

City of Hillsboro, Washington County, Oregon Emergency Operations Plan



Prepared for:



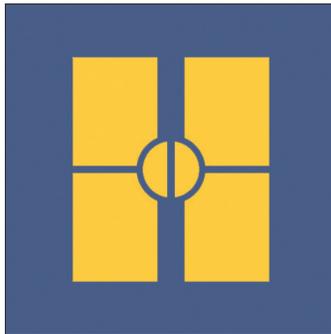
City of Hillsboro,
Washington County, OR

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

City of Hillsboro
Washington County, Oregon
EMERGENCY OPERATIONS PLAN



October 2012

Prepared for:

City of Hillsboro
150 East Main St.
Hillsboro, Oregon 97123-4028

Prepared by:





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

Preface

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

Response to emergency or disaster conditions in order to protect the public and minimize property damage is a primary responsibility of government. The City of Hillsboro strives to respond in the most organized, efficient, and effective manner possible. To accomplish this goal, the City of Hillsboro has formally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Functional Annexes, and Hazard-Specific Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan also describes how the City of Hillsboro will coordinate with Federal, State, local, and tribal governments; non-profit organizations; community organizations; and private-sector partners.

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Letter of Promulgation

To all Recipients:

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

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

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

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

Jerry Willey
Mayor

DATE

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- FA A – Alert and Warning
- FA B – Cost Recovery
- FA C – Damage Assessment
- FA D – Emergency Declaration Process
- FA E – Emergency Operations Center Activation
- FA F – Incident Communications
- FA G – Protective Action Strategies
- FA H – Public information
- FA I – Recovery
- FA J – Resource Management
- FA K – Mass Care
- FA L – Status Reporting
- FA M – Disaster Volunteer Management
- FA N – Mitigation

Hazard-Specific Annexes

- HA A – Terrorism
- HA B – Earthquake
- HA C – Fire
- HA D – Flood
- HA E – Hazardous Materials
- HA F – Severe Weather
- HA G –Industrial Transportation Incident
- HA H – Utility Failures and Resource Shortages
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Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The City of Hillsboro Emergency Manager is ultimately responsible for dissemination of all plan updates. This plan will be posted online at <http://www.ci.hillsboro.or.us/EmergencyInfo/Plans/EMP.aspx>, to the City’s internal Emergency Operations Center SharePoint site and will be available on CD in the Emergency Operations Center.

Date	No. of Hard Copies	Department/Agency	Title/Name
	1	Administration	City Recorder
	1	Building Department	Building Official
	1	Finance Department	Finance Director
	1	Fire and Rescue Department	Fire Chief
	1		Emergency Manager
	3		Emergency Operations Center
	1	Parks and Recreation Department	
	1	Police Department	
	1	Public Works Department	
	1	Risk Management	Risk Manager
	1	Water Department	
	1	Oregon Emergency Management	State Domestic Preparedness Coordinator
	1	Washington County Emergency Management	Emergency Manager

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Manager
Functional Annexes (FAs) <i>Note: In addition to responsible parties listed, the Emergency Manager will review <u>ALL</u> annexes.</i>	
FA A Alert and Warning	Fire Chief Police Chief
FA B Cost Recovery	Finance Director
FA C Damage Assessment	Building Official Fire Marshal
FA D Emergency Declaration Process	City Recorder
FA E Emergency Operations Center Activation	Fire Chief Police Chief Public Works Director
FA F Incident Communications	Fire Chief Information Services Police Chief
FA G Protective Action Strategies	Fire Chief Police Chief
FA H Public Information	Public Affairs Manager
FA I Recovery	Finance Director Recovery Officer
FA J Resource Management	Emergency Manager

Plan Administration

Section/Annex	Responsible Party
FA K Mass Care	Emergency Manager
FA L Status Reporting	Emergency Manager
FA M Disaster Volunteer Management	Parks & Recreation Director
FA N Mitigation	Emergency Manager
Hazard-Specific Annexes (HAs) <i>Note: In addition to responsible parties listed, the Emergency Manager will review <u>ALL</u> annexes.</i>	
HA A Terrorism	Police Chief
HA B Earthquake	Public Works Director
HA C Fire	Fire Chief
HA D Flood	Public Works Director
HA E Hazardous Materials	Fire Chief
HA F Severe Weather	Public Works Director
HA G Industrial Transportation Incident	Fire Chief Public Works Director
HA H Utility Failures and Resource Shortages	Public Works Director Water Director
HA I Volcanic Eruption	Public Works Director

Basic Plan

1

Introduction

1.1 General

The City of Hillsboro (City) emergency management mission is to ensure the City's preparedness for a disaster by coordinating the protection, prevention, mitigation, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

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

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

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm the City's resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

1. Introduction

1.1.1 Whole Community Planning

The “Whole Community” planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. This includes all emergency management partners, both traditional and nontraditional, such as volunteer, faith-, and community-based organizations; the private sector; and the public, including survivors of a disaster.

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

1.2 Purpose and Scope

1.2.1 Purpose

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

- Includes all hazards and types of emergencies likely to impact the City.
- Provides a framework for multi-discipline, multi-jurisdictional coordination and cooperation.
- Addresses all phases of a disaster through mitigation, preparedness, response, and recovery activities.
- Designates the National Incident Management System (NIMS) as the framework within which all emergency management activities occur.
- Directs use of the Incident Command System (ICS) for managing incident response.

1. Introduction

- Identifies roles and responsibilities of City departments, offices, and personnel in emergency operations, as well as those of cooperating public- and private-sector agencies.
- Establishes life safety, followed by protection of property and the environment as emergency response priorities.
- Provides a common framework within which the City, Washington County (County), special districts, and other agencies/organizations can integrate their emergency planning and response and recovery activities.

1.2.2 Scope

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

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

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

1.3 Plan Activation

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

- Incidents in or impacting the City.
- Health emergencies in or impacting the City.
- Non-routine life-safety issues in or impacting the City.

- Pre-planned events in or impacting the City.

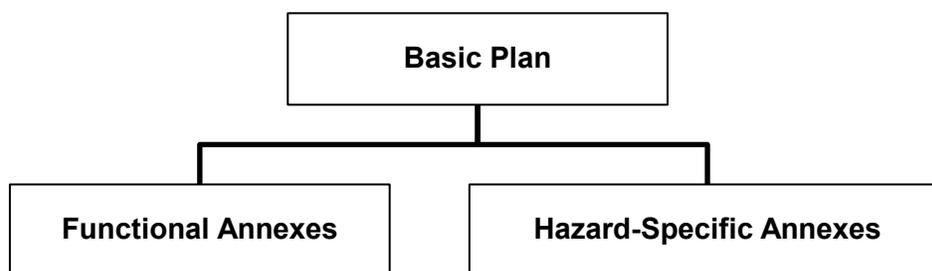
An emergency declaration is not required prior to implementing the EOP or activating the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander or Emergency Management Group.

1.4 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with appendices)
- Functional Annexes (FAs)
- Hazard-Specific Annexes (HAs)

Figure 1-1 City of Hillsboro Emergency Operations Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, requests for resources and emergency spending powers, and coordination with other jurisdictions and agencies.
- Describe the context under which the City will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the City’s employees tasked with emergency preparedness, response, and recovery functions.

1. Introduction

- Describe a concept of operations for the City that provides a framework within which the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City’s emergency response structure, including activation and operation of the City EOC and implementation of ICS.
- Describe the relationship between this plan and other planning documents, such as the National Response Framework or the City’s Multi-hazard Mitigation Plan and Continuity of Operations Plan.
- Discuss the City’s protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. The FAs, which supplement the information in the Basic Plan are:

- FA A – Alert and Warning
- FA B – Cost Recovery
- FA C – Damage Assessment
- FA D – Emergency Declaration Process
- FA E – Emergency Operations Center Activation
- FA F – Incident Communications
- FA G – Protective Action Strategies
- FA H – Public information
- FA I – Recovery
- FA J – Resource Management
- FA K – Mass Care
- FA L – Status Reporting
- FA M – Disaster Volunteer Management
- FA N – Mitigation

1. Introduction**1.4.3 Coordination with County Functions**

During a Countywide disaster, when the City EOC is activated, coordination with County functions takes place on several levels:

- Formal communications between the City and County EOCs and/or Department Operations Centers (DOCs) for the purpose of decision-making will be conducted in accordance with FA H – Incident Communications.
- The City and County EOCs will exchange resource requests in accordance with FA L – Resource Management.
- The City and County EOCs will exchange situation status and resource status reports in accordance with FA N – Status Reporting.
- Informal communications between EOC and DOC counterparts may lead up to or follow formal information exchanges and resource requests and may be necessary to clarify details regarding such formal exchanges. Such communications are encouraged, for example, between the City EOC Director and the County EOC Incident Commander, between the City and County EOC Logistics Chiefs, and between City and County DOC counterparts.
- Informal communications are encouraged; however, they are not a replacement for the formal communications processes outlined in the FAs.

During a major emergency or disaster affecting the County or a portion thereof, when City resources are not overwhelmed by internal response, the City and special districts may be asked to support the larger response. Requests for such assistance are issued by the Washington County EOC.

Response to these resource requests could take one of two forms:

- The County could request the City’s assistance through mutual aid agreements. The EOC may or may not be activated to respond to the resource requests, and the affected City Department(s) may or may not activate their DOCs.
- The County EOC could request assistance in accordance with FA L – Resource Management. If not already activated, the City EOC may be activated to respond to the resource requests.

1. Introduction

Table 1-1 City Coordination with County Functions																					
Key: P – Primary S – Support	A - Alert and Warning	B - Animals in Disaster	C - Catastrophic Mass Reception	D - Communications	E - Damage Assessment	F - Debris Management	G - Donations Management	H - EMS Resource Management	I - Emergency Public Information	J - Emergency Volunteer Management	K - Fire Resource Management	L - Law Enforcement	M - Legal	N - Mass Fatalities	O - Mental Health	P - Population Protection	Q - Public Health	R - Resource Management	S - Shelter Care and Temporary Housing	T - Transportation Management	U - Urban Search and Rescue
	State/Federal ESF Relationship	2	11	6	2	3		6, 11	8	15	7	4	13		6	8	1, 8	8	7	6	1
City FA Relationship	A				D				J	O								L	M		
City of Hillsboro																					
Administration						S			S				P								
Building					S														S		
Capital Planning and Development			S		S													S	S	S	
Economic Development					S																
Finance					S		S											S			
Fire and Rescue /Emergency Management	P	S	S	S	S	S	S	S	S	S	P	S	S	S	S	P	S	S	S	S	P
Human Resources										S								S			
Parks and Recreation					S					P								S			
Planning					S																
Police	P			S	S				S			P			S	P	S	S		S	S
Public Works					S	S			S									S		P	
Risk Management					S					S			S						S		S
Water	P				S				S								S	S			
Washington County																					
Assessment and Taxation				S	P											S		P			
Community Corrections				S					S		S				S			P	S		
County Development				S														P			
Administration	S			S					P							S		P			
County Counsel				S					S			P			S			P			
Health and Human Services		P		S		P	P	P	S	P				P	P	P	P	P	S	S	S
Housing Services				S	P	S			S									P	P		
Juvenile Services				S						S		S			S			P	S		

1. Introduction

Table 1-1 City Coordination with County Functions

	A - Alert and Warning	B - Animals in Disaster	C - Catastrophic Mass Reception	D - Communications	E - Damage Assessment	F - Debris Management	G - Donations Management	H - EMS Resource Management	I - Emergency Public Information	J - Emergency Volunteer Management	K - Fire Resource Management	L - Law Enforcement	M - Legal	N - Mass Fatalities	O - Mental Health	P - Population Protection	Q - Public Health	R - Resource Management	S - Shelter Care and Temporary Housing	T - Transportation Management	U - Urban Search and Rescue	
Key: P – Primary S – Support																						
Land Use and Transportation				S	P	P			S			S				P		P		S		
Emergency Management	S			P					S							S		P		S		
Sheriff's Office	P			S	S			S	S			P		S	S	S		P		S	P	
Support Services				P	P	S		S								S		P		P		
Cooperative Library Services				S			S		S	S								P		S		
Other																						
WCCCA	S			P												S		S				
American Red Cross					S				S	S						S			P	S		
Clean Water Services																	S					
Watermaster																S						
Fairplex		S																	S			
Tualatin Valley Fire and Rescue					S			P	S		P			S	S							S
District Attorney												S				S						

1.4.4 Hazard-Specific Annexes

HAs are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the City. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

- HA A –Terrorism
- HA B – Earthquake
- HA C – Fire
- HA D – Flood
- HA E – Hazardous Materials

- HA F – Severe Weather
- HA G – Industrial Transportation Incident
- HA H – Utility Failures and Resource Shortages
- HA I – Volcanic Eruption

1.5 Relationship to Other Plans

1.5.1 Federal Plans

1.5.1.1 Presidential Policy Directive 8

Presidential Policy Directive 8: National Preparedness (PPD-8) describes the United States' approach to preparing for the threats and hazards that pose the greatest risk to the security of the country. This directive is based on the principle that national preparedness is the shared responsibility of all members of the nationwide community. Every member contributes to this goal, including individuals, smaller communities, the private and nonprofit sectors, faith-based organizations, and Federal, state, and local governments.

1.5.1.1.1 National Preparedness Goal

The National Preparedness Goal outlined in PPD-8 characterizes the United States' security and resilience by identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, nationwide approach as its foundation.

Using these core capabilities, the National Preparedness Goal is achieved by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting United States citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows their interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

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1.5.1.1.2 National Preparedness System

The National Preparedness System is the instrument the United States will employ to build, sustain, and deliver the mission areas and core capabilities identified in the National Preparedness Goal, in order to ensure the nation's security and resilience. The guidance, programs, processes, and systems that support each component of the National Preparedness System enable a collaborative, whole-community approach to national preparedness that engages individuals, families, smaller communities, private and nonprofit sectors, faith-based organizations, and all levels of government.

1.5.1.2 National Incident Management System

In 2003, Homeland Security Presidential Directive (HSPD) 5 required all Federal agencies to adopt NIMS and use it to guide incident management. NIMS provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of their cause, size, location, or complexity.

A core component of NIMS is ICS. ICS is a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

1.5.1.3 National Response Framework

The National Response Framework (NRF) is a guide to how state and Federal government should conduct all-hazards response. It is built upon scalable, flexible and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The NRF organizes the types of response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

1.5.1.4 National Disaster Recovery Framework

The National Disaster Recovery Framework provides guidance that enables effective recovery support to disaster-impacted states, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

The National Disaster Recovery Framework defines:

- Core recovery principles.

1. Introduction

- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre- and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon Emergency Management Plan (EMP) is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.092, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State of Oregon (State) and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the Emergency Management Organization; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

Activation and implementation of the Oregon EMP (or specific elements of the plan) may occur under various situations. The following criteria would result in activation of the EMP, including the EOP:

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- The Oregon Emergency Response System receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor declares a state of emergency.
- A Statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

1.5.3 County Plans

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

1.5.3.1 Washington County Emergency Operations Plan

The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. This plan describes how various agencies and organizations in the County will coordinate resources and activities with other Federal, State, local, tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways and the legal authorities involved with critical decision making and resource allocation by local and County governments. The 21 Functional Annexes (FAs) supplement the information in the Basic Plan. Each FA serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency. In addition, the County EOP contains Hazard-specific Annexes that provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

1. Introduction

If capabilities or resources prove limited or unavailable to the City during an emergency or disaster, escalation pathways and resource request procedures for seeking additional resources through County, State, or Federal agencies are clearly defined in each County FA.

1.5.4 City Plans

The City EOP is part of a suite of plans that address various elements of the City's emergency management program. While the EOP is focused on short-term recovery, other plans provide details regarding the City's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the City EOP and are outlined below.

1.5.4.1 Continuity of Operations and Continuity of Government Plans

The City has not formalized a City Continuity of Operations (COOP) or a Continuity of Government (COG) plan to date. However, once they have been developed and implemented, these plans may be used in conjunction with the EOP during various emergency situations. The COOP and COG plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. They also identify essential functions of local government, private-sector businesses, and community services and delineate procedures to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

1. Introduction**1.5.4.2 Multi-Hazard Mitigation Plan**

The City completed a Multi-Hazard Mitigation Plan in September of 2007. This plan describes sustained actions to be taken to reduce or eliminate long-term risk to people and their property from hazards. It forms the foundation for the City's long-term strategy to reduce disaster-related losses and break the cycle of disaster-related damage, reconstruction, and repeated damage. In addition, it creates a framework for risk-based decision making to reduce damages to lives and property and decrease the economic impact from future disasters. This plan is available in hard copy from the Emergency Manager or electronically from the EOC internal SharePoint site and the City's public website.

See the Multi-Hazard Mitigation Plan and Chapter 2 of this EOP for more information.

1.5.4.3 Pandemic Influenza Plan

The purpose of the City Pandemic Plan is to assist the City in preparing for and responding rapidly and effectively to a pandemic. This plan includes a reduced workforce plan and is available in hard copy from the Emergency Manager or electronically from the EOC internal SharePoint site and the City's public website.

1.6 Authorities**1.6.1 Legal Authorities**

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the City Council to declare a state of emergency.

The City conducts all emergency management functions in a manner consistent with NIMS. Procedures supporting NIMS implementation and training for the City will be developed and formalized by the City Emergency Manager.

Table 1-2 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-2 Legal Authorities	
Federal	
–	Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness
–	Homeland Security Presidential Directive 5: Management of Domestic Incidents
–	National Disaster Recovery Framework
–	National Incident Management System
–	National Preparedness Goal
–	National Response Framework
–	Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
–	Presidential Policy Directive 8: National Preparedness
–	Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
State of Oregon	
–	Oregon Revised Statute 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
–	Oregon Revised Statute 279B.080 – Emergency Procurements
–	Oregon Revised Statute 401 – Emergency Management and Services
–	Oregon Revised Statute 402 – Emergency Mutual Assistance Agreements
–	Oregon Revised Statute 403 – 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System
–	Oregon Revised Statute 404 – Search and Rescue
–	Oregon Revised Statute 431– State and Local Administration and Enforcement of Health Laws
–	Oregon Revised Statute 433 – Disease and Condition Control; Mass Gatherings; Indoor Air
–	Oregon Revised Statute 476 – State Fire Marshal; Protection From Fire Generally
–	Oregon Revised Statute 477 – Fire Protection of Forests and Vegetation
–	State of Oregon Emergency Operations Plan
Washington County	
–	Office of Consolidated Emergency Management Intergovernmental Agreement
–	Washington County Code, Chapter 8.36
–	Washington County Ordinance 235 – Ordinance Providing Procedures for Declaration of Emergency
–	Washington County Resolution and Order 05-150 – Adopting NIMS
–	Washington County Resolution and Order 84-219 – Emergency Management Functions
–	Washington County Resolution and Order 95-56 – Emergency Management Functions
City of Hillsboro	
–	Municipal Code Chapter 2.60 – Emergency Management

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1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

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

1.7 Emergency Powers

1.7.1 General

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

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

The City Attorney should review and advise City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all of the above powers, plus any possible liability associated with the failure to act.

1.7.2 City of Hillsboro Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or

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accessing County, State, or Federal disaster assistance. To declare a state of emergency, the City Manager will either:

- Call a regular or special meeting of the City Council to request a declaration of emergency by the council; or
- Immediately declare an emergency in writing. If the manager declares an emergency, the City Council must ratify that declaration within seven days, or it will expire.

A declaration by the City Council will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, and the portion of the affected area lying within City boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.
- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation.

The City Attorney may be consulted to review the declaration of emergency for legality or sufficiency of emergency measures and emergency powers invoked within the document.

If County, State, or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required.

The EOC Command and General Staff have the following responsibilities in the declaration process:

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- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the initial damage assessment.
- **Planning:** Provide situation and resource summaries; conduct a windshield survey and initial and preliminary damage assessments.
- **Logistics:** Compile resource requests
- **Finance:** Track incident costs, assist in the preliminary damage assessment, and coordinate damage survey activities.
- **EOC Director:** Present the package to City Council.

See FA 5 - Emergency Declaration Process for additional information, including sample Declaration of Emergency forms.

1.7.3 Washington County Disaster Declaration Process

The Board of County Commissioners may declare a state of emergency in the unincorporated area of the County or any part thereof if the board determines that the area is suffering or is in imminent danger of suffering a natural or human-caused event that may result in injury or death to persons, damage or destroy property, or disrupt the provision of important government and public services. An event may include, but is not limited to, the following:

- A civil disturbance, riot, or act of terrorism.
- A disaster such as flood, windstorm, snow or ice storm, earthquake, volcanic eruption or related activity, fire, explosion, or infestation.
- The declaration of a national emergency or state emergency.
- Any major disruption of community services such as transportation, power supply, water supply, sanitation, or communications.
- A health hazard, whether natural or human-caused.
- Spills or releases of hazardous materials or environmental contaminants.
- An influx of refugees from other areas.

Notwithstanding that the declaration must be in writing, if the exigencies of the situation make it impractical to secure an original signature or document, the declaration or any other document provided for in this chapter may be evidenced by a fax or electronic copy, by documenting an oral declaration or such other steps as are reasonable under the circumstances, provided that an original signed declaration or other document shall be obtained or provided at the earliest practical opportunity.

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1.7.4 State Assistance

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

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

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

1.7.5 Federal Assistance

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

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

1.8 Continuity of Government

The City Manager is the person designated by the City Council to act as the administrative head of the City government and to exercise the authority under this plan and Chapter 2.60 of the Hillsboro Municipal Code. In the event that the incumbent City Manager is unavailable for any reason to exercise the authority under Chapter 2.46 and this plan, the individuals acting in the positions listed below under Lines of Succession shall comprise the line of succession necessary to ensure the legal continuation and leadership of City government during an emergency. When an emergency has been declared pursuant to Hillsboro Municipal Code 2.46.060, the following line of succession applies and supersedes any internal policy that might apply when the City Manager is unavailable in non-emergency situations.

