which may be abated pursuant to City Ordinance.

(B) No person shall knowingly violate any emergency measure, regulation or lawful order of an authorized city employee or agent taken pursuant to this Ordinance.

(C) In the event of an emergency this Ordinance shall control over any conflicting ordinance provision.

#### **SECTION 7 SEVERABILITY**

The sections or subsections of this ordinance are severable to the extent allowed by law. The invalidity of a section or subsection shall not affect the validity of the remaining sections or subsections of this ordinance, which shall remain in full force and effect.

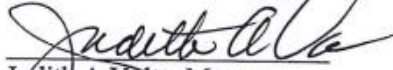
#### **SECTION 8 EMERGENCY DECLARED**

Whereas it is necessary for the general welfare of the citizens of the City of Coburg that the procedures for declaration of an emergency and for interim succession be established, an emergency is hereby declared to exist, and this ordinance shall take effect immediately upon its passage by the City Council and approval by the Mayor.

The foregoing ordinance was, by City Council consent, after public notice, public hearing and Council deliberations, read twice by title only in accordance with the City Charter on the 11<sup>th</sup> day of July, 2006, whereupon it was put to a vote, the results of which were:


YES: 5  
NO: 0  
ABSTAIN: 1 (Brian Pech gone)  
PASSED: X  
REJECTED:       

SIGNED AND APPROVED this 11th day of July, 2006



Judith A Volta, Mayor

ATTEST:

  
Donald Schuessler, City Recorder

# SAMPLE DECLARATION OF EMERGENCY

## RESOLUTION 20xx -

### **A RESOLUTION OF THE COUNCIL OF THE CITY OF COBURG DECLARING A STATE OF EMERGENCY DUE TO COVID-19**

**WHEREAS**, A type of coronavirus, COVID-19 was declared a pandemic by the World Health Organization March 11, 2020; and

**WHEREAS**, cases of COVID-19 have been detected in Lane County; and

**WHEREAS**, COVID-19 requires a significant amount of resources at the local level to keep the public and community informed and as safe as possible; and

**WHEREAS**, March 8, 2020 Governor Kate Brown declared a state of emergency due to the COVID-19 outbreak in Oregon (Executive Order 20-03), finding that COVID-19 has created a threat to public health and safety, and constitutes a statewide emergency under ORS 401.025(1); and

**WHEREAS**, The Lane County Board of Commissioners has declared a state of emergency relating to COVID-19 in Lane County, Oregon; and

**WHEREAS**, March 13, 2020 President Trump declared a nationwide emergency pursuant to Sec. 501(b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the "Stafford Act")

**WHEREAS**, the unknown duration of the COVID-19 Pandemic may have significant financial impact to the community; and

**WHEREAS**, to ensure that the City of Coburg is fully prepared for the local outbreak of COVID 19 and has the resources and authority needed to respond to the disease, a declaration of emergency is necessary;

### **NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF COBURG**

**Section 1.** A Local State of Emergency is declared to exist throughout the City of Coburg.

**Section 2.** All necessary city funds shall be redirected for emergency use, and standard city procurement procedures shall be suspended for any contract or purchase necessary to combat the COVID-19 Pandemic.

**Section 3.** All non-essential city commissions, committees, task forces and city events are cancelled until April 2, 2020.

**Section 4.** To protect the health of the City employees, the City Administrator may issue emergency rules or guidance on the use of sick leave, telework, remote work, or other policies that shall be in effect for the duration of the emergency.

**Section 5.** Delegate to the Emergency Manager as determined to be necessary direction to protect lives and property and to efficiently conduct activities that minimize to mitigate the effect of the emergency.

**Section 6.** The City Administrator shall use authority under ORD A-203 section 5 as needed during the emergency and shall take all necessary steps authorized by law to coordinate the response of this emergency, including but not limited to requesting assistance from State of Oregon and Lane County.

**Section 7.** The Declaration of State of Emergency will become effective immediately and will remain in effect through April 2, 2020 but may be extended for additional periods of two weeks at a time under this resolution, if conditions continue to warrant such as extension.

**Adopted** by the **City Council** of the **City of Coburg**, Oregon, by a vote of \_\_\_ for and \_\_\_ against, this 20<sup>th</sup> day of March, 2020.

\_\_\_\_\_  
Ray Smith, Mayor

ATTEST:

\_\_\_\_\_  
Sammy L. Egbert, City Recorder

# ANNEX E – INCIDENT COMMAND ROLES

INCIDENT COMMAND ROLES					
Name	Title	COOP Team Role	Contact Information		
			Office Phone	Cell Phone	E-mail
		Incident Commander			
		Public Information Officer			
		Plans			
		Operations			
		Finance			
		Logistics			
		Safety			

MEMORANDUM

To:

From:

Date:

Subject: Delegation of Authority

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The authority to take actions listed below is hereby delegated to you in your respective positions in the City Administration to the incumbents of the positions designated herein. This delegation is effective as of \_\_\_\_\_

All authority hereby delegated shall be exercised in accordance with applicable laws, rules, administrative directives, and budget allocations. This authority cannot be re-delegated.

Tasks to be covered in this delegation and to whom those delegations will be made:

**(Example)**

- **Purchase Requisitions/Spending Authority – Name and Title**
- **Agility Recovery Solutions Liaison – Name and Title)**

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Authorized Signature:

City Administration