1.8.1 Lines of Succession

The line of succession within the City during an emergency is:

1. City Manager

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2. Mayor
3. Council President
4. Assistant City Manager (the assistant manager who has been employed as an assistant City Manager the longest, second longest, and third longest, in that order)
5. Police Chief
6. Fire Chief

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in each department, as well as the City Recorder's office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

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

1.9 Administration and Logistics

1.9.1 General Policy Statements

These general policy statements shall guide emergency response and recovery actions:

- The City will take an all-hazards approach to emergency planning and preparedness, whenever practical.
- Vital City services will be maintained as long as possible. *See the Continuity of Operations Plan for more information.*
- City staff will foster cooperative efforts with disaster relief agencies, volunteer organizations, and the private sector during mitigation and preparedness activities, with the added benefit of fostering prompt and effective cooperation during response and recovery activities.

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- The City will use all available local and mutual aid resources prior to requesting additional assistance from Washington County or other outside sources.
- Assistance from Washington County or other outside sources (beyond mutual aid) will be requested through the emergency declaration process. *See FA E – Emergency Declaration Process.*
- City resources shall first be allocated to incidents within the City limits, second to mutual aid responders that may have an impact upon the City, third to other mutual aid responders, and fourth to other requestors.
- City departments shall activate their staff in support of this EOP and their respective department procedures, as necessary or directed to support the emergency.
- On-scene incident management, Emergency Operations Center (EOC) staff, and City departments shall provide situation and resource status reports to the EOC Director, as requested. *See FA N – Status Reporting.*
- Access to emergency services shall not be denied on the grounds of race, color, national origin, gender, sexual orientation, age, physical or mental abilities, marital status, or religious or political affiliation.
- The City Manager has the authority to approve resource allocation decisions up to the current budget authorization. Beyond that, and for policy decisions, the City Manager will convene the Policy Group. *See Chapter 3 – Roles and Responsibilities for a description of the Policy Group.*
- The EOC Director and Policy Group will make decisions based upon the best information available at the time. A formal evaluation will follow the incident to capture constructive criticism and lessons learned and to identify any necessary policy or procedural changes.
- The on-scene Incident Commander, or any member of the Emergency Management Group, has the authority to activate the Emergency Alert System or Community Notification System, when activation criteria are met. *See FA A – Alert and Warning for Emergency Alert System activation criteria. See Chapter 3 – Roles and Responsibilities for a list of whom that includes.*

1.9.2 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City to County Emergency Management according to provisions outlined under

1. Introduction

ORS Chapter 401. The procedures outlined in the FAs to this plan ensure compliance with these requirements.

The City Manager is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management or the County EOC, when activated. County Emergency Management or the County EOC will process subsequent assistance requests to the State, as appropriate.

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

See FAL – Resource Management.

1.9.3 Financial Management

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

- The City Council will meet in regular or emergency session to decide how to respond to the emergency funding needs.
- The City Council will declare a State of Emergency and request assistance through the County.
- If a quorum of Councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.

To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

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

See FA B – Cost Recovery.

1.9.4 Legal Support and Liability Issues

Many liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas. Any questions regarding the sufficiency of existing agreements and memoranda should be directed to Risk Management for clarification prior to invoking them.

1.9.5 Reporting and Documentation

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

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

All documentation related to the City's emergency management program will be maintained in accordance with Oregon public records and meetings law (ORS 192), subject to applicable exemptions such as for "Public Safety Plans," as appropriate.

During an EOC activation, the EOC Planning Section's Documentation Unit is responsible for coordinating this function and for assembling the final incident archive.

Any questions regarding records retention should be referred to the City Recorder.

See FA N – Status Reporting.

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1.9.6 Overtime Pay Policy for Exempt Employees during a Declared State of Emergency

The City of Hillsboro will provide additional compensation of exempt employees working in support of a disaster during a declared state of emergency, under the guidelines provided below. These guidelines are consistent with State and Federal regulations. These guidelines recognize that it is in the public interest that high-ranking staff from the City of Hillsboro participate in activations in response to emergencies. These guidelines also recognize that:

- The exempt status of these employees under the Fair Labor Standards Act (FLSA) is not compromised by additions to compensation from these sporadic and infrequent events. (The FLSA focuses primarily on the loss of exempt status when a salaried employee is subject to deductions from salary, not additions to salary.)
- Additional compensation does not conflict with the FLSA salary basis of pay and, therefore, does not compromise the exempt status (29 CFR Section 541.109).
- Performance of non-exempt work under occasional emergency conditions will not be cause for these employees to lose exempt status (29 CFR Section 541.118(b)).
- Participation in a declared disaster activation under this EOP causes exempt employees to endure significant hardship.
- Internal equity issues arise when non-exempt subordinate employees are compensated more than their exempt supervisors during these infrequent events.
- Activation for these events is above and beyond the normally assigned duties.
- The benefit to the community from the knowledge and experience gained by exempt employees participating in these events far outweighs other concerns.

Guidelines for payment of additional compensation to exempt employees during a declared state of emergency:

- The state of emergency must be declared in accordance with this EOP. The declaration of emergency is a legal document approved by City Council and signed by the Mayor. *See Section 1.7.2, City of Hillsboro Disaster Declaration Process and FA E, Emergency Declaration Process.*
- The duration of the declared state of emergency must exceed 12 hours.

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- The exempt employee must be activated as staff for the, a Department Operations Center (DOC), an Incident Management Team, an Incident Command Post, a Liaison Officer at another agency, or as a field worker in direct support of the incident.
- Compensation at straight time hourly rate will be paid for hours activated during normally scheduled hours of work. This rate shall be calculated by dividing the normal monthly salary by 173.3 hours. The employee shall be compensated at a rate of one and one-half times the hourly rate for all time engaged in support of the declared state of emergency outside the normal work schedule of that employee.

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. As such, the following guidelines apply:

- Emergency 9-1-1 should be used only if emergency assistance is needed.
- If an incident occurs during normal working hours, supervisors will attempt to contact each employee to determine his or her status. Overall department status will be reported to the City Manager or to the EOC, if activated.
- If an incident occurs outside of normal working hours, employees should attempt to make contact with their supervisors within the first 24 hours following the incident. Overall department status will be reported to the City Manager or to the EOC, if activated.
- Impacted departments will establish alternate facilities and staff locations, as applicable. The Capital Planning and Development and Information Services Departments can assist, as needed. Notification procedures for employee duty assignments will follow the required procedures established by each department.

During biological incidents or public health emergencies, such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel will be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

- The City's Pandemic Influenza Plan addresses the safety and protection of City staff during a biological incident and/or contagious outbreak. This plan outlines the generic policies and recommendations, which need to be developed into incident-specific

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measures. Risk Management, Fire Department, and Washington County Public Health are the subject matter experts on worker safety and health issues.

- Police and Fire have pandemic influenza response plans specific to their departments.
- Public Works, Water, Parks Maintenance, and other departments with field workers will rely on Risk Management to advise on appropriate incident-specific protocols and protective measures outside of the policies and recommendations outlined in the Pandemic Influenza Plan.
- During an actual event, Emergency Management, Risk Management and the Fire Department will work with Washington County Public Health, Washington County Emergency Medical Services and other agencies across the County to develop appropriate, consistent, incident-specific protocols and protective measures. Based upon these measures, the City's Public Information Officers (PIOs) will coordinate incident-specific resource materials for City staff and the public.
- Risk Management will provide just-in-time training for City staff to implement appropriate measures.
- If necessary, the Oregon Occupational Safety and Health Administration may also provide assistance and guidance.
- Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in FAQ of the County EOP.

While all City agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety.

- Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the City and its citizens as rapidly as possible.
- Emergency Management and Risk Management will provide City staff with resource materials and training on family preparedness.
- If needed, the EOC may coordinate employee sheltering and/or child care to assist employees in a quicker return to work.

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

2

Situation and Planning Assumptions

2.1 Situation

The City of Hillsboro is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, earthquakes, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other disaster situations could develop from hazardous material incidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism, or hazards that originate in neighboring jurisdictions.

2.1.1 Community Profile

2.1.1.1 Geography

Incorporated in 1876, the City of Hillsboro is the County Seat of Washington County, Oregon, and occupies an area of 23.69 square miles. It is the largest city in the County and the fifth largest in Oregon. It is located in the central portion of the County, 17 miles west of the City of Portland.

Hillsboro is located in the Tualatin River Valley, and its dominant natural landscape features are the Tualatin River and its various feeder creeks—including Dairy, McKay, and Rock—and the Jackson Bottom Wetlands. The City is relatively flat, but the Oregon Coast Range is visible to the west, Bull and Cooper Mountains are visible to the south, and Portland's West Hills and the Cascade Range's Mount Hood are visible to the east.

2.1.1.2 Climate

Hillsboro's monthly average low temperature is 33 degrees Fahrenheit (°F), and the monthly average high is 81°F. The average humidity is 62% on a July afternoon and 82 percent on a January afternoon. Annual precipitation is 37.39 inches. The coldest month is January; the warmest month is August; and the wettest month is December.

2.1.1.3 Demographics

As of the 2010 census, the City of Hillsboro's population was about 91,611. The racial makeup of the City was 73.3% White, 22.6% Hispanic or Latino, 8.6% Asian, 2.0% African American, 1.0% Native American, 0.4% Pacific Islander, and 4.7% from two or more races. This compares to the State's overall racial

2. Situation and Assumptions

makeup of 83.6% White, 1.8% African American, 3.7% Asian, and 11.7% Hispanic. Twenty-eight percent speak a language other than English at home.

The average household size was 2.8. City residents included 26.8% under the age of 18 and 7.8% who were 65 years of age or older. The median income for a household in the City was \$59,061. The per capita income for the City was \$24,973. About 11.7% of the population were below the poverty line. Eighty-five percent of residents 25 and older were high school graduates, and 31.6% of residents 25 and older held at least a bachelor's degree.

2.1.1.4 Economy

Hillsboro and eastern Washington County are heavily developed, with light manufacturing and retail industries dominating. Washington County is very rural to the west of Hillsboro, with agriculture as the dominant industry. Many technology companies operate in Hillsboro, making it the center of Oregon's Silicon Forest. In particular, Intel's largest site is in Hillsboro and includes three large campuses: Ronler Acres, Jones Farm, and Hawthorn Farm, along with several smaller campuses that employ about 16,000 workers. Other high-tech companies operating facilities in Hillsboro include Yahoo!, Credence Systems, Synopsys, Epson, and Sun Microsystems High-End Operations. Hillsboro is the corporate headquarters for FEI Company, TriQuint Semiconductor, Lattice Semiconductor, RadiSys, and Planar Systems, among others.

2.1.1.5 Education

Public schools in Hillsboro are operated by the Hillsboro School District. The district is a unified school district, with 25 elementary schools, four middle schools, and four high schools. The district also operates the Miller Education Center, an alternative school, the Hare Field athletic complex, and City View Charter School. The school district covers Hillsboro, Scholls, Reedville, North Plains, West Union, and other surrounding communities. Total enrollment as of 2009 was 20,714 students, making it the fourth largest district in the State.

Post-secondary educational opportunities in the City include the west campus of Oregon Health & Science University (OHSU) and the Portland West satellite campus of the Oregon Institute of Technology. The OHSU site was formerly that of the Oregon Graduate Institute (now OGI School of Science and Engineering) and the Oregon National Primate Research Center portions of OHSU. The OHSU and Oregon Institute of Technology campuses are located in the Tanasbourne neighborhood. Pacific University operates a satellite Health Professions Campus in downtown adjacent to Tuality Community Hospital. Other educational opportunities are available at the Work Force Training Center (Capital Center) and a branch of the University of Phoenix, both located in Tanasbourne. Hillsboro is home to private primary and secondary schools, including Faith Bible High School, St. Matthew Catholic School, Tualatin Valley Academy, Swallowtail School, and Renaissance Alternative School, among others.

2. Situation and Assumptions

2.1.1.6 Transportation

Major highways in Hillsboro include State Highway 26, called the Sunset Highway, which runs across the north edge of the City and links Portland to the coast, and State Highway 8, called the Tualatin Valley Highway, which runs east-west through the City, connecting Beaverton and Forest Grove.

The Hillsboro Airport, operated by the Port of Portland, is the second busiest airport in the state (second only to Portland International Airport), and the busiest “general aviation” airport in Oregon. An 870-acre executive airport with two runways (6,600 and 4,000 feet) and three full-service fixed-base operators, it provides all the facilities necessary to support jet and propeller-driven aircraft and helicopters. Hillsboro Airport is also the site of the annual Oregon International Air Show.

The Southern Pacific Railroad provides limited freight service through Hillsboro. The Tri-County Metropolitan Transit District (Tri-Met) provides light rail commuter service from Hillsboro to Portland and east Multnomah County, and bus service throughout the tri-county region.

2.1.1.7 Community Events

The City of Hillsboro plays host to a variety of community events that have the potential to cause undue stress on the City’s resources, either from an emergency that happens as a result of the event, or should a disaster occur during an event.

- Oregon International Air Show (www.oregonairshow.com).
- Annual Fourth of July Parade and C.A.T. Walk and Fun Run in downtown Hillsboro (www.HillsboroRotary.org, www.catwalkfunrun.org).
- Annual “Celebrate Hillsboro!” event at Civic Center Plaza.
- Events at Hillsboro Stadium, Shute Park, and events at the Washington County Fair Complex, such as the annual Washington County Fair (www.faircomplex.com).
- Several farmer’s markets (www.hillsboromarkets.org/, www.tuesdaymarketplace.org).

2. Situation and Assumptions

Figure 2-1 Map of City of Hillsboro

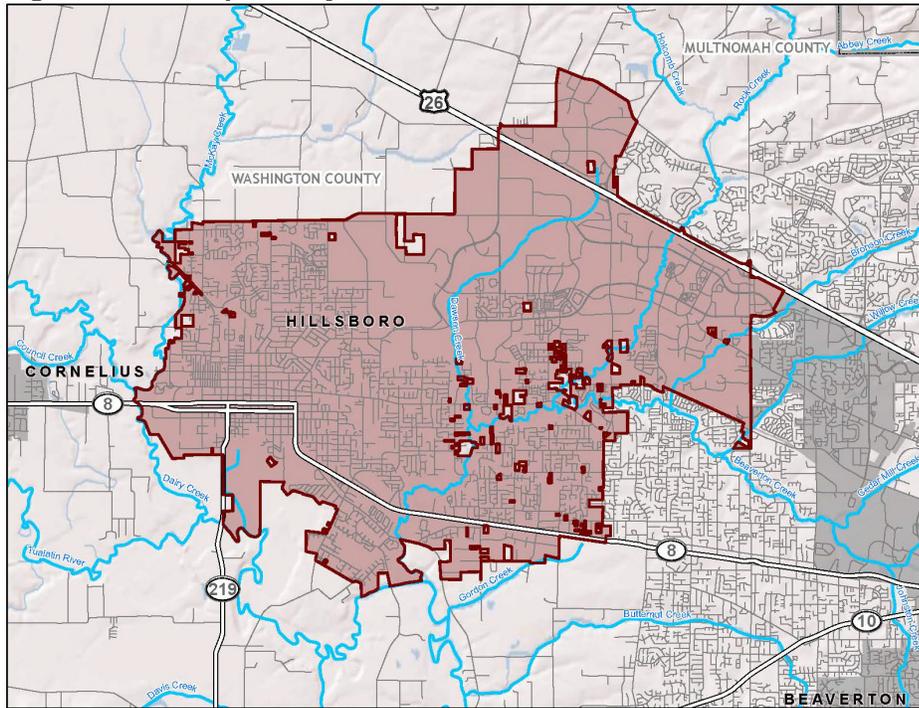
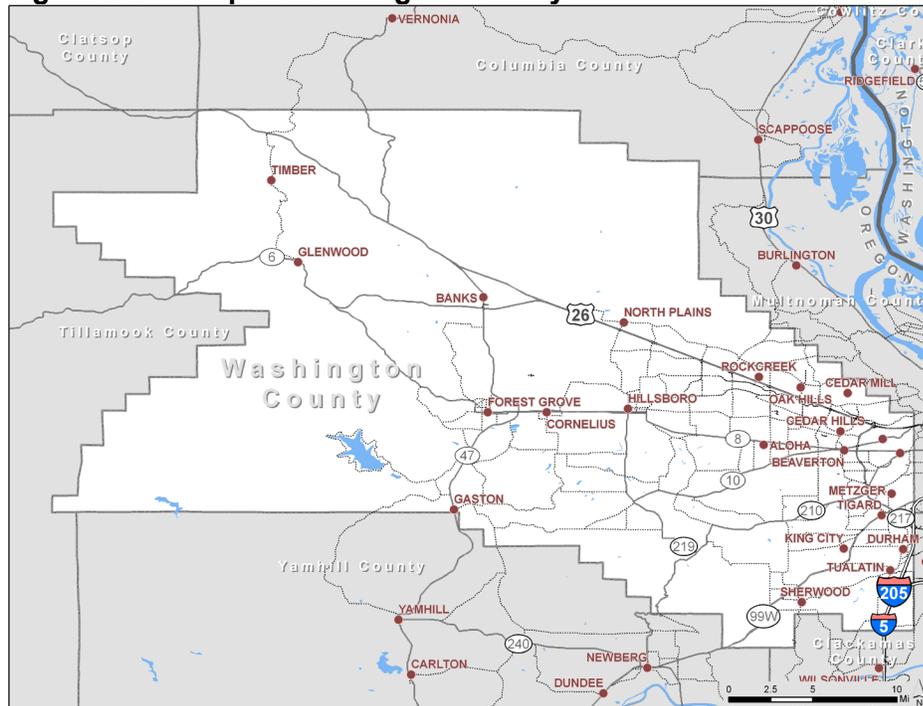


Figure 2-2 Map of Washington County



2. Situation and Assumptions

2.1.2 Hazards and Threats

Hazards in the City can be identified by:

- Reading the hazard analysis included in the City of Hillsboro Multi-Hazard Mitigation Plan.
- Reviewing the State, County, and adjacent jurisdictions' hazard analyses.
- Interviewing City leadership, first responders, and long-time residents.
- Driving around the area and conducting a windshield assessment.
- Searching local newspaper archives.
- Researching websites of local, State, and Federal agencies.
- Recognizing that certain hazards can drift with wind or water from adjacent jurisdictions.
- Checking insurance company and National Flood Insurance Program records for damage claims.

Hazard identification is an ongoing process that is never fully complete. New information such as development-related changes, new industry, and improved knowledge of earthquake fault lines inform the hazard identification and vulnerability assessment as time goes on.

The mere existence of a hazard does necessarily put a community at risk. A hazard needs to be assessed in the context of the people, environment, property, and economic sectors that may be affected by a hazard. It is also necessary to note a hazard's likely primary and secondary effects, as well as any active or passive mitigation actions that have been taken to lessen these effects. For example, a fire in a commercial building is potentially manageable with the resources available but may put undue stress on resources if it burns through a petroleum storage area.

All areas of the City may be subject to the effects of natural and technological (human-caused) hazards. Hazards that are most likely to have a disastrous impact on the citizens and property of Hillsboro include:

- Natural Hazards:
 - Weather – includes flood, windstorm, drought, severe winter storm, and tornado.
 - Geologic incidents – includes earthquake and volcanic eruption.
 - Major Fire – includes wildfire and urban interface fire.

2. Situation and Assumptions

- Technological Hazards
 - Utility failures – includes failure or disruption of electrical, telephone, water, gas, fuel oil, and sewer or sanitation systems.
 - Hazardous materials – includes the uncontrolled release of gases, explosives, corrosives, flammable liquids and solids, oxidizers, poisons, or radioactive materials at fixed sites or during transportation.
 - Transportation – includes incidents involving aircraft, rail systems, watercraft, motor vehicles, or pipelines.
 - Civil disturbances – includes unlawful demonstrations, riots, acts of terrorism, or sabotage.
 - Dam failure – includes the uncontrolled release of water from natural or human-made impoundments.

The following groupings have been identified as potentially vulnerable to harm from one or more of the hazards identified above:

- People – The elderly, children, those with disabilities, and non-English-speaking individuals.
- Pets – Animals living in homes, veterinary facilities, animal shelters, and pet stores.
- Facilities and Property – Agriculture fields; businesses; childcare facilities; confinement facilities; factories; residential care facilities (group, foster, hospice, retirement, assisted living, nursing, etc.); offices; residents; retail outlets; schools; sporting facilities; and wholesale suppliers.
- Infrastructure – Transportation (roads, bridges, rail lines, airport, overpasses, and culverts) and utilities (gas, electric, telephone, water, sewage, garbage, cable television, and internet service providers).
- Critical Facilities – City Hall, fire stations, hospitals, and police stations.
- Environment – Air/water/soil, wildlife, parks, wetlands, and lakes/rivers/creeks.

Specific hazards and threats to which the City is subject and that may require activation of this EOP are discussed in the following sections.

See the Multi-Hazard Mitigation Plan for additional information, including historical data and potential mitigation activities for the hazards listed in the following sections.

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2.1.2.1 Severe Winter Storm

A severe winter storm is generally a prolonged event involving snow and/or ice that causes power outages, transportation and economic disruptions, and high risk for injuries and loss of life. This event is also typified by a need to shelter and care for adversely impacted individuals. When the event causes school closures, it may directly impact an employee's ability to report to work. The characteristics and specific impacts of this hazard are determined by a number of meteorological factors, including the amount and extent of snow or ice, air temperature, wind speed, and the event's duration.

2.1.2.2 Windstorm

A windstorm is generally a short-duration event involving straight-line winds and/or gusts in excess of 50 miles per hour that cause power outages, transportation and economic disruptions, significant property damage, and high risk for injuries and loss of life. The event can also be typified by a need to shelter and care for adversely impacted individuals. Compared to a tornado, a windstorm generally has broader, but less destructive, impact.

Straight-line and cyclonic winds both occur in Washington County. Straight-line winds that originate as a downdraft of rain-cooled air and the spread out rapidly upon reaching the ground are the most common in this area and can produce gusts of up to 100 miles per hour. Cyclonic winds have low pressure at the center and high pressure on the outside, causing movement. Hillsboro is susceptible to direct impacts on infrastructure and property due to windstorms, as well as indirect impacts in the form of costs stemming from business closures and lost work time. Infrastructure damages might include collapsed or damaged buildings; damaged or blocked roads and bridges; and damaged traffic signals, streetlights, and parks. Roads blocked by fallen trees may prevent access by emergency service vehicles. Fallen trees have been the major cause of power outages in the past, and damage can also be caused by flying debris or downed utility lines.

Although an uncommon event in the region, a number of tornadoes are sighted each year in the Willamette Valley. Most do not touch down; when they have, they have not produced the widespread destruction seen in the Midwest and South. The potential for damages from this hazard is real, however, as demonstrated by the December 2010 tornado in Aumsville, which destroyed a 150-yard-wide swath through the center of the small town.

An increase in the frequency of tornadoes is not expected unless significant changes occur in weather behavior/patterns in the Northwest. Although the likelihood that a tornado event would cause damage or injury will increase with population growth, the worst case scenario in Hillsboro is still not expected to impact a very broad segment of the population.

2. Situation and Assumptions

2.1.2.3 Flood

Hillsboro's flood hazard includes:

- Rapid-rise flooding of creeks tributary to the Tualatin River.
- Slow-rise flooding of the main stem Tualatin River.
- Flooding of streets and buildings caused by plugged culverts and storm drains or overloaded storm water systems.
- Flooding of individual properties due to improper or inadequate drainage practices.

Flood hazard generally evolves from a short-duration, heavy rain event that may be compounded by heavily saturated or frozen soils and rapid melting of snow and/or ice. Flood impacts are generally concentrated along creeks and streams but may also be scattered in low-lying areas of the City. A major flood event can cause property damage and significant transportation and economic disruptions. It may also require short-term shelter and care support for citizens displaced from their homes.

2.1.2.4 Utility Failure

To rise to the level of major emergency or disaster, a utility failure would typically be an extended duration event impacting a broad segment of the City's population. Such might be the case in an extended power outage involving Portland General Electric, a disruption in natural gas delivery from Northwest Natural, or a loss of water supply from the Joint Water Commission or Portland's Bull Run watershed system. A short-duration event involving a widespread loss of telephone service can also rise to the level of a major emergency if it hampers the public's ability to access the 9-1-1 system. Depending on the type and extent of disruption and other conditions, such as weather, a utility failure can have a broad range of impacts. Although vulnerable and special populations are at highest risk from utility disruptions, all citizens in the City would be significantly impacted by a widespread interruption of government, business, and nonprofit social services. Utility failures of significant proportion typically arise from other hazard events such as windstorms or earthquakes, but may occur as standalone events as well.

2.1.2.5 Earthquake

The Earth's crust is broken into massive pieces called tectonic plates that ride on semifluid rock below. Powerful forces generated within the Earth drive these plates. When these plates collide with, slip along, or plunge underneath each other, they produce earthquakes. Most earthquakes are minor in scale, and many are too small to even feel. However, a number of quakes ranging in scale from moderate to great occur annually throughout the world and take a heavy toll on lives and property. The Pacific Northwest lies along what is known as the Cascadia Subduction Zone. This is in the eastern portion of an area known as the

2. Situation and Assumptions

Ring of Fire, an area that experiences frequent earthquake and volcanic activity. Although Oregon's recorded history is relatively free of large-magnitude earthquakes, its geologic history shows ample evidence of past periodic, large-scale events.

A large-scale earthquake is the City's worst-case disaster scenario, and it would require activation of most, if not all, of its various disaster response and recovery plans. Such an event would also cause heavy reliance on County-provided services such as sheltering, housing, mental and public health, and animal services. Regional prioritization and resource allocation would pose a major challenge, for which no concept or plan has yet been developed.

Hillsboro is also vulnerable to intra-slab and crustal earthquakes. Damage from these types of quakes may be significant but is unlikely to be as devastating or cover as large a geographic area as a subduction zone event.

For more information on the likely impacts and occurrence intervals of all three types of earthquakes to which the City is vulnerable, please see the Multi-Hazard Mitigation Plan, Chapter 8, Earthquakes.

2.1.2.6 Volcanic Eruption (Ash Fallout)

Hillsboro faces no direct threat from a volcanic eruption. However, its proximity to a number of Cascade Range volcanoes places it at risk from ash fallout after such an event. Hillsboro also faces an indirect threat to its water supply in the event of a volcanic scenario impacting the Bull Run watershed system.

The impacts of a significant ash fall are substantial. Persons with respiratory problems are endangered; transportation, communications, and other lifeline services are interrupted; drainage systems become overloaded and clogged; buildings can become structurally threatened from the weight (especially when wet); and the economy can be severely impacted.

Collection and disposal of volcanic ash following an eruption event can be a major response activity. The regional, County, and City debris management plans include guidelines and best practices for responding to this type of event.

2.1.2.7 Drought/Water Shortage

A water shortage may arise from a number of causes, but in Hillsboro, it would most likely derive from drought or a significant diversion/interruption of water supplies supporting the City. Drought involves a period of prolonged dryness resulting from a lack of precipitation. A severe drought could require strict conservation measures to ensure an adequate supply of potable water for Hillsboro's citizens. Long-term drought conditions typically have devastating consequences for agricultural and other businesses dependent on a good supply of water. The water supply necessary for fighting fires can also be impacted.

2. Situation and Assumptions

2.1.2.8 Hazardous Materials Release

A hazardous materials incident involves the release or spillage of hazardous chemicals or chemical wastes that pose a serious threat to life, property, and/or the environment. The release or spillage may also generate long-term contamination or toxicity problems. A hazardous materials incident is most commonly associated with equipment failure, human error, or intentional sabotage, and it can occur during transport (highway, rail, waterway, or pipeline) or while stored or in use at fixed facilities. Hazardous materials are used extensively throughout Hillsboro, particularly in high technology and manufacturing applications. Hillsboro also has pipelines that deliver natural gas to commercial and residential customers. Most other hazardous materials transported within the City are moved by truck and, to a lesser extent, by rail.

The most serious hazardous materials incidents that could impact the City are those involving the release of significant quantities of extremely hazardous substances into heavily populated commercial or residential areas. Any such incident could pose acute toxicity, corrosivity, and/or flammability problems and require immediate protective actions to evacuate or shelter-in-place large numbers of people.

2.1.2.9 Civil Disturbance and Terrorism

Civil disturbance and terrorism includes riots, protests, strikes, demonstrations, and acts of terrorism that can result in the taking of hostages, injuries and/or deaths, damage to property, sabotage, and extortion. Terrorist incidents may involve the use of chemical, biological, or nuclear weapons, as well as conventional explosives. As an example, the City of Tualatin received numerous bomb threats and three threats involving the use of biological materials (i.e., anthrax) in 1998–1999.

The Washington County Anti-Terrorism Advisory Council has developed a series of public safety fact sheets addressing anthrax, dirty bombs, smallpox, pandemic influenza, and other terrorism-related topics. These fact sheets are available on the Office of Consolidated Emergency Management for Washington County website (www.ocem.org), and they may be used for public education before and during such events.

2.1.2.10 Dam Failure

Scoggins Dam is the only dam within Washington County capable of producing a major emergency or disaster event. It is an earth fill dam with a height of 151 feet, a crest length of 2,700 feet, and a reservoir of capacity of 60,000 acre-feet. It lies on Scoggins Creek in the west area of the County, about 7 miles southwest of Forest Grove. Scoggins Creek drains into the Tualatin River just downstream from the city of Gaston.

Portions of the City lie in the inundation areas from failure of Scoggins Dam. The potential inundation area is very similar to the 500-year floodplain, so planning for a flood hazard is sufficient also for dam failure.

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2.1.2.11 Transportation Incident

Transportation incidents include major incidents involving motor vehicles, trains, aircraft, and pipelines. Although the highest risk from this hazard would arise from the release of hazardous materials, such incidents are addressed in the hazardous materials portions of this plan. Excluding incidents involving hazardous materials, the primary risk from this hazard is an aircraft or light rail crash creating a mass casualty or mass fatality incident.

2.1.3 Hazard Identification and Vulnerability Analysis

The City completed a Hazard Identification and Vulnerability Analysis within the Multi-Hazard Mitigation Plan in September 2007. In this analysis, each of the hazards and threats described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Hazard	Relative Risk to the City
Earthquakes	High
Floods	Moderate
Winter Storms	Moderate
Disruption of Utility and Transportation Systems	Moderate
Hazardous Material incident – Transportation	Moderate
Hazardous Material incident – Fixed Sites	Low
Dam Failures	Low
Volcanic Eruptions	Low
Terrorism	Low
Wildland/Urban Interface Fires	Very Low
Landslides	Very Low

See the Multi-Hazard Mitigation Plan for more information and specific scores related to the hazards described above.

2.1.4 Capability Assessment

The City has not conducted a formal capabilities assessment that summarizes prevention, protection, response, and recovery capabilities and describes limitations on training, equipment, and personnel.

The City maintains the physical and staff resources necessary for day-to-day response needs, with a small surge capacity for minor, short-duration emergencies. A major event will overwhelm the City's capability to conduct

2. Situation and Assumptions

short- and long-term response actions on an independent basis. City response capabilities may also be limited during periods when essential staff are not immediately available, such as evening hours and weekends, or during a severe weather event or pandemic event.

2.1.5 Protection of Critical Infrastructure and Key Resources

Mitigation activities, including protection of critical infrastructure and key resources, may lower both the severity of vulnerability and maximum threat of hazards to the City. Protection activities that have been or may be undertaken by the City to mitigate hazards can be found in the Hazard Mitigation Plan.

2.2 Assumptions

This EOP is based on the following assumptions:

- The City will continue to be exposed to the hazards noted above, as well as others that may develop in the future. Mitigation activities may lessen impacts, but none of the hazards can be eliminated.
- Outside assistance may or may not be available in disaster situations. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Major disasters can occur at any time or place. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public, and they will assume their responsibilities in the implementation of this emergency plan.
- Proper implementation of this plan will reduce the impact of disasters.

3

Roles and Responsibilities

3.1 General

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

The Washington County Emergency Manager is responsible for emergency management planning and operations for the unincorporated areas of the County. As the County Seat, the City of Hillsboro is home to many County-owned and occupied facilities. As a result, the City and County emergency managers and emergency responders coordinate the planning and response to those facilities.

Per the City of Hillsboro Municipal Code, the City Council sets emergency management policy direction through adoption of this plan, and the City Manager is responsible for the organization, administration, and operation of this plan through the Emergency Manager. The City Manager has delegated daily supervision of the Emergency Manager to the Fire Chief.

The City conducts all emergency management functions in accordance with the National Incident Management System (NIMS), including emergency response operations, the Emergency Operations Center (EOC)/Department Operations Centers (DOC), and continuity of government. The Emergency Manager coordinates the necessary training and exercises and provides technical expertise to accomplish this throughout the departments. Each department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

During a City-declared disaster, the City retains command and control of its resources for the duration of the event. Assisting and cooperating agencies are incorporated into the City's command structure as agreed by mutual consent. Some responsibilities may be shared with other agencies under mutual consent or as required by law (for example, during a terrorist event, the Federal government is responsible for crisis management, and the local government is responsible for consequence management).

3. Roles and Responsibilities

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

3.2 Emergency Management Organization

The City's Emergency Management Division resides in the Fire Department and includes responsibilities for all City departments. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

The emergency management program supports and is supported by all City departments. During daily operations, the emergency management program focuses on planning, training, exercising, employee family preparedness, and public outreach. The Emergency Manager also trains City management and elected officials on their roles and responsibilities during an emergency. These activities provide an effective, efficient, and coordinated response to emergencies.

During an emergency, because of their primary roles as emergency response departments, the Fire, Police, Public Works, and Water Departments provide minimal representation to the EOC. Primary staffing support for the EOC is drawn from all other departments. Other departments may also provide administrative support to the DOCs, as needed.

3.2.1 Policy Group

The Policy Group is referred to in this plan as a single body, but it may include representation from various departments during an event. The Policy Group is responsible for emergency management policy decisions and program support.

The Policy Group includes the:

- Mayor (voting member, as provided by City Council procedure).
- City Councilors (voting members).
- Emergency Management Group (advisory capacity); see Section 3.2.2, below, for a list of members.
- Others may be included as needed, such as the Risk Manager and City Attorney (in an advisory capacity).

Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

3. Roles and Responsibilities

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

Voting members have the authority to:

- Approve this plan
- Approve a declaration of emergency, which may:
 - Authorize the City Manager to invoke emergency powers consistent with the declaration of emergency, and as required to protect the life and safety of City residents, businesses, and visitors, and/or
 - Request additional resources from Washington County (outside and/or in addition to normal mutual aid requests).
- Allocate the additional budgetary authority required to respond to or recover from the disaster.
- Make policy decisions affecting resource allocations or population protection.

These same authorities are available to the voting members of the Policy Group when convened as the Hillsboro City Council.

3.2.1.1 Mayor and City Council

The City Council is responsible for policy, budget, and political direction. During emergencies, this includes encouraging citizen involvement, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and Federal officials. Additionally, the Council will provide elected liaison with the

3. Roles and Responsibilities

community and other jurisdictions. In the event that a state of emergency needs to be declared, the Mayor (or designee) will initiate and terminate the state of emergency through a declaration ratified by the Council.

General responsibilities of the Mayor and City Council include:

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

3.2.2 Emergency Management Group

The City Emergency Management Group consists of:

- City Manager (Chair)
- Assistant City Manager (three positions)
- Fire Chief
- Police Chief
- Public Works Director
- Water Director
- Emergency Manager

Members of the Emergency Management Group have the authority to:

- Call for activation of the EOC to support emergency response efforts.
- Prepare a declaration of emergency for approval by the Policy Group in order to:
 - Invoke special emergency powers, or
 - Request additional resources from Washington County (outside and/or in addition to normal mutual aid requests).
- Convene the Policy Group to request additional budgetary authority or to make policy decisions.

3. Roles and Responsibilities

The Emergency Management Group is activated by contacting its members to request a meeting. In the event of an emergency in which telephone service is interrupted, members of the Emergency Management Group should ensure the safety of their families and then report to the EOC.

3.2.2.1 City Manager

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

Under this plan, the City Manager is specifically responsible for:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.
- Ensuring that the Mayor and City Council are briefed on the status of response and recovery operations.
- Authorizing specific emergency powers for the duration of the emergency period, consistent with the declaration of emergency. Examples of emergency powers include setting a curfew and designating evacuation areas.
- Assuming the position of Director at the EOC if, in his or her judgment, emergency response will be enhanced by this action. (The City Manager will attend NIMS ICS training in preparation for assumption of an EOC position.)

3.2.2.2 Emergency Manager

Subject to the direction of the City Manager and the Fire Chief, the Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Policy and Emergency Management Groups to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

- Serving as staff advisor to the Policy Group for emergency matters.

3. Roles and Responsibilities

- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Identifying resource shortfalls and develop memorandums of agreement/memorandums of understanding or contingency contracts with organizations that may support resource management.
- Coordinating protection of critical infrastructure and key resources.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the City EOC.
- Activating and operating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and Washington County and adjacent jurisdictions' emergency management programs.
- Maintaining liaison with organized emergency volunteer groups and private agencies.
- Ensuring that the EOC is sufficiently stocked with non-perishable food, water, and basic supplies to sustain the EOC staff for a minimum of 72 hours.

3.2.2.3 City Department Managers

Department managers collaborate with the Emergency Manager, Policy Group, and Emergency Management Group during development of local emergency plans to provide key response resources. Department staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. Department Managers also make staff available to participate in training and exercises to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department Managers not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the City Manager.

3.2.3 Responsibilities of All Departments

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

3. Roles and Responsibilities

All City departments are responsible for:

- Maintaining staff after-hours contact information.
- Supporting EOC, DOC, critical service delivery, and emergency response operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Manager.
- Developing and exercising alert and notification procedures for department personnel. Employee reporting procedures included in the City's inclement weather/disasters policy apply. ([City of Hillsboro Personnel Police Manual Section 8.4 Inclement Weather/Disasters](#)). Procedures beyond the requirements of the inclement weather/disasters policy will be written in a department policy document and provided to employees.
- Tracking incident-related costs incurred by the department.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard operating procedures (SOPs).
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, facilities, and services.
- Promoting disaster preparedness and training and encouraging employees to develop family disaster plans.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Ensuring that staff complete any required NIMS training.
- Dedicating staff time for preparedness training and participation in exercises.
- Developing and maintaining mutual aid agreements and department-specific resource lists.
- Developing plans and procedures to activate a DOC, if needed. *See*

3. Roles and Responsibilities

Chapter 4, Section 4.4 for more information.

- Providing a representative to the Disaster Planning Team.
- Preparing and maintaining supporting SOPs and annexes.

Each department that operates a DOC, includes emergency responders, or has critical disaster functions is responsible for:

- Ensuring sufficient stock of non-perishable food, water, and basic supplies to sustain its DOC staff for a minimum of 72 hours.
- Ensuring sufficient stock of non-perishable food, water, and basic supplies to sustain its responders for a minimum of 72 hours.
- Promoting personal preparedness for its employees' families (especially departments that expect their employees to respond during a disaster).
- Preparing to sustain their employees if, for some reason, they are prevented from returning home due to the impact of a disaster, by stocking basic supplies.
- Encouraging each employee to supplement DOC supplies with personal items, such as additional food, toiletries, a change of clothing, and sturdy shoes.

3.2.4 Responsibilities by Department

This section includes functional responsibilities specific to each department and in addition to the responsibilities outlined in Section 3.2.3, above.

- Administration
 - Comply with requirements for departments that include critical disaster functions, as listed in Section 3.2.3, above, to sustain critical staff and elected officials for a minimum of 72 hours.
 - Maintain communications with, and provide EOC Director access to, critical department staff and elected officials.
 - Schedule emergency management–related agenda items for consideration by the Mayor and City Council.
 - Assist Recovery and Mitigation Officers with incorporating goals and objectives related to Hillsboro 2020 Vision, City of Hillsboro Strategic Plan, sustainability, and other Administration priorities, into recovery and mitigation activities.

3. Roles and Responsibilities**■ Building**

- Comply with requirements for departments that include critical disaster functions, as listed in Section 3.2.3, above, to sustain critical staff for a minimum of 72 hours.
- Organize and/or provide training for Building Inspectors, Facilities Maintenance staff, and Fire Inspectors in post-seismic structural evaluations (per Applied Technology Council (ATC) 20 procedures).
- Prepare and maintain procedures, just-in-time training materials, and supplies and equipment to implement ATC 20 post-seismic evaluations. Use staffing from other departments and volunteers to augment teams, as needed.

■ Economic Development

- Assist the Liaison Officer, if needed, in communicating with the business community about both their recovery needs and what resources they can offer the City to aid in response and recovery (paid and volunteer).
- Coordinate with Liaison, Mitigation, and Recovery Officers to incorporate Economic Development's goals and strategies into recovery and mitigation activities, as appropriate.

■ Facilities & Fleet

- Comply with requirements for departments that include critical disaster functions, as listed in Section 3.2.3, above, to sustain critical staff for a minimum of 72 hours.
- Train Fire Inspection staff in post-seismic structural evaluations (per ATC 20 procedures).
- Check City vehicles and facilities for damages, and report the results to the EOC Planning Section.
- Coordinate with the EOC Logistics Section to make, or arrange for, facility and vehicle repairs.
- Recommend alternate facility space, if needed, to the EOC Logistics Section.

■ Finance

- Staff the EOC Finance Section.
- Advise the Policy Group, City Manager, and EOC Director on Finance-related issues, as needed.

3. Roles and Responsibilities**■ Fire**

- Comply with requirements for departments that operate a DOC, as listed in Section 3.2.3, above.
- Staff and operate a DOC, as appropriate.
- Coordinate with the EOC Logistics Section for staffing and resources, as needed.
- Train Fire Prevention staff in post-seismic structural evaluations (per ATC) 20 procedures).

■ Human Resources

- Advise the Policy Group, City Manager, and EOC Director on Human Resources issues, as needed.

■ Information Services

- Comply with requirements for departments that include critical disaster functions, as listed in Section 3.2.3, above, to sustain critical staff for a minimum of 72 hours.
- Assist with staffing the EOC Logistics Section.

■ Library

- Open libraries to provide services and promote a sense of normalcy to residents, as allowed by staffing and facilities.
- Work with Parks and Recreation to provide programs to entertain and engage children at shelters, feeding sites, and Parks facilities, or with special events at the libraries, as requested.

■ Parks and Recreation

- Comply with requirements for departments that include critical disaster functions, as listed in Section 3.2.3, above, to sustain critical staff for a minimum of 72 hours.
- Assist with staffing the EOC damage assessment function.
- Work with Library to provide programs to entertain and engage children at shelters, feeding sites, and Parks facilities, or with special events at the libraries, as requested.
- Open Parks facilities to provide services and promote a sense of normalcy to residents, as allowed by staffing and facilities.
- Plan for and implement volunteer management activities. This may include activation of a volunteer center for intake, skills survey, training and deployment, as requested by the EOC

3. Roles and Responsibilities

Logistics Section. (Once deployed, volunteers will be supervised on site by the City staff for whom they are working.)

■ Planning

- Assist Recovery and Mitigation Officers, if needed, in communicating with Washington County, Metro, and other agencies about planning issues related to recovery and mitigation activities. Recommend partnership opportunities, when appropriate.
- Coordinate with Liaison, Mitigation, and Recovery Officers to incorporate Planning's goals and strategies into recovery and mitigation activities, when appropriate.

■ Police

- Comply with requirements for departments that operate a DOC, as listed in Section 3.2.3, above.
- Staff and operate a DOC, as appropriate.
- Coordinate with the EOC Logistics Section for staffing and resources, as needed.

■ Public works

- Comply with requirements for departments that operate a DOC, as listed in Section 3.2.3, above.
- Staff and operate a DOC, as appropriate.
- Coordinate with the EOC Logistics Section for staffing and resources, as needed.

■ Risk Management

- Ensure appropriate staffing of Safety Officer positions at the EOC, DOCs, and field operations. Provide just-in-time training, if needed.
- Advise the Policy Group, City Manager, and EOC Director on Risk Management issues, as needed.
- Advise the Volunteer Center on volunteer safety, training, and liability issues, as needed. Provide just-in-time training, if needed.

■ Water

- Comply with requirements for departments that operate a

3. Roles and Responsibilities

DOC, as listed in Section 3.2.3, above.

- Staff and operate a DOC, as appropriate.
- Coordinate with the EOC Logistics Section for staffing and resources, as needed.

3.2.4.1 Other Department Responsibilities

Department managers not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the City Manager.

3.5 Local and Regional Response Partners

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

3.5.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

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

3. Roles and Responsibilities

3.5.2 Special Service Districts

Special service districts provide services such as fire protection, schools, and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their jurisdictions.

3.5.3 Nongovernmental Organizations

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

The roles of nongovernmental organizations in an emergency may include:

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

3.5.4 Individuals and Households

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

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.
- Sustaining themselves during an emergency, thus preventing additional reliance on emergency services.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.

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- Encouraging children to participate in preparedness activities.

3.6 County Response Partners

The Washington County Emergency Management Director has been appointed under the authority of the Board of County Commissioners and is responsible for developing a Countywide emergency management program.

The Washington County Emergency Management Supervisor, a separate position, is responsible for cooperative planning efforts with the incorporated communities of the County to provide a coordinated response to a major emergency or disaster.

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

3.7 State Response Partners

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

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

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

3.8 Federal Response Partners

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

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

3. Roles and Responsibilities

3.9 Responsibility Matrices

Table 3-1 provides a matrix, by Emergency Support Function (ESF), of the local, State, and Federal primary organizations that the City may rely on in the event of an emergency.

3. Roles and Responsibilities

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County or Regional Agencies	Primary State of Oregon Agencies	Primary Federal Agency
ESF 1 Transportation	<ul style="list-style-type: none"> ■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment 	Public Works	Public Works Sheriff’s Office	Oregon Department of Transportation	Department of Transportation
ESF 2 Communications	<ul style="list-style-type: none"> ■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure 	Administration Information Services Fire Department Police Department	Washington County Consolidated Communications Agency Metro Area Communications Commission	Oregon Emergency Management Public Utility Commission	Department of Homeland Security (National Protection and Programs/Cybersecurity and Communications/National Communications System), Department of Homeland Security (Federal Emergency Management Agency)
ESF 3 Public Works & Engineering	<ul style="list-style-type: none"> ■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services 	Public Works Water Department	Public Works	Oregon Department of Transportation	Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)
ESF 4 Firefighting	<ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations 	Fire Department	Fire Defense Board	Oregon Department of Forestry Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)

3. Roles and Responsibilities

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County or Regional Agencies	Primary State of Oregon Agencies	Primary Federal Agency
ESF 5 Emergency Management	<ul style="list-style-type: none"> ■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management 	Emergency Manager	Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	<ul style="list-style-type: none"> ■ Mass care ■ Emergency assistance ■ Disaster housing ■ Human services 	Emergency Manager (coordinate with Health Department and Red Cross)	Health Dept. Emergency Management	Oregon Department of Human Services Oregon Health Authority	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	<ul style="list-style-type: none"> ■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.) 	Finance Department Facilities & Fleet Human Resources Emergency Manager	Emergency Management COAD Health Dept. (medical resources)	Oregon Military Department Department of Administrative Services	General Services Administration Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	<ul style="list-style-type: none"> ■ Public health ■ Medical services ■ Behavioral health services ■ Mass fatality management 	Emergency Manager (coordinate with Health Department)	Health Dept. Local Hospitals & EMS	Oregon Department of Human Services (Public Health Division)	Department of Health and Human Services
ESF 9 Search & Rescue	<ul style="list-style-type: none"> ■ Life-saving assistance ■ Search and rescue operations 	Police Department	Sheriff's Office	Oregon Emergency Management Office of the State Fire Marshal	Department of Homeland Security (FEMA, U.S. Coast Guard) Department of the Interior (National Park Service) Department of Defense

3. Roles and Responsibilities

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County or Regional Agencies	Primary State of Oregon Agencies	Primary Federal Agency
ESF 10 Oil & Hazardous Materials	<ul style="list-style-type: none"> ■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup 	Fire Department	Emergency Management Fire Department HazMat Team	Oregon Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security (U.S. Coast Guard)
ESF 11 Agriculture & Natural Resources	<ul style="list-style-type: none"> ■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets 	Emergency Manager <small>(coordinate with Health Department)</small>	Health and Human Services OSU Extension Soil and Water Conservation District	Oregon Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	<ul style="list-style-type: none"> ■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast 	Public Works Water Department Local Utilities	Emergency Management Public Works	Oregon Department of Energy Public Utility Commission	Department of Energy
ESF 13 Public Safety & Security	<ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control 	Facilities & Fleet Police Department	Sheriff's Office	Department of Justice Oregon State Police Department of Administrative Services	Department of Justice
ESF 14 Long-Term Community Recovery	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	Administration Emergency Management	Assessor's Office Emergency Management	Oregon Business Development Department Oregon Emergency Management Governor's Recovery Planning Cell <small>(Governors Recovery Cabinet)</small>	Department of Agriculture Department of Homeland Security Department of Housing and Urban Development Small Business Administration

3. Roles and Responsibilities

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County or Regional Agencies	Primary State of Oregon Agencies	Primary Federal Agency
ESF 15 External Affairs	<ul style="list-style-type: none"> ▪ Emergency public information and protective action guidance ▪ Media and community relations ▪ Congressional and international affairs ▪ Tribal and insular affairs 	PIO Administration Emergency Manager	PIO Emergency Management	Governor’s Office Oregon Emergency Management	Department of Homeland Security (FEMA)

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Concept of Operations

4.1 General

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

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

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

4.2 Emergency Management Mission Areas

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

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

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

A brief description of these five mission areas, as identified in the National Preparedness Goal, is provided below.

4.2.1 Prevention

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

4.2.2 Protection

Protection-related actions reduce the vulnerability of critical infrastructure or key resources. These efforts deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies.

Protective actions require coordination on the part of Federal, State, and local governments; the private sector; and concerned citizens across the country. Protection includes continuity of government and operations planning; elevating awareness and understanding of threats and vulnerabilities to critical facilities, systems, and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector, as well as between government and private entities.

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4.2.3 Mitigation

Mitigation program goals and project efforts are intended to reduce risks and vulnerabilities. Mitigation-related activities are the ongoing efforts that endeavor to maximize safety and security from natural, technological, and human-induced hazards. The goal of mitigation efforts is to ensure the safety and security of the City's population, infrastructure, and economic stability.

The City's mitigation efforts are aligned with Federal program guidelines and include enhancing and maintaining a capacity to implement a comprehensive statewide hazard loss reduction strategy; supporting the development and enhancement of local capability to practice hazard mitigation; increasing the public and private sectors' awareness and support for disaster loss education; reducing the City's hazard vulnerability through the application of scientific research and development; and reducing the vulnerabilities of City-owned facilities and infrastructure resulting from assessed hazards.

4.2.4 Response

Response-related actions address the short-term and direct effects of an incident. Response includes immediate actions taken to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

If required by the situation, response includes applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations.

4.2.5 Recovery

Recovery-related actions consist of both short- and long-term efforts. Short-term recovery operations restore vital services. Examples include electrical power, water, and waste systems; debris removal; and assistance to disaster victims. Disaster relief programs administered by governmental, non-profit, and charitable organizations aid in restoring the personal, social, and economic wellbeing of private citizens.

Long-term recovery focuses on restoring communities to pre-event or updated conditions. This is accomplished by assisting property owners in repairing or rebuilding homes and businesses and assisting local governments, school districts, and other public non-profit agencies in restoring or reconstructing damaged infrastructure. State, local, and nongovernment organizations administer the provisions of Federal and State disaster relief funds to provide for restoration and recovery of vital facilities. Post-disaster mitigation programs should be anticipated during the recovery period.

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Long-term recovery activities are situationally dependent and may include a range of services. Examples include the development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

4.3 Levels of Emergency Operations

When an incident occurs, a simple, universally accepted language for describing its nature and magnitude can be a useful tool for estimating casualties, property damage, and resource requirements. The City of Hillsboro adheres to the incident typing scheme promulgated by the National Incident Management System (NIMS).

4.3.1 Type 5 - Routine Operations

Type 5 incidents comprise normal daily activities that are manageable by department/agency field resources without the need for higher-level coordination, such as responding to calls for service regarding injured persons and traffic accidents, investigating minor crimes, conducting traffic enforcement activities, and enforcing food sanitation rules. Type 5 incidents are not addressed in this plan. Type 5 operational parameters are:

- **Direction and Control:** nominal on-scene Incident Commander.
- **Command and General Staff:** not activated.
- **Resources:** internally managed; typically one or two single resources with up to six personnel.
- **Information Management:** internal.
- **Written Incident Action Plan (IAP):** not required.
- **Policy Coordination:** internal, with no major issues.
- **Duration:** one operational period, and often within an hour to a few hours after resources arrive on scene

4.3.2 Type 4 - Complex Routine Incident

Type 4 incidents are larger in scope and magnitude than those typically occurring on a day-to-day basis but are still manageable by department/agency field resources without the need for higher-level coordination. Examples include responding to major structural fires, tactical law enforcement situations, and

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hazardous material incidents. Type 4 incidents are not addressed in this plan. Type 4 operational parameters are:

- **Direction and Control:** on-scene Incident Commander.
- **Command and General Staff:** activated as needed.
- **Resources:** several resources required to mitigate the incident.
- **Information Management:** internal
- **Written IAP:** not required, but a documented operational briefing is completed for all incoming resources.
- **Policy Coordination:** agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated; the role of the agency administrator includes operational plans containing objectives and priorities.
- **Duration:** usually limited to one operational period in the control phase.

4.3.3 Type 3 - Minor Incident

Type 3 incidents involve multiple sites and/or agencies, but they still involve a limited area and/or impact a limited population. Warning and public instructions are typically provided in the immediate area involved, and protective actions (evacuation and/or sheltering-in-place) are typically limited to the immediate area of the incident and a short duration. Such incidents can generally be managed with existing department/agency resources, although they may require limited external assistance from other local response agencies or contractors and may demand a higher level of management and coordination. Examples include a winter storm with multiple road closures or a hazardous materials spill requiring an evacuation of a limited area. A local emergency may be declared. Type 3 operational parameters are:

- **Direction and Control:** on-scene Incident Commander or Unified Command; typically requires coordination at a Department Operations Center (DOC) level and may require coordination at the Emergency Operations Center (EOC) level; a Type 3 Incident Management Team or incident command organization may manage initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.
- **Command and General Staff:** some or all positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.

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- **Resources:** significant resource commitments; typically require coordination at a DOC level and may require coordination at the EOC level.
- **Information Management:** typically requires coordination at a DOC level and may require coordination at the EOC level; may require activation of the Joint Information Center (JIC) and the County Public Inquiry Center (PIC) to provide emergency information and recommended actions to the public.
- **Written IAP:** may be required for each operational period.
- **Policy Coordination:** may be required at the departmental or County level to deal with a few major issues.
- **Duration:** the incident may extend into multiple operational periods.

4.3.4 Type 2 - Major Incident

Type 2 incidents are typically large in scale and scope (e.g., a major flood or moderate earthquake) and affect a wide area, large population, and/or important facilities. Centralization of departments' and agencies' incident management and coordination activities in the form of DOCs and the County EOC will be required; additionally, a Joint Field Office (JFO), a JIC, and perhaps a regional EOC may be activated to deal with resource, information, and command management.

Such situations may require community-wide warning and public instructions; implementation of large-scale protective measures (evacuation or sheltering-in-place); and activation of temporary shelter and mass care operations, possibly for an extended duration. There may be a need for external assistance from other local response agencies and/or contractors, as well as limited assistance from State or Federal agencies. Local states of emergencies (City and County) will be declared as appropriate, and the State may declare an emergency as well; additionally, the governor may request a Presidential Disaster Declaration. Operational parameters:

- **Direction and Control:** sizable multiagency response operating under one or more Incident Commanders; requires coordination at the EOC level.
- **Command and General Staff:** most or all positions filled, along with many functional units.
- **Resources:** operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only); may require the response of out of area resources, including regional and/or national resources; resource management requires coordination at the EOC level

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- **Information Management:** requires coordination at the EOC level; requires activation of the JIC and County PIC to provide emergency information and recommended actions to the public
- **Written IAP:** required for each operational period
- **Policy Coordination:** required at the county level to deal with many major issues; agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority
- **Duration:** multiple operational periods

4.3.5 Type 1 - Catastrophic Incident.

Type 1 incidents are complex, uncommon events of a scope and magnitude that significantly curtails local government's ability to help its citizens; examples include a major subduction zone earthquake, or a nuclear attack. Such incidents may produce potentially lasting impacts on the population and/or on critical infrastructures and key resources. They would necessitate intensive community-wide warning and public instructions efforts; implementation of extensive protective measures (evacuation or sheltering-in-place); and activation of massive temporary shelter and mass care operations, potentially for an indefinite duration.

Consequently, a Type 1 incident demands extraordinary incident management and coordination measures, as well as significant external assistance from other local response agencies and contractors, plus extensive State and/or Federal assistance. The EOC will be activated to provide strategic guidance and direction, provide emergency information to the public, coordinate State and Federal support, and coordinate resource support for emergency operations; in addition, DOCs, a JFO, a JIC, possibly a regional EOC, the State Emergency Coordination Center (ECC) and FEMA Regional Response Coordination Center will be activated to deal with resource, information, and command management. Local and State emergencies will be declared, and the Governor will request a Presidential Disaster Declaration. Type 1 operational parameters are:

- **Direction and Control:** incident requires a response by all local agencies operating under one or more Incident Commanders, necessitating coordination at the EOC level.
- **Command and General Staff:** all positions are activated, and the Incident Command System (ICS) organization is substantially developed.
- **Resources:** Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000; significant resource commitments; typically require coordination at a DOC level and will require coordination at the EOC level. Information

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management: community-wide warning and public instructions require coordination at the EOC level and require activation of the County JIC and PIC to provide emergency information and recommended actions to the public.

- **Written IAP:** required for each operational period.
- **Policy Coordination:** required at the County level and above to deal with many major issues.
- **Duration:** multiple operational periods.

4.4 Operational Policy Statements

4.4.1 Response Priorities

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

4.4.2 Response Actions

- Departments involved in emergency response shall retain their identify and autonomy during a declared state of emergency, except as required to activate and staff the EOC functions.
 - Departments with field operations shall activate a DOC to dispatch and track resources according to the priorities set by Incident Command.
 - The DOCs shall report their situation and resource status to the EOC.
- The NIMS ICS will be used to manage emergency response operations.
 - The Police and Fire Departments are responsible for training and staffing Incident Management Teams to provide on-scene management of emergency incidents. This does not preclude the use of a Unified Command involving personnel from other

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City Departments, or participation in Incident Management Teams by personnel from other City Departments.

- The Police and Fire Departments are responsible for training and staffing the EOC Director position during EOC activations. This does not preclude the use of a Unified Command involving personnel from other City Departments, or the assumption of the EOC Director position by the City Manager, if appropriate.

4.4.3 Recovery Actions

- During declared emergencies that cause extensive damage, the EOC Director will appoint a Recovery Officer early in the incident.
- NIMS ICS will be used to manage recovery operations.

4.5 Incident Management

4.5.1 Activation

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

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

4.5.2 Initial Response Actions

Departments involved in emergency response shall retain their identity and autonomy during a declared state of emergency, except as required to activate and staff the EOC functions. These departments shall:

- Activate a DOC to dispatch their resources according to the priorities set by Incident Command.

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- Report their situation and resource status to the EOC.

The department identified as the “lead agency” for a particular hazard is responsible for providing Incident Command during incidents involving that particular hazard. Note: this does not preclude the use of a unified command approach to incident management, or the assumption of command by the City Manager, if appropriate. ICS will be used to manage response and recovery actions. *See Incident Annexes to identify lead agency assignments.*

Additional response actions include:

- Alert threatened populations and initiate evacuation as necessary.
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated.
- Instruct appropriate City emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the City Council to prepare and submit a formal declaration of emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency.

4.5.3 Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the City. In all cases, such information will be relayed to the Washington County Consolidated Communications Agency (WCCCA) and the Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC will be made by the Incident Commander.

City response personnel will use traditional communication lines such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities.

A public warning and broadcast system has been established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Manager shall provide the public

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with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. FA 1 – Emergency Services provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency’s duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners can be activated and coordinated through the City EOC.

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

4.5.3.1 Interoperability

To the greatest extent possible, the City will maintain the ability of emergency management/response personnel to communicate within and across agencies and jurisdictions via voice, data, or video in real time, when needed and when authorized. It is essential that these communications systems be capable of interoperability, as successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies.

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

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

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

This plan should be implemented with consideration for the context of the event or incident the City is facing. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively.

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Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence- and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

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

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

4.5.4.2 Intelligence Gathering

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

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

4.5.4.3 Coordination with State Fusion Center

The State of Oregon maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from

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terrorism and terrorist activity by providing an “all crimes, all threat and all hazard” information clearinghouse for Federal, State, local, and tribal law enforcement agencies. The center’s goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism to exchange critical information among law enforcement agencies at all levels, State executive leadership, government agencies and the City’s public and private-sector partners. The OTFC supports these goals by:

- Providing pre- and post-terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintaining the State of Oregon Terrorism Suspicious Activity Report intake log.
- Providing real time intelligence/information support, previously coordinated, to Oregon Emergency Management (OEM) and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated intelligence related to all crimes or terrorism-related activities to local, State, and Federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the TITAN.
- Provide an OTFC staff member to be collocated within the State Emergency Coordination Center (ECC) in the event of an emergency.
- Provide terrorism-related alerts, bulletins, and assessments to public and private-sector companies and organizations as requested or required.

4.5.5 Resource Management

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

The City Manager has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:

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- Deploy resources according to the following priorities:
 1. Protection of life.
 2. Protection of responding resources.
 3. Protection of public facilities.
 4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide citizens with information about where to make these requests.
- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the County for County, State, and Federal resources.

Activation of County, State, and/or Federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the County.

4.5.5.1 Volunteer and Donations Management

Information about the City's volunteer program can be found in FA O – Volunteer Management and the Volunteer Center Activation Plan (provided under separate cover). The City Parks and Recreation Director will coordinate and manage volunteer services through appropriate liaisons assigned at the City EOC, with support from the American Red Cross, Salvation Army, and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards.

Elements of the City's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management Coordinator within the City's Emergency Management Organization to address volunteer and donations management.
- Implementation of a system for tracking and utilizing volunteers and donations.

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- Coordination with County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster groups.
- Establishment of facilities such as a warehouse and volunteer reception center.
- Communications support such as coordination of a call center.

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

4.5.5.2 Resource Typing

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

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

4.5.5.3 Credentialing of Personnel

The City should maintain a program for credentialing of response personnel that provides, respectively, documentation that identifies personnel and authenticates and verifies the qualifications of such personnel by ensuring that they possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The City's credentialing program may include the following elements:

- Conduct identity enrollment of personnel in accordance with approved standards.
- Identify type and quality of personnel in accordance with published NIMS job titles. For positions not covered by NIMS, develop typing based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.
- Certify personnel based identify vetting and meeting the qualifications for position to be filled.

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- Card personnel after completing certification of identity, qualifications, and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.6 Access and Functional Needs Populations

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

4.5.6.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City, and whenever possible the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children. These issues may include:

- **Preparedness.** Preparedness activities that address the needs of children. This includes involving members of the community familiar with children's issues.
- **Evacuation.** Identifying where children are located (schools, daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula and food appropriate for all ages, portable cribs and playpens, as well as staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

4.5.6.2 Managing, Transportation and Communicating

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

- Area hospitals.
- Private clinics and care facilities.

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- American Red Cross and other volunteer agencies.
- School districts.
- Local radio stations serving the City.

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

To learn more about FEMA's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, visit <http://www.fema.gov/about/odc/>.

4.5.7 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals influences decisions made by the affected population. The County will coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal-related issues that arise during an emergency.

4.5.8 Demobilization

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

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

4.5.9 Transition to Recovery

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

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shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

The City is responsible for the direction and control of its local resources during emergencies, including requesting additional resources from mutual aid partners. For resources not covered under mutual aid, requests shall be directed to County Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

4.6.2 Mutual Aid

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

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

4.6.3 Special Service Districts

These districts provide services such as fire protection and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.6.4 Private Sector

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

4. Concept of Operations**4.6.5 County Government**

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

4.6.6 State Government

The State Emergency Management Organization, as defined in the State of Oregon EOP, can be activated through Oregon Emergency Management (OEM). This department provides a duty officer at all times. The State provides direct agency support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the Federal government.

4.6.7 Federal Government

The County shall make requests for Federal disaster assistance to OEM. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

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Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Manager. This responsibility and authority is exercised through the City's Department Managers. Emergency response activities are under the direct command and control of the Fire and Police Chiefs, Public Works Manager, and Water Manager. During an emergency, and when the Emergency Operations Center (EOC) is activated, these Chiefs and Department Managers retain direct command and control over their resources, while responding in a manner consistent with the objectives and priorities of the City Manager.

Upon activation of the EOC, the City Manager briefs the EOC Director and sets the incident objectives, response priorities, and resource allocation guidelines. The briefing may also include any fiscal restrictions, frequency of situation and resource summary reports, frequency and format for press conferences, communications with elected officials, special instructions or concerns, etc. This information becomes the basis for EOC support and emergency response activities.

Command and control of City emergency operations will be conducted using the ICS as mandated in Hillsboro Municipal Code Chapter 2.60. This is also an eligibility requirement for certain Federal grant programs.

The City Emergency Manager is responsible for maintaining the readiness of the ICS organizational structures, including the EOC, and for identifying and training EOC staff. City departments will designate personnel to be trained and to staff the EOC when activated. Departments may be requested to provide additional staffing assistance to support sustained EOC operations in a major emergency.

5.2 On-Scene Incident Management

The initial City on-scene response structure consists of the Incident Commander and single-resource agencies (i.e., Public Works Department, Police Department, and Fire & Rescue). During the initial response, an Incident Commander from the appropriate agency will be located at the on-scene incident command post and will assume the responsibilities of the Command Staff (Public Information Officer [PIO], liaison officer, and safety officer), until these responsibilities are delegated.

5. Command and Control

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure, supported by appropriate Command and General Staff positions.

5.3 Department Operations Center and Emergency Operations Center Support to On-Scene Operations

If an incident is complex enough, the on-scene Incident Commander may request that his or her Department Operations Center (DOC) be activated to support the response. When this happens, the EOC will also activate to assist. Alternatively, only the EOC may be activated, and not the DOC, depending upon the type of support needed. For example, if an evacuation is needed, the EOC may be activated to plan for reception and sheltering of evacuees.

The Emergency Manager or EOC Director will request additional personnel to support this expanded structure. Depending on the incident complexity, the City departments will provide adequate staff to the EOC.

The on-scene Incident Commander may request support from mutual aid partners, consistent with agreements and as happens on a routine basis. Mutual aid resources may report directly to the scene, or they may report to the DOC or EOC to be checked in and briefed prior to starting work.

If additional resources are required from the County or State, a declaration of emergency may be necessary. This would prompt an EOC activation, if this has not already been done.

5.4 Emergency Operations Center

The EOC will be activated upon any activation of a DOC or notification of a possible or actual emergency. The level of staffing will be determined by the EOC Director, based upon the complexity of the incident and support/resource needs. The EOC will track, manage, and allocate appropriate resources and personnel. The EOC will serve as a multi-agency coordination center, if needed. Other agency or business representatives may also be invited to participate at the EOC, according to the City's coordination and support needs.

5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the EOC Director. The EOC Director will assume responsibility for all Citywide common operating picture, internal and external communication, and resource ordering.
- The EOC Director will determine the level of staffing required and will activate the appropriate staff. The EOC Director will also notify

5. Command and Control

City management and the appropriate outside agencies and organizations.

- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested through the EOC, if the situation dictates, and may require a declaration of emergency.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department managers are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.4.2 Emergency Operations Center Location

The **primary location** for the City EOC is:

Station 3 – Ronler Acres
 4455 NW 229th Ave
 Hillsboro, OR 97124

The **alternate location** for the City EOC is:

West Precinct
 250 SE 10th Ave
 Hillsboro, OR 97123

Figure 5-1 Primary EOC Location

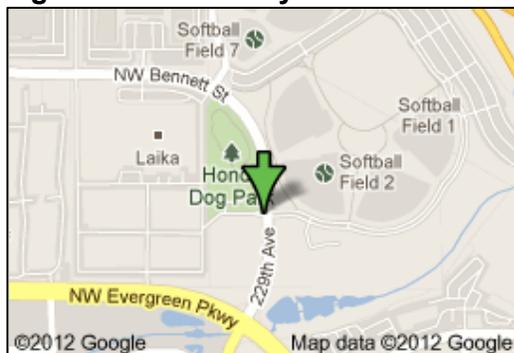
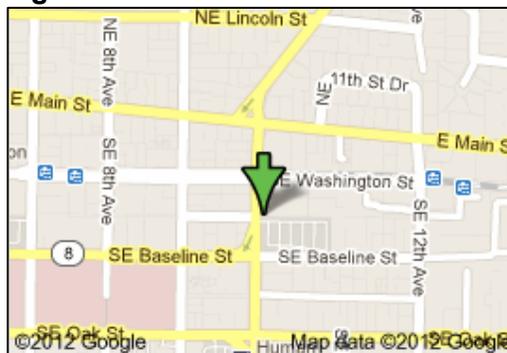


Figure 5-2 Alternate EOC Location



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The **County EOC** is located at:

Law Enforcement Center
215 SW Adams Avenue
Hillsboro, OR 97123

Figure 5-3 County EOC Location



The location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination of City emergency operations will take place at the primary EOC facility as long as environmental and incident conditions allow; however, the EOC Director, or designee, will designate a facility should it be necessary to relocate. The EOC Director, or designee, may request that County Emergency Management allow the City to utilize County facilities or research commercial building lease options.

5.4.3 Emergency Operations Center Staffing

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions and consistent with the incident objectives and priorities.

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff, will improve overall EOC operational efficiency and add depth to existing City emergency management and response organizations.

5.5 Department Operations Centers

A DOC is the counterpart to an EOC, but is discipline-specific. A DOC focuses on internal department incident management and response. DOCs are often supported by and/or physically represented in the City's EOC to enhance EOC coordination and support. Each emergency response department will have plans and procedures in place to activate a DOC, if needed.

5. Command and Control**5.6 Incident Command System**

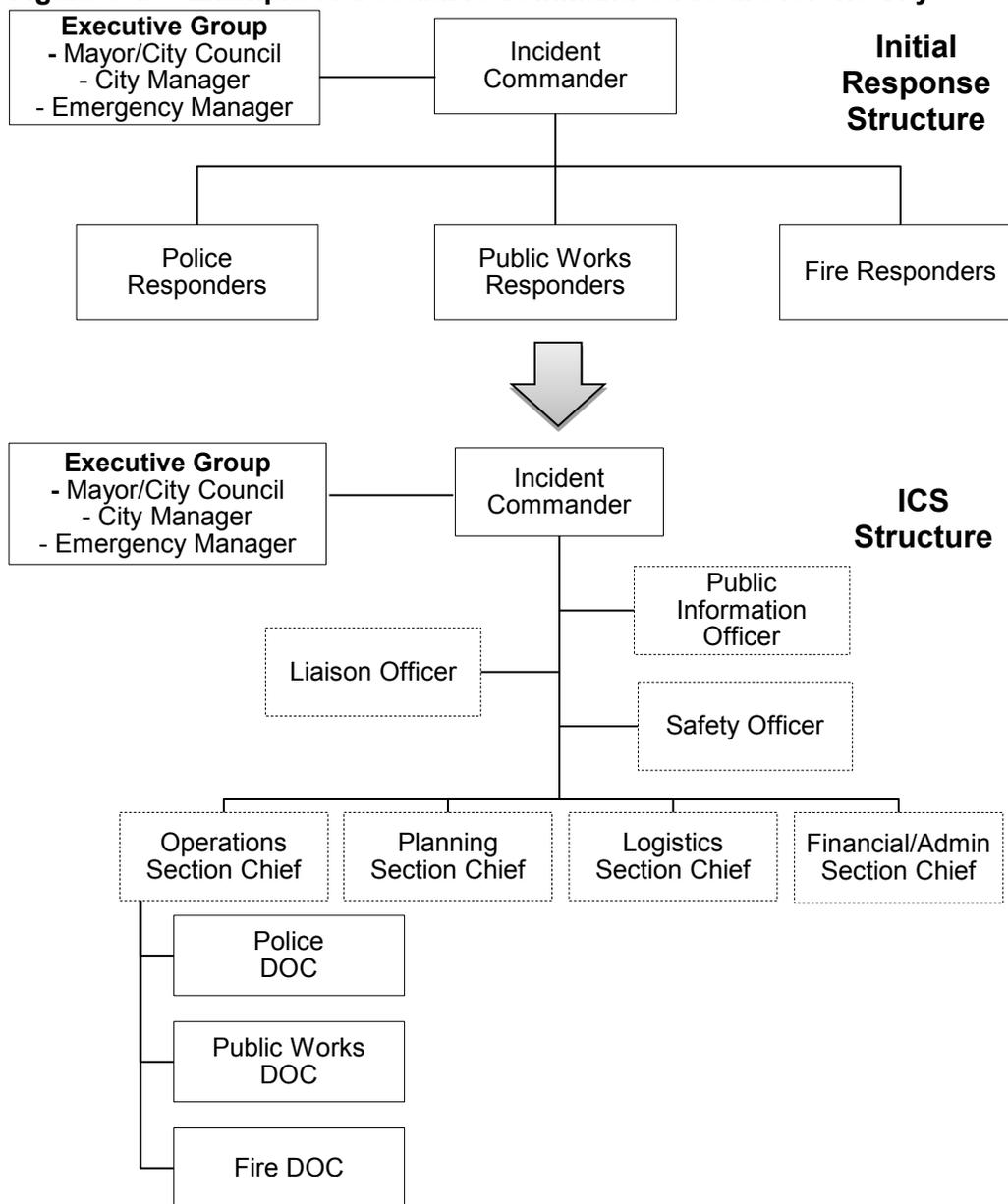
In the City, as in the State of Oregon and the rest of the nation, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, standardized approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a flexible, scalable, all-hazard incident management system designed to be utilized throughout the life cycle of an incident. This system consists of practices for managing resources and activities during an emergency response, and it allows diverse agencies to effectively communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, depending on an incident's changing needs. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions.

The City has established a NIMS ICS-compliant emergency management organization to support EOC activation that includes operational procedures, and position checklists. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for the City is presented in Figure 5-4.

5. Command and Control

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



5.6.1 Emergency Operations Center Director

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

- Under the direction of the City Manager, setting the incident objectives, priorities, and resource allocations.
- Notifying appropriate parties that the EOC has been activated.
- Coordinating the declaration of emergency, if needed.

5. Command and Control

- Coordinating support with outside agencies.
- Approving and supporting implementation of an Incident Action Plan (IAP).
- Coordinating activities supporting the incident or event.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer
 - General Staff
- Updating the EOC organizational structure to meet the changing needs of the incident.

5.6.2 Emergency Operations Center Command Staff**5.6.2.1 Safety Officer**

The Safety Officer position generally applies to incident scenes and is responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site control measures.
- Monitoring and assessing the health and safety of response personnel and support staff (may be necessary for the EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the EOC Director regarding safety issues or concerns, as necessary (may be necessary for EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for the EOC as well).

5.6.2.2 Public Information Officer

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

5. Command and Control

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

5.6.2.3 Liaison Officer

A Liaison Officer may be assigned by the EOC Director as a representative to assisting and cooperating agencies supporting the incident. Examples of such agencies include school districts, utility companies, and volunteer services such as the American Red Cross. Typical Liaison Officer responsibilities include:

- Working to resolve issues for outside agencies and stakeholders, and bringing any unresolved issues to the attention of the EOC Director.
- Ensuring the health and safety of personnel from assisting and cooperating agencies.
- Providing information and incident updates to outside agency contacts and stakeholders through various communications means, including the public information network.
- Providing resource status updates and limitations for outside agency personnel, capabilities, equipment, and facilities to the EOC Director.
- Ensuring that outside agency personnel and equipment are checked in, properly accounted for, and checked out prior to release.

5.6.3 Emergency Operations Center General Staff

5.6.3.1 Operations Section Chief

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

- Fire - emergencies dealing with fire, earthquake, urban search and rescue, technical rescue, or hazardous materials.

5. Command and Control

- Law Enforcement emergencies involving civil disorder/disturbance, significant security/public safety concerns, transportation-related incidents, and/or criminal investigations.
- Water – incidents involving the distribution or access to potable water (in coordination with Washington County Public Health through the Washington County EOC and with other water providers, as needed)
- Public Works - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- Public Health – incidents involving public health will be coordinated through Washington County Public Health and the Washington County EOC.

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

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

5.6.3.2 Planning Section Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
- Assist DOCs in the preparation and dissemination of the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.
- Ensuring proper incident documentation and assembling the final incident package for archive.

5. Command and Control**5.6.3.3 Logistics Section Chief**

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

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

5.6.3.4 Finance/Administration

The Finance/Administration Section is staffed at the discretion of the EOC Director and consistent with the incident's needs. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

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

5.6.4 Unified Command

In complex, multi-disciplinary, and/or multi-jurisdictional incidents, several organizations may share legal responsibility and authority for response. ICS has the advantage of combining different local, County, regional, State, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts.

A structure called Unified Command allows the EOC Director's responsibilities to be shared among several agencies and organizations that maintain some level of jurisdiction. Unified Command members each retain their original authority, while they work to resolve issues in a cooperative fashion, to enable a more efficient response and recovery.

5. Command and Control

In a large incident involving multiple jurisdictions or agencies with legal responsibilities and/or regional, State, and Federal response partners, a Unified Command may replace a single organization EOC Director.

During a Unified Command response or other complex event, each of the four primary ICS sections may be further subdivided among disciplines or jurisdictions through the use of Deputy Chiefs (General Staff) or Assistant Officers (Command Staff), as needed.

In smaller situations, where additional persons are not required, a single EOC Director will manage all aspects of the EOC organization. Figure 5-2 is an example of a Unified Command organizational chart for the City. It provides operational flexibility to expand or contract staffing, depending on the incident's nature and size.

5.6.5 Area Command

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

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

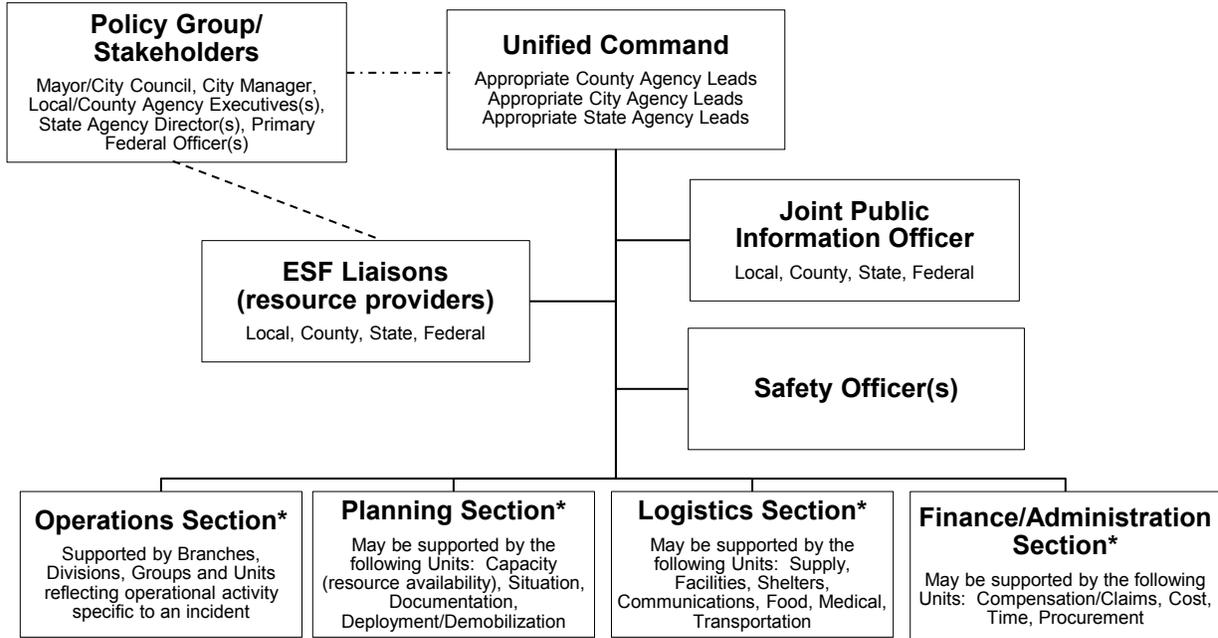
5.6.6 Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination (MAC) Group (also known as a “multiagency committee” or an “emergency management committee”). Typically, MAC Groups are composed of administrators/executives, or their appointed representatives, who

5. Command and Control

are authorized to commit agency resources and funds. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Figure 5-5 Example of Unified Command for the City



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

6

Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, this Emergency Operations Plan (EOP) will be formally reviewed and re-promulgated every five years. This review will be coordinated by the City of Hillsboro Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be forwarded to:

City of Hillsboro Emergency Manager
Hillsboro Fire Department
240 South First Avenue
Hillsboro, OR 97123

6.2 Training Program

The City Emergency Manager specifically coordinates ICS and Emergency Operations Center (EOC)/Department Operations Center (DOC) training for City personnel and encourages them to participate in training sessions hosted by other jurisdictions throughout the region.

The city has adopted and implemented current training and operational requirements set forth under NIMS. The Emergency Manager maintains records and lists of training and credentials received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and command and general staff. NIMS identifies these positions as follows:

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

Table 6-1 provides the minimum training requirements for the City’s emergency personnel.

Table 6-1 Minimum Training Requirements	
Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management and command and general staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or have a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an area command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
Public Information Officers	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
<i>Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslst.asp.</i>	

6.3 Exercise Program

The City will conduct an annual exercise of the EOC function to test and evaluate this EOP, test and evaluate inter-agency coordination and response, and reinforce ICS principles and practices. There may also be other training, drills, and exercises of ICS-specific functions for EOC and DOC staff. Whenever feasible, the City will coordinate with neighboring jurisdictions, special districts, and County, State, and Federal governments to participate in joint exercises. These

6. Plan Development, Maintenance and Implementation

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

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

6.4 Event Critique and After Action Reporting

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

Similarly, reviews and AARs will be facilitated after an actual disaster that will document what went well and what needs improving to increase the City’s readiness for future events.

6.5 Community Outreach and Preparedness Education

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

Information about the City’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City’s website at <http://www.ci.hillsboro.or.us/EmergencyInfo>.

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an emergency management organization that ensures the City’s ability to respond to and recover from disasters. The Emergency Manager will work with Fire Chief, City Manager, and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the Council is informed of progress toward building emergency response and recovery capabilities and is aware of capability gaps to be addressed.

6. Plan Development, Maintenance and Implementation

- Leverage partnerships with public and private local, regional, and State partners to maximize use of scarce resources.

A

**Employee, Elected Official, and
Volunteer Preparedness**

Appendix A. Employee, Elected Official, and Volunteer Preparedness

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Appendix A. Employee, Elected Official, and Volunteer Preparedness

1 Purpose

This section sets forth recommendations for family preparedness for City of Hillsboro employees, elected officials, and volunteers. These actions are intended to:

- Increase the probability that employees, elected officials, and volunteers will be available to provide leadership and services to residents during a major emergency by decreasing the potential for family emergencies caused by lack of preparation.
- Provide adequate food and water for employees who are required to work during a major emergency, when time or availability may preclude employees from obtaining meals on their own.
- Increase the ability of the City of Hillsboro to provide vital services to residents and businesses during a major emergency.

2 Authority

City of Hillsboro Emergency Operations Plan, Section 3.2.2.2:

All departments will perform these common management functions in support of this plan: “Promoting disaster preparedness and training and encouraging employees to develop family disaster plans.”

3 Description

City of Hillsboro employees, elected officials, and volunteers are encouraged to:

- Access disaster preparedness flyers at:
 - <http://www.ci.hillsboro.or.us/EmergencyInfo/> or
- Attend Community Emergency Response Team (CERT) training
 - This class teaches you to organize your neighborhood to get through the first 72 hours of a disaster, when emergency services might not be able to assist you. The City’s facilities could each be considered a “neighborhood” for CERT purposes, and employees and volunteers could form a CERT team to support them.
 - With your supervisor’s approval (City employees):
 - ≡ CERT training can be made available during the regular work day for designated Emergency Action Plan floor monitors and disability assistants.

Appendix A. Employee, Elected Official, and Volunteer Preparedness

- ⌘ CERT follow-on training can be made available during the regular work day for any employees who have attended the basic CERT class.
- Or on your own:
 - ⌘ CERT training is available on your own time during evening hours.
 - ⌘ Attend CERT training with your family members aged 14 or older.
- For more information: www.HillsboroCERT.org
- Stock personal preparedness supplies at your workplace.

B

City of Hillsboro Municipal Code on Emergency Management

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Appendix B. City of Hillsboro Municipal Code on Emergency Management**Chapter 2.60 EMERGENCY MANAGEMENT****2.60.010 Definitions**

The following definition applies unless inconsistent with the context:

EMERGENCY MANAGEMENT PLAN, the plan adopted by the council that addresses the possible emergencies that might occur within the city. The term “plan” as used in this subchapter, includes the emergency management plan along with all individual hazard-specific plans, resource lists and call lists and any changes or additions thereto.

2.60.020 Emergency management program

Under ORS Chapter 401, the city establishes an emergency management program. The council is responsible for setting policy direction for emergency management through the adoption of an emergency management plan. The manager may appoint an emergency program manager who has responsibility for the organization, administration and operation of the emergency management program during a declared emergency in accordance with the emergency management plan and state law.

2.60.030 Emergency management program manager

The manager is responsible for carrying out the responsibilities of this subchapter and ORS Chapter 401. The manager is authorized to negotiate, prepare and present for council approval, any agreements between the city and other governmental entities or private parties for the furtherance of the policies of the emergency management plan.

2.60.040 Emergency management program plan

The plan addresses emergencies likely to afflict the city and the appropriate procedures and responses for each type of emergency. The council will by resolution adopt and amend the plan, together with any hazard-specific plans. The manager will develop and maintain resource lists and call lists.

2.60.050 Incident management

The council adopts the National Incident Management System (NIMS) as the foundation for incident command, coordination, and support activities. The city will provide appropriate training on NIMS and its core components to personnel responsible for managing or supporting major emergency and disaster operations.

2.60.060 Declaration of emergency

- A. When circumstances warrant, the manager will determine whether an emergency appears to exist. The manager will either:

Appendix B. City of Hillsboro Municipal Code on Emergency Management

1. Call a regular or special meeting of the council requesting a declaration of emergency by the council; or
 2. Immediately declare an emergency in writing. If the manager declares an emergency the council must ratify that declaration within seven days or it will expire.
- B. A declaration by the council will be effective for no longer than two weeks but may be extended in one week increments should an emergency continue to exist.
- C. A declaration shall:
1. Describe the nature of the emergency;
 2. Designate the geographic boundaries of the area where the emergency exists, and that portion of the affected area lying within city boundaries;
 3. Estimate the number of individuals at risk, injured or killed;
 4. Describe the actual or likely damage;
 5. State the type of state, county and city assistance or resources required to respond to the emergency;
 6. Estimate the length of time during which the designated area will remain in an emergency status; and
 7. State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

2.60.070 Line of succession

If an emergency has been declared under HMC 2.60.060 and the manager is unable for any reason to exercise authority under this subchapter, the following positions will be the line of succession to ensure the continuation administrative leadership and supersedes any other policy that applies in non-emergency situations:

- A. Mayor;
- B. Council president;
- C. Assistant city managers, in order from the individual in the position the longest to the shortest;
- D. Police chief; and
- E. Fire chief.

Appendix B. City of Hillsboro Municipal Code on Emergency Management**2.60.080 Authority of manager**

Whenever an emergency is declared under HMC 2.60.060, the manager may authorize specific emergency powers for the duration of the emergency period and applicable to the specific areas of the city subject to the emergency over which the city has authority and consistent with the declaration of emergency as required to protect the public health, safety and welfare, including the following:

- A. A curfew may be established for the area designated as an emergency area that fixes the hours during which all persons, other than public employees and agents, may not be upon the public streets or in other places;
- B. Streets and areas may be barricaded and vehicular and pedestrian traffic prohibited or regulated on streets leading to the area designated as an emergency area for such distance as may be deemed necessary under the circumstances;
- C. Persons may be evacuated from the emergency area, instructed to shelter in place or given instruction for other protective actions;
- D. The manager may prohibit or restrict the sale of alcoholic beverages and the sale of gasoline or other flammable liquids;
- E. The manager may declare other measures as are imminently necessary under the circumstances for the protection of life or property or to prevent or minimize danger to lives or property;
- F. The manager may comply with the requirements of state and federal emergency management regulations even if they may conflict with any of the provisions of this subchapter.

2.60.090 Violation of measure or order

Any person who knowingly violates any emergency measure or lawful order of a city official taken pursuant to the plan or this subchapter commits a civil infraction under HMC 1.08.010 and shall be subject to prosecution in municipal court.

2.60.100 Authority to enter property

During an emergency declared under HMC 2.60.060, a city employee or agent may enter onto or upon private property, if the person has reasonable grounds to believe there is a true emergency and an immediate need for assistance for the protection of life or property, and that entering onto private property will allow the person to take steps to alleviate the emergency and prevent or minimize danger to lives or property from the declared emergency.

Appendix B. City of Hillsboro Municipal Code on Emergency Management**2.60.110 Suspension of procurement requirements**

When an emergency is declared under HMC 2.60.060 and consistent with the plan and applicable state law, the manager is authorized to suspend the applicable public procurement requirements, and, to the extent sufficient funds are available and budgeted, to redirect city funds to pay expenses incurred as a result of responding to the emergency.

2.60.120 Non-liability for emergency services

Under ORS 401.515, during the existence of a declared or undeclared emergency, the city and any employee or agent of the city engaged in any emergency services activity, while complying with or attempting to comply with the plan and ORS Chapter 401 shall not, except in cases of willful misconduct, gross negligence or bad faith, be liable for the death or injury of any person, or damage or loss of property as a result of that activity.

C

References

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Appendix C. References

Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010.
(http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf)
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1998.
(<http://www.fema.gov/plan/prevent/damfailure/fema64.shtm>)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003.
(http://www.dhs.gov/xabout/laws/gc_1214592333605.shtm)
- National Incident Management System, 2008.
(http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)
- National Response Framework, 2008.
(<http://www.fema.gov/emergency/nrf/>)
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973. (<http://www.fdic.gov/regulations/laws/rules/6500-3600.html>)
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
(<http://www.fema.gov/about/stafact.shtm>)
- The Code of Federal Regulations (CFR), Title 44, Part 206.
(<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&view=text&node=44:1.0.1.4.57&idno=44>)
- US Census Bureau. Hillsboro QuickFacts. 2011.
(<http://quickfacts.census.gov/qfd/states/41/4134100.html>)

State of Oregon

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011.
(http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml)
- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2010.
(http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t)
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (<http://www.leg.state.or.us/ors/>)
- Oregon Department of Education. 2009-10 Enrollment Figures, 2010.
(<http://www.ode.state.or.us/news/announcements/announcement.aspx?ID=6866&TypeID=5>)

Washington County

A copy of these plans can be found online (<http://www.ocem.org/Plans.cfm>) or in the County Emergency Manager's Office

- Emergency Operations Plan, September 2009
- Amateur Radio Communications Plan
- Emergency Alert System Activation Procedures
- Community Wildfire Protection Plan, August 2007
- Natural Hazards Mitigation Action Plan, 2010
- Regional Emergency Transportation Routes
- Regional Logistics Support Plan, August 2010
- Regional PIO ConOps Plan, January 2009
- Regional Utility Coordination Plan, February 2005
- Memoranda of Agreement / Understanding (copies can be found in the County Emergency Manager's Office)

City of Hillsboro

A copy of these plans can be found in the City Recorder's Office or online at <http://www.ci.hillsboro.or.us/EmergencyInfo/>.

- Multi-Hazard Mitigation Plan, September 2007
- Pandemic Response, 2009
- Reduced Workforce Plan, (contained within the Pandemic Influenza Plan)
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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Acronyms and Glossary

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Appendix E. Acronyms and Glossary

Acronyms

°F	degrees Fahrenheit
AAR	After Action Report
ARES	Amateur Radio Emergency Services
ATC	Applied Technology Council
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CERT	Citizen Emergency Response Team
City	City of Hillsboro
CFR	Code of Federal Regulations
CNS	Community Notification System
COAD	Community Organizations Active in Disaster
COG	Continuity of Government
COOP	Continuity of Operations
Council	Hillsboro City Council
County	Washington County
DAC	Damage Assessment Coordinator
DOC	Department Operations Center
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FA	Functional Annex
FBI	Federal Bureau of Investigations
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
GIS	geographic information systems
GO	General Order
HA	Hazard-Specific Annex
HazMat	Hazardous Materials
HMC	Hillsboro Municipal Code

Appendix E. Acronyms and Glossary

HSPD	Homeland Security Presidential Directive
HSEEP	Homeland Security Exercise and Evaluation Program
HVAC	heating, ventilation, and air conditioning
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
MACS	Multi-Agency Coordination System
MHz	megahertz
MP	mile post
NIMS	National Incident Management System
NOI	Notice of Intent
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHSU	Oregon Health and Science University
ORS	Oregon Revised Statutes
ORS	Oregon Revised Statutes
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PA	public address
PGE	Portland General Electric Company
PIC	Public Inquiry Center
PIO	Public Information Officer
PPD-8	Presidential Policy Directive 8: National Preparedness
RACES	Radio Amateur Civil Emergency Service
Red Cross	American Red Cross
SAR	Search and Rescue
SOG	Standard Operating Guidance
SOP	Standard Operating Procedure
State	State of Oregon
TDD	telecommunications device for the deaf

Appendix E. Acronyms and Glossary

TITAN	Terrorism Information Threat Assessment Network
UHF	ultra-high frequency
USDA	United States Department of Agriculture
USDOT	United States Department of Transportation
USGS	United States Geological Survey
VHF	very high frequency
VOIP	voice-over internet protocol
VTAC	very high frequency tactical channel
WCCCA	Washington County Consolidated Communications Agency
WMD	Weapons of Mass Destruction

Appendix E. Acronyms and Glossary

Glossary of Key Terms

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

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

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information,

Appendix E. Acronyms and Glossary

evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

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

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Appendix E. Acronyms and Glossary

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions

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continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

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

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

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

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

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

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

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

Event: See Planned Event.

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

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

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

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

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

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

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Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

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

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

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

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

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

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

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Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

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

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public

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affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

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

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

Logistics: The process and procedure for providing resources and other services to support incident management.

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

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

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Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Personal Responsibility: The obligation to be accountable for one's actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident

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Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

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

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

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

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

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

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

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

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

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Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

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Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

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

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and

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services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

Source: <https://nimcast.fema.gov/nimscast/index.jsp>

Functional Annexes

A

FA A – Alert and Warning

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Lead Agency	Fire Department Police Department
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1 Purpose

This annex describes how the alert and warning function will deliver protective action messaging to emergency responders, City management and staff, City elected officials, partner agencies, and the public.

Note: The alert and warning messaging may be distinguished from other emergency communications by content—alert and warning messages contain protective actions that must be taken in order to protect life and/or property. They are urgent in nature, and they must be delivered to the specific audience that is vulnerable to the impact.

2 Scope

This annex is implemented by the Emergency Operations Center (EOC), when activated in support of local response operations. It is used to relay information about actions that must be taken to protect life or property. It works hand-in-hand with Functional Annex (FA) I – Protective Action Strategies. Ideally, this annex will be implemented by the City’s Public Information Officer (PIO).

3 Situation Overview

3.1 Capability Assessment

- Washington County Consolidated Communications Agency (WCCCA, the City’s 9-1-1 center) maintains a Community Notification System (CNS) that can be used to deliver alert and warning messages to a specific geographic area. Modes include recorded voice, text/e-mail, telecommunications device for the deaf (TDD), fax, or various forms of social media. The delivery method should be chosen based upon the number of people to be notified, length or complexity of the message, available means of delivery, etc. Multiple modes should be used, when possible, to increase the depth of message penetration to the intended recipients.
- The database that WCCCA purchases to feed the CNS contains only traditional “land line” telephone numbers. Cellular telephone and voice over internet protocol (VOIP) telephone numbers are not available for purchase in the same manner. This may also be true for other telephone technologies that emerge. As a result, WCCCA maintains a website where residents can add their contact information, as well as state preference for messaging mode(s), such as voice, text, e-mail, etc. Public education and outreach is an ongoing project for WCCCA and PIOs throughout Washington County.

FA A. Alert and Warning

- WCCCA also maintains equipment necessary to insert messages into the Emergency Alert System (EAS), to be broadcast over National Oceanic and Atmospheric Administration weather radios, radio, and television. Length of messaging is limited to 2 minutes of recorded voice and limited text as a crawler across the television screen.
- Local media will also be recipients of EAS messages, so they may attempt to contact the City's PIOs, just as they would during routine response events.
- Washington County is part of the Portland metro area media market. It shares the many media resources across the region and, in some cases, the State. This makes coordinating and de-conflicting message content across the region very challenging. Nevertheless, it is very important to avoid confusion by message recipients regarding what actions apply to them.
- Most major television and radio stations in the Hillsboro area have websites that post breaking news information. Their staff can be updated on current incidents via e-mail or telephone. They also monitor public safety radio traffic, although this does not provide as accurate a picture as news releases and interviews with the City's PIOs.
- The City is home to a commercial radio station, KUIK (1360 AM), whose format is news, talk, and sports. KUIK has been a good partner for sharing messaging throughout the western Washington County area, and they are also heard well into adjacent counties. They have limited Spanish-language programming.
- The City is served by three newspapers, *The Hillsboro Argus*, *The Oregonian*, and *The Hillsboro Tribune*. Print is not an efficient medium to deliver alert and warning messaging, but each newspaper has a website that could post breaking news and information.
- The Washington County EOC may activate a Joint Information Center (JIC) to coordinate emergency messaging across the County and region, and PIOs from around the County would support its operation. The PIOs throughout the County and region meet regularly to develop common operational procedures and coordinate emergency messaging content.
- The City has owns extensive resources that can be used in the implementation of this annex, including the computer network with internet access, end-user computer equipment, City-owned telephone system with four-digit dialing between City facilities, mobile telephone devices, 800-MHz public safety radio system, VHF radios

FA A. Alert and Warning

and amateur radios. Fire and Police vehicles also contain mobile computers that communicate with WCCCA. Mobile public address (PA) systems are installed on some Fire, Police, and Public Works vehicles. Announcements can be made from the vehicles in the street or while parked at an incident venue. The effectiveness of this delivery method depends upon the output of the speakers, weather conditions, need for the message to penetrate buildings, and the size of the area over which the sound may travel and still remain intelligible. It should also not be used if conditions are unsafe for people to come outdoors to hear the message. This delivery method is also slow because of the need to remain stationary to deliver the announcement and to repeat it at short-distance intervals throughout the area to be notified.

- Door-to-door contact may be necessary to ensure that each household is notified of protective actions to be taken. This may be the preferred method during power outages, when televisions, radios, and “smart” electronic devices may not be operating, or at night, when electronic devices may not be turned on. It is most effective in a relatively small area, as it requires a great deal of staff resources and time. Volunteers can be used effectively for this function, as it requires little training; however, it may take some time to recruit the necessary number of volunteers.
- Social media (websites, texting, e-mail distribution lists) can be very effective during an emergency because of the quick proliferation when messages are resent by the recipients to family, friends, and co-workers. Many first response agencies have pre-existing sites and lists that they use on a daily basis to distribute breaking news and situation updates. Posting, texting, or sending e-mails to these existing sites and lists is most timely and should reach the most people. As an emergency situation continues, additional dedicated or related sites and lists can be added to assist in the widest possible distribution; to ensure effectiveness, effort must be made to notify all pertinent parties that such sites have been established.

3.2 Planning Assumptions

- The Hillsboro Municipal Code and this Emergency Operations Plan provide policy statements on appropriate use of emergency powers, protective measures, and risk management. The City will work creatively within its policy and legal authorities, especially those stemming from Oregon Revised Statutes 401 and the Stafford Act, to enable rapid development and deployment of emergency response solutions.

FA A. Alert and Warning

- Life safety of emergency responders, protection of the public, and incident stabilization are always the top response priorities. Dynamic situations will require quick decision-making, based upon best available information, expertise, and judgment of the City's emergency responders.
- Local response operations will be conducted in accordance with the National Incident Management System (NIMS) Incident Command System (ICS) concepts and organizational structure.
- Generic emergency messaging has been developed by the City's PIOs for the most likely hazards, but messages must be updated to include incident specifics at the time of delivery.
- The City's PIOs are able to contact appropriate media outlets, such as radio and television broadcasters.
- WCCCA will be able to assist the City with activation of the Community Notification System (CNS) and/or EAS systems. (See Capability Assessment, above, for description of these systems.)

4 Concept of Operations

- Alert and warning messaging must be delivered in a timely and accurate manner in order to protect life and property.
- Recognition of the need to provide alert and warning may arise at the EOC, at a Department Operations Center (DOC), on scene, or elsewhere. As soon as the need is recognized, the EOC should implement this annex.
- The City does not deliver all of the alert and warning messages received in its jurisdiction. Other providers include the National Weather Service, Washington County, and, potentially, the State of Oregon or the Federal Government. Moreover, because the City shares a Portland metro media market, it will receive messages intended for other jurisdictions. Messaging from all these sources must be de-conflicted to ensure that required actions and intended recipients are clearly defined.
- This annex will also be used to deliver emergency messaging developed in support of FA I – Protective Action Strategies.
- PIOs will assist with the implementation of this annex. If required, PIOs will coordinate the alert and warning messages with the Washington County JIC and/or regional partners.

5 Organization and Assignment of Responsibilities

■ On-scene Incident Commander and PIO

- If protective actions are needed for a specific incident scene that has an on-scene Incident Commander and PIO, and if the need is immediate and resources are available, the on-scene PIO may draft an alert and warning message, and the on-scene Incident Commander may approve its release.
- If time allows, the on-scene PIO may draft, and the Incident Commander may approve, a message to be coordinated and released by the EOC.

■ EOC Director and PIO

- If the EOC is activated, the EOC PIO may either draft and release alert and warning messages or handle the release of a message drafted by the on-scene PIO. With either option, the EOC Director will approve the message prior to release.
- If time allows, if multiple jurisdictions are involved, and/or if the situation is dynamic, the EOC PIO may coordinate/deconflict the release of alert and warning messages through the Washington County JIC. This extra step may be necessary to ensure that regional media have accurate information regarding who, what, where, when, and why the protective actions apply.
- The EOC Director will ensure that appropriate external notifications are made to the City Manager, elected officials, the Washington County EOC, special districts, and adjacent jurisdictions.
- The PIO will ensure that appropriate internal notifications are issued to EOC, DOC, and City staff, as well as field responders.

■ WCCCA

- WCCCA may assist by activating the EAS or the CNS to disseminate the protective action message.

■ EOC Planning Section

- The EOC Planning Section will maintain copies of all alert and warning messages and include them in the final incident package. Documentation should also include, as appropriate,

FA A. Alert and Warning

situation and resource status, technical parameters used for modeling, model printouts, and any reference materials used to make protective action decisions.

6 Direction, Control, and Coordination

- Emergency messaging will normally be released through the EOC PIO or the Washington County JIC. One exception may be when an on-scene Incident Commander and PIO are involved in a fast-moving, life-threatening response. Under those circumstances, the on-scene PIO may release emergency messages from the scene, with approval of the on-scene Incident Commander.
- Emergency messages delivered under this annex must:
 - Provide clear direction for necessary protective action strategies to protect life or property.
 - Clearly delineate to whom the protective action strategies apply.
 - Conclude with an “all clear” message, when appropriate.
 - Be approved prior to release by the appropriate authority: EOC Director, on-scene Incident Commander, City Manager, etc.
- When there is potential for confusion regarding the parties to whom the emergency messaging applies, the PIOs will notify appropriate regional partners of the City’s actions. For example, if the City has a “boil water” order in place, but the surrounding water providers do not, PIOs should coordinate with regional water consortium members to ensure the message is clear.
- For large events, such as an earthquake or severe winter storm, alert and warning messaging may need to be coordinated across the County and region. To accomplish this coordination, the Washington County EOC may activate a JIC. The City will send a PIO to the JIC, if possible, to assist and ensure that the City’s emergency messaging needs are met.

7 Information Collection, Analysis, and Dissemination

- Emergency messaging delivered using this annex will be made available to all EOC and DOC staff, emergency responders, City management and staff, elected officials, partner agencies, and anyone else that must (operationally or logistically) support it.
- Emergency messaging delivered using this annex will be archived and included in the final incident package. Documentation should include

FA A. Alert and Warning

the text of each message, release authority, date/time stamp of release, distribution list, and any notes related to the decision-making process.

8 Communications

- Situation status will be crucial in developing emergency message content. PIOs and the Planning Section must communicate to maintain a common operating picture and to take advantage of any technical information they may have developed or received.
- Logistical support may be crucial in the implementation of certain protective action strategies. PIOs and the Logistics and Operations Sections must communicate to ensure that local responders are prepared to support the activity that will (or could) result after the release of emergency messages.
- Rumor control is crucial during emergency incidents. PIOs should monitor the media and coordinate with call takers to determine whether emergency messaging is effective and sufficient.
- PIOs should coordinate with their counterparts across the region to ensure that emergency messaging does not present conflicting information. Inaccurate or insufficient information must be corrected immediately.

9 Annex Development and Maintenance

- The EOC PIOs will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

10 Authorities and References

- [Hillsboro Municipal Code Chapter 2.60, Emergency Management](#)
- [Oregon Revised Statutes Chapter 401, Emergency Management and Services](#)
- WCCCA Directive, Community Notification System Activation
- WCCCA Directive, Emergency Alert System Activation

11 Appendices

None at this time.

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FA B – Cost Recovery

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Lead Agency	Finance Department
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1 Purpose

This annex describes how the cost recovery function will be implemented to track and recover eligible expenses.

2 Scope

- This annex is implemented by the Emergency Operations Center (EOC) Finance Section during incident operations, to ensure that the City recovers all costs for eligible expenses. When the annex has been implemented, the City will track all incident operations costs, including staff hours, lease and contract costs, volunteer hours, equipment use, vehicle use, supplies and materials, and food.
- Eligible costs are determined according to the situation, and they may not be assessed until after an incident is over, so it is important to track all costs as they are incurred.
- The City may seek reimbursement from a variety of sources, such as the Federal Emergency Management Agency (FEMA) during a presidentially declared disaster, a responsible party in a hazardous materials release, or another jurisdiction that the City assists during extended response or recovery operations.

3 Situation Overview

3.1 Capability Assessment

- The City's financial management software is capable of detailed cost tracking, and the various account and budget codes can be grouped into projects. This combination allows for easy searches and reporting on incident-related cost information. The key is to identify the need for grouping early and to tie all expenditures to the appropriate project code at the time they are incurred.
- The Police, Fire, Public Works, Water, and Building Departments all track their field staff activities in some detail on a daily basis. Implementation of this annex may require them to add additional steps to their processes to ensure that costs are captured. The goal is to continue what they do on a "normal" day and collect whatever additional information is needed.
- Most other departments do not track staff activity to the same extent, so implementation of this annex would cause them to do things differently. The City's goal is to define simple procedures that can be easily followed when this annex is implemented.

3.2 Planning Assumptions

- FEMA does not pay 100% of the City's eligible expenses; the reimbursement rate is usually 75%. The City's 25% cost share can be offset by "soft match," including the use of volunteer hours. This requires the City to track volunteers and staff in the same way, including their hours worked, work location, what activity they were engaged in, and what equipment/supplies/materials they used to accomplish their tasks.
- FEMA's rules for determining eligible costs are related to what the City does on a "normal" day. For example:
 - If the City does not normally charge its mutual aid partners for certain types of response operations of a certain duration, FEMA will not issue reimbursement for a similar assist during a federally declared disaster, even if the response activity would otherwise be an eligible expense.
 - The City of Hillsboro Emergency Operations Plan, Basic Plan, Section 1.9.6, allows for payment of overtime wages to exempt employees under certain circumstances. Following this policy every time a disaster is declared ensures the City's eligibility for reimbursement of this expense from FEMA during a presidentially declared disaster.
- Responsible parties for a hazardous materials release, or any other incident response for which a responsible party can be named, will be billed for 100% of eligible costs. (The definition of eligible costs may be a point of negotiation with the responsible party.)
- The EOC Finance Section will learn the various sources of cost recovery and the rules associated with each. These are frequently adjusted. Following an incident, the State of Oregon or Washington County will host a cost recovery workshop where they will explain the process, list eligible expenses, and ask the City to declare its intent to file for cost recovery. The eligibility of costs is determined at this point..
- The City's financial management system will be available to support the EOC activation. If not, a backup method will be used until the system is up again. For tracking, back-up, archiving, and audit purposes, all cost tracking information must eventually be entered into the financial management system.
- See Appendix A to this annex for a complete listing of Federal categories for disaster projects. More detail and an updated list will be

FA B. Cost Recovery

provided at FEMA's post-disaster cost recovery workshop (applicants' briefing).

4 Concept of Operations

- The EOC Finance Section will write implementing procedures for this annex, and the City's Finance Director will approve them. Other department managers, City management staff, and EOC staff will be provided with the opportunity for input prior to approval.
- Implementing procedures may vary between the EOC, Department Operations Centers (DOCs), and various departments according to operational requirements, tracking or resource management systems already in place, fund-type restrictions, etc.
- Payroll managers and supervisors will be provided a copy of the implementing procedures, which will also be posted on the City's intranet site. They will also be briefed on the procedures as soon as possible after EOC activation, in order to ensure that proper cost tracking begins immediately.
- City EOC staff will be trained on the implementing procedures. They may be called upon to train City staff at the time of EOC activation, in order to ensure proper cost tracking.
- Following an incident, individual project codes may be assigned to each reimbursement-eligible project (as defined by FEMA), if necessary. This may be of benefit for FEMA audit purposes.

5 Organization and Assignment of Responsibilities

5.1 Finance Section

The EOC Finance Section will:

- Develop cost-tracking mechanisms to be implemented in the EOC, and EOC Finance and Logistics Staff will be trained on them.
 - Use the same methodology for cost recovery as that used for total incident cost tracking, as reported to City management.
 - Exploit the full capability of the City's financial management system to support cost tracking and recovery.
- Assign one or more project codes to track incident costs each time the EOC is activated. Implementing procedures will include how project codes are used and trigger points for using more than one project code.

FA B. Cost Recovery

- Assist Emergency Management and DOCs in filing cost recovery paperwork with FEMA or other pertinent party.
- Attend FEMA's cost recovery workshop to learn the availability of funding and eligible costs.
- Determine whether the distribution, spending limits, and approval process for purchasing cards is sufficient for disaster operations.
 - Determine the need to raise spending limits on specific purchasing cards or provide additional purchasing cards. (Note: City purchasing cards are issued to specific individuals, based upon the requirements of their regular duty positions, and spending limits vary by card. There is not a cache of cards set aside for disaster operations.)
 - Determine the appropriate process for approving disaster-related purchasing card expenditures (in the purchasing of card support software), based upon current positions of the cardholders in the EOC/DOC structure.

5.2 Emergency Management

Emergency Management will:

- Attend FEMA's cost recovery workshop to learn about the availability of funding and eligible costs.
- Work with the EOC Finance Section after an incident to transition the cost tracking mechanisms into cost recovery tracking mechanisms.
- Facilitate FEMA's cost recovery process and paperwork, working with the EOC Finance Section and the DOC representatives.

5.3 All Departments

Each department with eligible costs will:

- Provide a point person to assist with the cost recovery process for the department.
- Attend FEMA's cost recovery workshop to learn about the availability of funding and eligible costs.

6 Direction, Control, and Coordination

- The EOC Finance Section is responsible for cost tracking for all incident operations. This requires coordination with EOC staff, DOC staff, on-scene Incident Commanders, mutual aid partners, assisting agencies, contractors, and any others involved in incident operations.

FA B. Cost Recovery

- To be eligible for FEMA’s cost recovery programs, the State must meet the threshold dollar amount in uninsured damages and must include Washington County in its request for a Presidential declaration.
 - The first step toward this goal is for each county to conduct an Initial Damage Assessment (IDA) to estimate the amount of damages. The City must also conduct an IDA and forward it to Washington County for inclusion. (See Functional Annex D – Damage Assessment for more information on the IDA process.)
 - The EOC Finance and Planning Sections will coordinate to combine and determine initial structural damage assessment figures for inclusion in the City’s IDA.
 - Using the City’s damage assessment reports, Washington County Assessment and Taxation Department will add market values to the damaged structures identified in the reports. This process is facilitated by the Washington County EOC.

7 Information Collection, Analysis, and Dissemination

- If necessary, the EOC Planning Section will recommend suspending applicable public procurement requirements as an emergency measure in the declaration of emergency. Their recommendation will be based on situation and resource status reports, their expertise and good judgment, and coordination with the City Finance Director,
- At varying incident stages, and according to the City’s resources and incident priorities and objectives, the EOC Finance Section may recommend that City management:
 - Use contract labor or leased equipment, which may be eligible for reimbursement at 75%,
 - Use overtime staff hours, which may be eligible for reimbursement at 75%,
 - Use volunteer staff hours, which are not eligible for reimbursement but may be an eligible contribution toward our 25% soft match,
 - Slow down the completion timeline and use straight-time staff hours, which are not eligible for reimbursement, or
 - Any combination of the above.

FA B. Cost Recovery

- Wherever possible, EOC Finance and Logistics will handle purchases, contracts, agreements, etc. for the DOCs. When DOCs must do their own purchasing, they will follow this annex's implementing procedures to ensure that costs are tracked, receipts submitted, contracts or agreements submitted, etc.
- Cost-tracking mechanisms used under this annex, plus any contracts or agreements, will be archived and included in the final incident package. Payroll, accident claims, and other personnel information may be filed separately, as needed for confidentiality, and a notation will be included that indicates their location.

8 Communications

- EOC Finance and Logistics must work closely together, and with the DOCs and on-scene Incident Commanders, to ensure that all costs are tracked.
- EOC Finance will update the EOC Director and City management on incident costs at least once per operational period, or as requested.

9 Annex Development and Maintenance

- The EOC Finance Section will coordinate the development and maintenance of this annex and its implementing procedures.
- This annex and its implementing procedures should be reviewed annually and after each implementation. It should then be revised as needed, based upon situational changes, changes in technology, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

11 Authorities and References

- [City of Hillsboro Municipal Code Subchapter 2.60, Emergency Management](#)
- [Oregon Revised Statutes Chapter 401](#), Emergency Management and Services

12 Appendices

- Appendix A – Federal Categories for Project Applications

Appendix A Federal Categories for Project Applications

NOTE: For more information, please read FEMA's current public assistance grant program guidance. These categories will also be explained in detail at FEMA's cost recovery workshop (applicants' briefing), which will occur post-disaster and in preparation for the City's notice of intent to seek cost recovery.

The bold headings are the allowed categories for reimbursement during federal disaster recovery efforts.

A Debris Clearance

Debris removal in the public interest must be approved by the State/Federal Coordinating Officer to be eligible for assistance. Types of activity include:

- 10 Debris/wreckage clearance - public land
- 11 Debris/wreckage clearance - private land
- 12 Debris/wreckage clearance-public waterways
- 13 Demolition/removal of public buildings
- 14 Demolition/removal of private buildings
- 15 Clean reservoirs, catch basins, streams, drainage facilities
- 16 Clearance to rough grading
- 17–24 (reserved)

B Protective Measures

Measures in the public interest taken to protect life and property, and justified by favorable benefits to the community as a whole when compared to costs. Types of reimbursable activity may include:

- 25 Overtime - law enforcement
- 26 Overtime-fire/EMS
- 27 Overtime - public works
- 28 Overtime - other
- 29 Mutual aid
- 30 Emergency communication
- 31 Emergency standby
- 32 Stores issues
- 33 Buttress construction

- 34 Emergency levees
- 35 Pumping and sandbagging
- 36 Emergency channel and stream clearance
- 37 Burying/disposal of dead animals (health hazard)
- 38 Drainage of trapped water (health hazard)
- 39 Emergency water vehicles
- 40 Pumping basements (health/public safety hazard)
- 41 Decontamination of public water supplies
- 42 Pumping of septic tanks (health hazard only)
- 43 Vector control of insects/vermin
- 44 Protection of electrical system switches
- 45 Emergency dispatch
- 46 Emergency food
- 47 Construction of fire breaks
- 48 Emergency hiring
- 49–54 (reserved)

C Road Systems

- 55 Emergency detours or bypass roads
- 56 Emergency detours or roads to provide safe two-way traffic when existing road network is inadequate and is required to accommodate traffic during restoration of an eligible facility.
- 57 Patching of paved roads and streets which are damaged, impassable, or create a safety hazard
- 58 Substitute replacement with gravel or other road surfacing material when patching is impractical.
- 59 Non-public street, road and bridge repair.
- 60 Restoration of existing streets/roads
- 61 Repairs to bridges
- 62 Culvert replacement
- 63 Culvert cleaning

FA B. Cost Recovery

- 64 Repair or replacement of manholes, curbs, public sidewalks
- 65 Repair or replacement of gutters, and related items damaged by the disaster or in performing "emergency" disaster work
- 66 Repair or replacement of shoulders, embankments and drainage ditches
- 67 Repair or replacement of road or street signs, publicly-owned lights, or traffic control signals and equipment
- 68 Repair or replacement of boardwalks used for public safety or commercial purposes

69–75 (reserved)

D Water Control Facilities

76–90 (reserved)

E Public Buildings and Equipment

- 91 Replacement or repair of fire/EMS apparatus
- 92 Replacement or repair of fire/EMS equipment
- 93 Replacement or repair of law enforcement vehicles or equipment
- 94 Replacement or repair of public works vehicles or equipment
- 95 Replacement or repair of other vehicles or equipment
- 96 Roof repair/replacement
- 97 Window repair/replacement
- 98 Electrical repair/replacement
- 99 Data processing equipment repair/replacement
- 100 Records restoration repair/replacement
- 101 Temporary storage
- 102 Communication equipment repair/replacement
- 103 Replacement of office equipment/supplies
- 104 Replacement of shop stock or repair parts
- 105 Replacement of books and publications
- 106 Rental of temporary office space

107–115 (reserved)

F Public Utilities

- 116 Inspection of sewer lines
- 117 Repair sewer lines
- 118 Repair of utility distribution system
- 119 Repair/replacement of measuring or telemetry equipment
- 120 Cleaning storm/sewer lines
- 121 Remove/repair/replace sewer pumps
- 122 Inspect water system
- 123 Repair water lines
- 124 Repair/replace hydrants
- 125 Cleaning water lines
- 126–135 (reserved)

G Facilities under Construction

- 136–150 (reserved)

H Private Non-Profit Facilities

- 151–175 (reserved)

I Other

- 176–250 (reserved)

C

FA C – Damage Assessment

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Lead Agency**Building Department
Oregon Office of State Fire Marshal**

1 Purpose

This annex describes how the damage assessment function will be conducted following a disaster that impacts the Hillsboro area. It also describes the various types of damage assessments and the circumstances under which each is appropriate.

Note: This annex describes different types/levels of damage assessments. They are combined here under a single annex to avoid the need to maintain separate, but related, annexes and also because of the potential for developing conflicting procedures. These damage assessment processes are related, and they should build upon each other.

2 Scope

This annex is implemented by the Emergency Operations Center (EOC) Planning Section when:

- An incident occurs in the Hillsboro area that may be significant enough to require emergency response. A windshield survey may be performed to determine where, and to what extent, the City's critical services are impacted.
- A windshield survey will be used to inform response priorities and resource allocation and to provide a common operating picture. The initial windshield survey will focus on the City's critical facilities, with reporting on any vulnerable facilities encountered along the prescribed survey route. It may be followed up with a windshield survey of the entire community, if warranted.
- Damages must be documented in order to justify an emergency declaration. This may require a more extensive paperwork exercise, such as filling out the Initial Damage Assessment (IDA) form. The Concept of Operations, below, lists the types of data that must be collected to support the IDA.

3 Situation Overview

3.1 Capability Assessment

- Emergency responders (Police, Fire, Public Works, and Water) are not the best resources to perform damage assessments. Because of their discipline-specific knowledge and capabilities, their time is better utilized in response to the highest priority incidents.

FA C. Damage Assessment

- The Hillsboro Fire and Rescue Prevention Division, Hillsboro Building Department, and Parks and Recreation Department will conduct the windshield survey. This is done immediately after disaster strikes, to gain a common operating picture of conditions in the community. Results are reported to the EOC and Department Operations Centers (DOCs).
- If disaster strikes during evening or weekend hours, it may take some time for EOC and damage assessment teams to report for duty. In that case, the windshield survey may need to be performed by on-duty first responders.
- The IDA will require a more coordinated effort by a multi-disciplinary team. It includes estimates of deaths, injuries, and population still at risk, as well as total damages to public, private, and commercial structures; agriculture; emergency transportation routes; other roads; and utilities.

3.2 Planning Assumptions

- Critical Facilities are facilities that are critical to government response activities, as well as those that pose a substantial risk to life safety. For purposes of these procedures, the following specific facilities and categories of facilities are considered critical:
 - The Washington County Consolidated Communications Agency (i.e., the County 911 center)
 - EOCs and DOCs
 - Law enforcement facilities (command and control and maintenance)
 - Fire and emergency medical service facilities (command and control and maintenance)
 - Public works facilities (command and control and maintenance)
 - Sewage treatment facilities
 - Water treatment facilities
 - Scoggins Dam and Eldon Mills Dam
 - Hospitals
 - Emergency transportation routes, other critical arterials and collectors, and specifically identified overpasses and underpasses

FA C. Damage Assessment

- Emergency fueling facilities identified by Washington County and included in the Oregon Petroleum Contingency Plan
 - The Hillsboro Airport
 - National Guard armories
 - The Washington County Jail and the Coffee Creek Correctional Facility
 - K-12 public and private schools (when occupied)
 - Phone switching centers and central offices
 - Electrical system bulk power substations, operating centers performing dispatch functions, and maintenance/resource centers
 - Natural gas system maintenance/resource centers
 - The Comcast network headend, hubs, and dispatch center
 - Specifically identified hazardous material facilities that, if damaged, could cause serious human impact
- The City will be assigned specific routes and facilities to check, as part of a Countywide survey effort. The goal is to conduct the survey immediately after disaster strikes. The survey may be repeated after additional qualifying events, such as an aftershock.
 - The IDA is part of the documentation used by the State to support its presidential disaster declaration request. Ideally, the IDA will accompany the declaration of disaster when it is forwarded to the Washington County EOC. If not, it should follow as soon as possible.
 - The State may seek a federal declaration based upon video footage that is obviously devastating, and the President may grant the declaration. This is done with extensive verbal negotiations and coordination between the State and the Federal Emergency Management Agency (FEMA), and based upon documentation to follow; so the IDA must still be completed as quickly as possible.
 - Damage reports received from damage assessment teams, as described in this annex, will likely be supplemented by reports from emergency field workers, other City staff, other government agencies, utility companies, businesses, the public, and the media. These additional reports should be corroborated or verified before being assimilated into the overall damage report.

FA C. Damage Assessment

- EOC Operations may assist with damage assessment by reporting what is seen or being responded to by field workers. If available, field workers may also be assigned to conduct damage assessment.
- Damages and estimated repair costs must be documented prior to repair work being done, in order to receive cost recovery. This may be a joint venture with FEMA and State of Oregon officials, prior to the granting of “project” status to specific repair work. If emergency repairs must be accomplished immediately (life safety or protection of property and environment), it is important that photos are taken to document the damage prior to beginning the repair work. Photos will also be taken throughout the repair process to document resources used and final outcome.
- EOC Planning Section will reach out to County and State agencies, neighboring jurisdictions, and special districts (e.g., Hillsboro School District and Clean Water Services), when they can provide assistance or additional information during the City’s damage assessment efforts.

4 Concept of Operations

4.1 Windshield Survey

In a “windshield survey,” a response agency unit drives throughout the City in a systematic manner to obtain an overview of the damage. The damages observed are classified as “minor,” “moderate,” “major,” or “destroyed.” Ideally, the entire survey is conducted by looking through the windshield (from inside the vehicle). The windshield survey covers only critical facilities, but vulnerable facilities that are along the route should be noted. It provides a common operating picture and serves as the first step in requesting a declaration of emergency.

- Definitions for each category of building damages are listed on the damage assessment form for each route.
- Damages ranked as “destroyed,” “major,” and “moderate” should be communicated immediately to the EOC Planning Section so the response can be prioritized with other incidents.
- Damages ranked as “minor” or “none” should be reported upon the damage assessment team’s return to the EOC, unless an immediate update is specifically requested.
- Immediately upon completion of the windshield survey routes, the results will be reported to the Washington County EOC.
- Results are used to prioritize responses and allocate resources. Resources are expected to be limited, and this is one measure of priority.

FA C. Damage Assessment

- Results may also be used in drafting the declaration of emergency.

4.2 Initial Damage Assessment

This assessment builds upon the results of the windshield survey, and its purpose is to inform Washington County and the State of Oregon of the extent of the City's financial damages.

- The IDA may be conducted as a windshield survey that covers the whole community. Damage assessment teams will be assigned areas of coverage and provided maps showing individual structures so they can be marked with a designation of extent of damage.
- The results are documented on the IDA Form. The information is also used to complete the declaration of emergency, if warranted.
- The IDA is submitted to the Washington County EOC, where it is aggregated with IDAs from across the County, then submitted to the State of Oregon.
- Completion of the IDA requires input from many sources under a tight time constraint. Data that must be collected includes, but is not limited to:
 - Number of deaths, injuries, and population at risk
 - Current situation and existing conditions
 - Impacts of the disaster upon the community
 - Actions being taken and resources committed
 - Extent of damages/losses to housing, businesses, private non-profits, and agriculture. Washington County Assessment and Taxation will estimate the damage costs, based upon assessed value at each address and extent of damage reported. The City must provide individual structure addresses and a designation of the level of damage at each address (minor, moderate, major or destroyed). This process is facilitated by the Washington County EOC.
 - Extent of damages/losses to the City and special district infrastructure

4.3 Post-Earthquake Safety Evaluation of Buildings

This is a building-by-building inspection to determine whether a building is structurally safe for occupancy. Each damage assessment team must include one or more members approved by the City of Hillsboro Building Official as qualified

FA C. Damage Assessment

to conduct the inspections and sign/post the placards. Kits assembled specifically for these purposes are stored with the Building Department.

The post-earthquake safety evaluation inspection is conducted in accordance with Applied Technology Council (ATC) 20 standard, and the result is the posting of one of the following colored placards on each building. Please refer to the ATC 20 and 20-1 reference materials for more details.

Equivalent information is found in FEMA Publication 154, *Rapid Visual Screening of Buildings for Potential Seismic Hazards: A Handbook* and FEMA Publication 155, *Rapid Visual Screening of Buildings for Potential Seismic Hazards: Supporting Documentation*. Copies of these publications are located at the EOC.

- **Inspected (green):** Where damage does not pose any significant safety hazard, this should be indicated by a green placard stating “INSPECTED.” This posting is intended only to inform occupants that the building may be safely occupied; it does not imply that existing damage should be ignored or that repairs are not necessary.
- **Restricted Use (yellow):** An intermediate posting called “Restricted Use” is used by the evaluation team to address situations in which a clearly unsafe condition does not exist, but the observed damage precludes unrestricted occupancy. Unlike the “Unsafe” posting, the Restricted Use posting does not usually require that the owner obtain a permit to allow entry. For example, if the evaluation reveals damage of a nature that requires that there be no entry to a portion of the building or some restriction on the use or occupancy of the whole building, the yellow RESTRICTED USE placard will normally be used.
- **Unsafe (red):** The UNSAFE placard is posted only when there is an immediate risk associated with entry, use, or occupancy. While its meaning may vary somewhat among building jurisdictions, it usually means that the building owner must apply for a permit to enter the building by means acceptable to the jurisdiction. These means may include engaging an engineer and contractor to assess the risks and, as necessary, remove falling hazards, shore unstable elements, provide protective scaffolding, or otherwise mitigate hazards.

4.4 Preliminary Damage Assessment

A Preliminary Damage Assessment (PDA) is conducted in the event of a Presidential disaster declaration or to confirm whether the threshold for a Presidential declaration has been met. The goal of a PDA is to confirm eligible expenses, divide the necessary repair work into projects, and agree upon a budget and timeline for each project.

FA C. Damage Assessment

- The PDA is a joint effort between the City, State, FEMA and other subject matter experts, as needed.
- The State coordinates the process with the counties, who coordinate with their respective cities.
- The City will be asked to provide damage assessment team members to accompany State and FEMA personnel, drawing from disciplines that are familiar with the damages and repair requirements.
- The team may visit all or only a sampling of sites that require extensive repairs.
- After the PDA team leaves, extensive documentation is required for cost recovery on the agreed-upon projects. FEMA and the State will provide just-in-time training for this. The City will need to provide assign project managers to take the training and push the paperwork through.

5 Organization and Assignment of Responsibilities

- The EOC Planning Section organizes the damage assessment process and documents the results in a way that is useful for prioritizing emergency response and resource allocation. Results may also be used to justify a declaration of emergency.

5.1 Windshield Survey

- Parks Maintenance staff will conduct windshield surveys, under the direction of the EOC Planning Section Chief. They will be augmented by available City staff or volunteers. This is a City-wide assessment, though priority is given to checking critical and vulnerable facilities.
- On-duty Police and Fire staff will also be trained to conduct windshield surveys. They may need to take on this duty if the disaster strikes during evening or weekend hours and damage assessment teams are unable to report for duty in a timely manner. Police and Fire will determine whether to stop and render assistance or complete their windshield surveys, based upon the situations they encounter along their assigned survey routes.
- The EOC Planning Section will write windshield survey job descriptions for the team leader and assistant, which will be used for training.
- The Washington County Windshield Survey Procedures contain survey routes and critical facility designators for all of Washington

FA C. Damage Assessment

County. The City will cover their assigned routes/facilities and then forward the results to the Washington County EOC.

- Training may be conducted “just in time” by the EOC Planning Section staff or at the Volunteer Activation Center (if operating).

5.2 Initial Damage Assessment

- The EOC Planning Section will coordinate the completion of the IDA form and will submit it to Washington County EOC.
 - It will include the results of the windshield survey, plus any other reports that can be corroborated/verified.
 - Backup documentation for structures must include, by address, whether the damage is minor, moderate, major, or destroyed.
 - The Washington County Assessment and Taxation Department will provide the structural damage/cost figures for the IDA form, and their assistance is requested through the Washington County EOC. They will use an average value for a neighborhood or commercial district, then apply a percentage based upon the degree of damage. These are rough estimates designed to provide immediate results to the State of Oregon for the declaration of emergency process.

5.3 Post-Earthquake Safety Evaluation of Buildings

- This is organized by the EOC Planning Section, but under the direction of the City of Hillsboro Building Official.
- The assessments will be conducted in accordance with the ATC 20 standard and will result in posting of placards, if appropriate.
- Assessments may result in the declaration of emergency areas, named specifically in the disaster declaration (either initial or as amended), and that may be subject to mandatory or voluntary evacuations. They will be secured, and anyone exiting the area may be denied the ability to return.
- The City of Hillsboro Building Department will assemble and maintain kits to be used by the damage assessment teams during this process. The kits will include the necessary forms, placards, maps, and supplies needed to conduct the evaluations.
- The City of Hillsboro Building Department will write procedures for including the results of the evaluations into their building permit management system.

FA C. Damage Assessment

- The EOC Planning Section will assemble, train, deploy, and track the teams, with assistance from the Building Department.
 - Facilities, Building, Parks Maintenance, and Fire Prevention may train their personnel in ATC 20, in anticipation of use in this role.
 - Licensed amateur radio operators may be trained to provide communications for this process.
 - Community Emergency Response Team members may be used to supplement the teams.
- Washington County Land Use and Transportation may be able to assist by evaluating County-owned or occupied facilities within the City's jurisdiction. Their teams would operate under the direction of the City of Hillsboro Building Official.

6 Direction, Control, and Coordination

- The EOC Planning Section will assemble, train, equip, deploy, and track the damage assessment teams. Each team will have a minimum of two members and will be provided with communications.
- For safety and accountability, the damage assessment teams will stay within their assigned boundaries and will check in with the EOC Planning Section at prescribed intervals.
- The EOC Planning Section may coordinate with Washington County EOC or Land Use and Transportation to provide an assessment of the County-owned or occupied facilities. Their teams would operate under the direction of the City of Hillsboro Building Official.

7 Information Collection, Analysis, and Dissemination

Windshield Survey The IDA process will build upon the windshield survey and will cover the whole community.

- Pre-printed maps, definitions of building damage levels, and colored markers are included in the damage assessment field operating guides. These will be used to conduct the critical and vulnerable facilities assessment.
- The damage assessment field operating guide also contains job descriptions for the damage assessment lead and assistant positions. These will be used for training purposes and to standardize the assessment process.

FA C. Damage Assessment

- Information collected during the assessments should, ideally, be added to an electronic map of the City. This enables transmission of the visual information to Washington County and the State of Oregon EOCs.
- Damage assessment maps will be posted in the EOC for viewing by all staff. It will be used to inform decision-making on priorities and resource allocation.

8 Communications

The damage assessment teams will communicate with the EOC Planning Section:

- To report “destroyed,” “major,” and “moderate” damages to critical and vulnerable facilities.
- To report on specific facilities, upon request.
- To check in at prescribed intervals, for safety purposes.
- The damage assessment teams will be provided with a means of communications. Options include, but are not limited to, cellular telephones, VHF radios, 800 MHz radios (on City of Hillsboro template), and amateur radio. (Licensed amateur radio operators could accompany the damage assessment teams.)

9 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex and its implementing procedures.
- This annex and its implementing procedures should be reviewed annually and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

10 Authorities and References

- Hillsboro Municipal Code 2.60
- Oregon Revised Statute 401
- Washington County Windshield Assessment Procedures

11 Related Documents

- Washington County Windshield Survey Procedures

12 Appendices

- Appendix A – Building Damage Assessment Procedures

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Appendix A Building Damage Assessment Procedures

1 Purpose

- Ensure public safety, health, and welfare during a declared emergency.
- Receive, assess, and record building damage resulting from a major emergency.

2 Scope

- Receive information from damage inspection teams, City departments, other government agencies, utility companies, businesses, and individuals.
- Assess, assimilate, and report to the Planning Section Chief. (It is recommended the EOC Planning Section Chief position be staffed whenever a damage assessment is conducted.)

3 Concept of Operations

- The City Council has declared a state of emergency.
- The EOC has been activated.
- The Building Director, or his designee, acting as the Damage Assessment Coordinator (DAC), requests support to staff the Damage Assessment function.
- The DAC activates a Building Department Operations Center to coordinate dispatch and reporting of the damage assessment teams. The Building Department Operations Center will coordinate situation status and resource status with the EOC Planning Section.
- The DAC briefs inspection teams on the situation, assignments, and other information necessary to conduct a Rapid Damage Assessment of all damaged buildings (in accordance with the ATC-20 guidelines.) The inspection teams shall make cursory inspections of the damaged buildings to determine the severity and scope of the disaster, and record and report all such information to the Building Department Operations Center as rapidly as possible.
- Following the Rapid Damage Assessment, the DAC shall notify and assemble inspection teams to conduct a prioritized, comprehensive, structure-by-structure inspection of all damaged buildings. This effort may result in a detailed Damage Assessment Report.
- Some buildings or structures may require that further engineering evaluation be performed by a consultant hired by the owner.

FA C. Damage Assessment

- Overall assessment practices will follow the applicable procedures of Applied Technology Council’s publication ATC 20 and the ATC 20-1 Field Manual of Disaster Assessment.

4 Tools, Equipment, and Supplies

Located at the EOC and Building Department.

Description	Approx. No.
1. Maps of the City service area	
2. ATC 20-1 Field Manuals	
3. Digital Camera and batteries	
4. Official identification	
5. Notice of Damage forms	
6. Action Log forms	
7. Daily Summary Report forms	
8. Inspection Log forms	
9. Rapid damage assessment report forms	
10. Detailed damage assessment report forms	
11. Fixed equipment checklist forms	
12. Posting Signs	
13. Yellow tape marked “Caution Do Not Enter”	
14. Flashlights and extra batteries	
15. Hard hats	
16. Rain gear	
17. Dust masks	
18. First aid kits (including water purification tablets)	
19. Stapler and staples	
20. Clipboard	
21. Pen and pencil (mark on Polaroid)	
22. Masking tape	
23. Tape measure	
24. Level	
25. Hammer	
26. Pry bar	

FA C. Damage Assessment

Description	Approx. No.
27. Time sheets	
28. Mileage forms	
29. Colored markers	
30. Multi-colored push pins	

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D

**FA D – Emergency Declaration
Process**

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FA D. Emergency Declaration Process

Lead Agency	City Administration
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1 Purpose

This annex describes the process of declaring a state of emergency in the City of Hillsboro.

2 Scope

A declaration of emergency may be necessary for several reasons, including the following:

- Response to and recovery from the impacts of the disaster require emergency measures, as outlined in City of Hillsboro Municipal Code (HMC), Chapter 2.60. Examples might include a temporary suspension of certain purchasing rules to fast-track resource acquisition, enactment of a curfew, or denial of entry into a designated emergency zone due to unsafe structures.
- Costs of the response to and recovery from the disaster require spending above current budget authorities, and approval of City Council is required.
- Additional resources are required for the response and recovery, beyond what can be provided by the City's internal resources and mutual aid.

3 Situation Overview

3.1 Capability Assessment

- The City of Hillsboro Municipal Code, Chapter 2.60, outlines the process of declaring an emergency and what the declaration must include.
 - The City Manager is authorized to sign a directive declaring a state of emergency (HMC 2.60), and it must be ratified by the City Council within seven days of signature. If not ratified, it will expire after seven days.
 - The City Council may pass a declaration of emergency. It will expire after two weeks with no further action, or they may approve extensions in one-week increments.
- The Emergency Operations Center (EOC) Planning Section, with input from EOC command and general staff, will draft a declaration of emergency for the City Manager or Council to sign.

FA D. Emergency Declaration Process

- The City Manager may be authorized by City Council to end the state of emergency and transition to normal business operations.

3.2 Planning Assumptions

- The declaration of emergency is drafted as a directive to be signed by the City Manager, in accordance with HMC 2.60. (It will be reformatted within seven days into a resolution, to be ratified by the City Council and signed by the Mayor.)
- The EOC Planning Section is the keeper of the City's situation status, resource status, and common operating picture. This section will be the best resource for information needed to draft the declaration of emergency.
- The EOC Logistics Section is able to estimate the types and quantity of resources needed to respond to and recover from the impact of disaster, based upon the initial plans developed by the EOC Planning Section. These resource estimates may be considered in the drafting of the declaration of emergency.
- The EOC Finance Section tracks the cost of the event and is able to project costs into the future, based upon initial plans and logistical/resource needs and estimates of the duration of the emergency. These cost estimates may be considered in the drafting of the declaration of emergency.
- The EOC Planning Section will track response activities and recommend when the emergency should be declared at an end. The state of emergency should be considered at an end when the City's response activities transition into recovery and/or normal business operations.
- The EOC Planning Section will assist with the transition to normal business operations. The EOC Planning Section Chief may appoint a technical specialist to plan for and lead this process.
- The EOC Planning Section may remain activated throughout the recovery process.

4 Concept of Operations

- A declaration of emergency is the first step in accessing County, State, or Federal assistance or to invoke emergency powers. At the first indication that a state of emergency may be needed, the EOC Planning Section will begin gathering information to draft the declaration.

FA D. Emergency Declaration Process

- The EOC Planning Section will use all information at their disposal to draft a declaration of emergency, in accordance with HMC 2.60 and incorporating the following:
 - Results of any damage assessments performed to date
 - Input from field crews (obtained through the EOC Operations Section)
 - Input from EOC command and general staff
 - Strategies and tactics defined by the EOC Director and Operation Section Chief
 - Draft plan by the Planning Section
 - Estimate of needed resources by Logistics Section
 - Estimate of cost by the Finance Section
- The declaration of emergency, once signed, will be submitted to the Mayor and City Council, Washington County EOC, and others, at the request of the EOC Director, EOC Planning Chief, or City Manager. This is done regardless of whether the City requires external resource support.
- A list of recipients is maintained so that updates can be provided to all, as needed.
- The declaration of emergency will be presented to City Council and ratified within seven days.
- The declaration of emergency will be updated, as warranted, and transmitted to all original recipients.
- The state of emergency is normally concluded at the end of the response phase of the incident (i.e., when responses for life safety and protection of property and the environment are completed.)
 - A second resolution declaring the conclusion of the state of emergency may be drafted for the City Council to consider
 - Another option is to give the City Manager the authority, in the resolution declaring the state of emergency, to end of the state of emergency and to transition back to normal business operations
 - If no further action is taken, the state of emergency will expire:

FA D. Emergency Declaration Process

- ⌘ In seven days, if declaration was signed by the City Manager and not ratified by City Council, (HMC 2.60.060.A2), or
- ⌘ In two weeks, if declaration was ratified by the City Council (HMC 2.60.060.B).
- Once the state of emergency is ended, any emergency powers enacted in the declaration of emergency will cease to exist.
- Recovery activities may continue for weeks, months, or even years, but they are conducted as a normal course of business, rather than under a state of emergency.

5 Organization and Assignment of Responsibilities

- The EOC Planning Section organizes and coordinates the declaration of emergency process.
- The City Manager may sign a directive declaring a state of emergency, using the following procedures:
 - The City Council must ratify the state of emergency within seven days. If this is not done, the state of emergency expires after the seven days have passed.
 - The City Manager may sign a directive ending the state of emergency, after response operations are complete, if given the authority to do so by the City Council.
- Washington County has the option of activating sufficient County resources in support of the incident, as requested by the City's declaration of emergency. If sufficient County resources are not available, the County will declare a state of emergency to exist within the County and request appropriate assistance from the State of Oregon.
- The State of Oregon has the option of providing any available assistance, consistent with the request in Washington County's declaration of emergency. If State resources are not sufficient, the State will begin negotiations with the Federal Emergency Management Agency (FEMA) for a Federal disaster declaration and include Washington County as an impacted jurisdiction.

FA D. Emergency Declaration Process

6 Direction, Control, and Coordination

- The EOC Planning Section will make recommendations for declaring a state of emergency, authorizing additional budget (including emergency powers), and/or requesting specific resources.
- Resources obtained as a result of the declaration of emergency will either operate under direct control of the City's organization structure, or they will be deployed for a specific assignment in accordance with the City's Incident Action Plan.

7 Information Collection, Analysis, and Dissemination

- The EOC Planning Section retains a list of all recipients of the declaration of emergency and ensures that all updates are sent to the original recipients.
- The EOC Planning Section retains all records related to the declaration of emergency, emergency response, and recovery activities and archives them in the final incident report.

8 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex and implementing procedures.
- This annex and implementing procedures should be reviewed annually and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- [Code of Federal Regulations Title 44, Federal Emergency Management Agency](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act \(Public Law 93-288\) as amended](#)
- [Oregon Revised Statutes Chapter 401](#)
- [Hillsboro Municipal Code Chapter 2.60](#)

10 Appendices

- Appendix A – Sample Emergency Declarations

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FA D. Emergency Declaration Process

Appendix A Sample Emergency Declarations

(SAMPLE) RESOLUTION NO. 1885

A RESOLUTION DECLARING A STATE OF EMERGENCY AS A RESULT OF THE DECEMBER 12, 1995 STORM.

WHEREAS, on December 12, 1995, a wind storm hit the City of Hillsboro with winds up to 60 mph recorded in Washington County; and

WHEREAS, in the city of Hillsboro there were numerous homes and businesses damaged by the storm; and

WHEREAS, figures are still not available for the amount of loss caused by business interruption; and

WHEREAS, the City of Hillsboro has incurred, to date, over \$237,000.00 for debris clearance, police and fire protective measures and public property damage; and

WHEREAS, Hillsboro activated its Emergency Operations Center at about 12:30 a.m. on Tuesday, December 12, 1995 and deployed all public works, fire and police personnel to meet the emergency; and

WHEREAS, Hillsboro has committed all appropriate resources (personnel and equipment) since December 12, 1995 to attempt recovery from the storm; and

WHEREAS, the city of Hillsboro wants to access County, State and Federal assistance for Public Assistance Funds and provide financial relief for private property needs (citizens and businesses within the City).

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HILLSBORO THAT:

Section 1. The Governor’s Executive Order #EO-95-19, dated December 12, 1995, had declared a disaster area for all Northwest Oregon counties. The Hillsboro City Council declares a State of Emergency in Hillsboro. Further, Hillsboro City Council is now requesting that Washington County include the city of Hillsboro, by direct designation, in its request to the Governor of Oregon for disaster assistance as a result of the December 12, 1995 storm.

Section 2. The Hillsboro city Council directs the Hillsboro City Manager, or his designee, to take any and all steps authorized by law to coordinate management of this emergency including but not limited to requesting appropriate County, State and Federal assistance.

Introduced and passed this 2nd day of January 1996.

FA D. Emergency Declaration Process

(SAMPLE) RESOLUTION NO. 1890

A RESOLUTION DECLARING A STATE OF EMERGENCY AS A RESULT OF THE FEBRUARY, 1996 FLOOD.

WHEREAS, In February 1996, the City of Hillsboro experienced damage as a result of a major flood; and

WHEREAS, the City of Hillsboro has incurred costs for debris clearance, police and fire protective measures, and public property damage; and

WHEREAS, Hillsboro activated its Emergency Operations Center at about 9:30 a.m. on February 2, 1996 and deployed all public works, fire, and police personnel to meet the emergency, and

WHEREAS, Hillsboro has committed all appropriate resources (personnel and equipment) since February 2, 1996 to attempt recovery from the flood; and

WHEREAS, the City of Hillsboro wants to access County, state, and Federal assistance for Public Assistance Funds and provide financial relief for private property needs within the City; and

WHEREAS, the Governor declared a disaster are for all Northwest Oregon counties at 10:30 a.m. on February 7, 1996 and President Clinton made a major disaster declaration on February 9, 1996.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL FO THE CITY OF HILLSBORO THAT:

Section 1. The Hillsboro City council declares a State of Emergency in Hillsboro and requests that Washington County include the city of Hillsboro, by direct designation, in its request for disaster assistance as a result of the February, 1996 flood.

Section 2. The Hillsboro City Council directs the Hillsboro City manager, or his designee, to take any and all steps authorized by law to coordinate management of this emergency including but not limited to requesting appropriate County, State and Federal assistance.

Introduced and passed this 20th day of February 1996.

E

**FA E – Emergency Operations
Center Activation**

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FA E. Emergency Operations Center Activation

Lead Agency	Fire Department Police Department Public Works Department
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1 Purpose

This annex describes how and when the Emergency Operations Center (EOC) may be activated in response to a disaster and in accordance with Hillsboro Municipal Code Chapter 2.60.

2 Scope

The EOC may be activated for any of several reasons, such as:

- To monitor an unfolding situation, such as severe weather or potential flooding.
- To monitor a pre-planned event that has potential to expand into an emergency response, such as a presidential visit or a large gathering of demonstrators/protestors at the Civic Center.
- To support a Department Operations Center (DOC) that has been activated in response to an event involving only one department.
- To implement the Reduced Workforce Plan (located within the Pandemic Plan) to support essential services when limited numbers of staff report to work, such as during a pandemic or severe weather event.
- To support a full activation of emergency responders in response to a disaster.

3 Situation Overview

3.1 Capability Assessment

- The City has designated primary and alternate EOC facilities. They are not dedicated facilities, and some set-up will be required.
- The City trains and maintains an EOC staff.
- The EOC staffing pattern may be augmented by other City staff during full and extended operations. Just-in-time training will be required to orient them to their assigned positions.
- EOC staffing may be augmented by volunteers.
 - Amateur radio volunteers are already recruited, back-ground checked, and trained. For extended operations, they will need

FA E. Emergency Operations Center Activation

to be augmented with additional volunteers, and training may be required.

- Community Emergency Response Team (CERT) volunteers have been used very effectively in the EOC during exercises and pre-planned events. They have not been back-ground checked, and they need just-in-time training.
 - Other City-affiliated volunteers, such as those that work for Parks, Library, or Police, may also be recruited to assist. Background checks may not have been conducted, and just-in-time training will be required.
 - If additional volunteers are needed, the City may activate a Volunteer Activation Center.
- The City may curtail provision of non-essential services to allow more staff to support a full and extended EOC activation and emergency response. As the response phase ends, these staff will transition back to their normal positions.
 - The EOC Logistics Section is charged with contacting and activating staff in support of an EOC activation.

3.2 Planning Assumptions

- Set-up will be required. Those first to arrive will begin immediately, using the EOC set-up checklist and floor plan as their guide.
- The EOC will have a means to contact and activate EOC staff members.
- EOC staff members will have the capability to report to the EOC.
- If no communications means are available, staff will self-activate and report to the EOC. They will potentially be split into 12-hour shifts, and some will be sent home to return for the next shift.

4 Concept of Operations

- The City Manager and other members of the emergency management organization have the authority to activate the EOC. Should there be disagreement on whether to activate the EOC, the City Manager will make the decision.
- Upon activation of the EOC, the lead agency for the specific hazard shall assume incident command. (See Appendix A of this annex for a listing of the lead agency for each hazard.)

FA E. Emergency Operations Center Activation

- Alternatively, the City Manager may, at his or her discretion, assume the role of Incident Commander.
- All positions and responsibilities not delegated to staff remain the responsibility of the Incident Commander.
- The EOC is not a dedicated facility, but most equipment and resources needed to support activation and operation are stored on site.
 - The primary and alternate EOC facilities are built to current building codes and are supplied by emergency generator power.
 - At the primary facility, food is stored on site to support up to one week of operations.
 - Information Systems staff will need to bring additional computers and set up an ad hoc network to support full and extended EOC activations.
 - EOC staff members have limited resources stored at their work stations. If needed, the City could activate a somewhat decentralized or ad hoc EOC.
 - EOC staff members who have City laptops and cell phones will bring them to the EOC to support operations. They will also bring electronic and hard copies of resource materials that they have prepared for use in the EOC.
- The primary and alternate facilities have amateur radio equipment installed, which allows them to communicate with the Washington County EOC, Washington County Consolidated Communications Agency (the City's 9-1-1 center), adjacent cities, and volunteers in the field.
 - This radio equipment serves as the City's emergency backup communications capability, and it requires Federal Communications Commission (FCC)–licensed amateur radio volunteers to operate.
 - The equipment supports voice, text, formatted documents, and digital photograph modes. Data rates for these formats are relatively slow, but they do transmit messages effectively. .
 - The equipment may provide access to a low-bandwidth internet connection from outside the area, even if internet access is not available locally.
- Amateur radio volunteers may be deployed to support field operations or other facilities. Many amateur radio volunteers have mobile radio

FA E. Emergency Operations Center Activation

capability in their personal vehicles, have hand-held radios that can be used in City vehicles, or can operate the portable radio kits stored at the primary EOC.

- Additional City facilities may be used to provide meeting space for EOC-related functions, such as the Policy Group or the media. The EOC Logistics Section has a listing of the City’s facilities that have meeting space and emergency backup power. During an EOC activation, they will maintain a list of facilities that were not impacted by disaster or still maintain limited utility.

5 Organization and Assignment of Responsibilities:

- The EOC Planning Section will send EOC activation and de-activation messages to the Washington County EOC. The Washington County EOC has agreed to activate to support the City, whenever needed.
- The EOC may be activated by any member of the Emergency Management Organization and in accordance with the Basic Plan.
- The EOC Director will determine the activation level and staffing pattern, in accordance with the Basic Plan.
- The EOC Planning Section will track EOC resources, coordinate the writing of EOC action plans, and write the EOC demobilization plan.
- The EOC Logistics Section will activate EOC staff, support the logistical needs of EOC staff and field responders, and, when deactivated, return the EOC facility to normal business operations.
- The EOC Finance Section will track EOC staff time for payroll purposes, handle claims against the City as a result of response activities, assist the EOC Logistics Section with purchasing, and track overall incident response costs.

6 Direction, Control, and Coordination

- Under the direction of the City Manager, the EOC Director sets the priorities and objectives for emergency response, and all EOC activity and emergency response efforts must be in support of these.
- The EOC Director allocates resources to the EOC and field response, based upon priorities and objectives. Resources may be diverted from their “normal” primary usage in order to support higher priority incidents.

FA E. Emergency Operations Center Activation

The EOC Planning Section will check in, track, and check out all incident resources for safety and accountability, as well as for potential cost recovery. The degree of detail tracked will vary, based upon whether the resource is assigned to the EOC, a DOC, a City department, or an on-scene Incident Commander.

7 Information Collection, Analysis, and Dissemination

- The EOC Planning Section retains all EOC records related to the incident and archives them in the final incident report.
- The EOC Planning Section collects all records from the EOC command and general staff and DOCs and archives them in the final incident report. Copies may be made for departmental records, with the originals stored in the archives.
- Personnel or medical information may be filed separately, according to confidentiality laws, with a note included specifying where they can be found.

8 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex and implementing procedures.
- This annex and implementing procedures should be reviewed annually and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- [Hillsboro Municipal Code Subchapter 2.60, Emergency Management](#)
- City of Hillsboro Pandemic Plan - includes Reduced Workforce Plan (located on [EOC SharePoint site](#))
- [Oregon Revised Statutes Chapter 401, Emergency Management and Services](#)

10 Appendices

- Appendix A – Lead Agency for Each Hazard
- Appendix B – EOC Organizational Structure

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FA E. Emergency Operations Center Activation

Appendix A Lead Agency for Each Hazard

Hazard	Lead Agency	Annex
Civil Disorder and Terrorism	Police Department	IA 1
Earthquake	Hillsboro Fire Department	IA 2
Fire	Hillsboro Fire Department	IA 3
Flood	Public Works	IA 4
Hazardous Materials Release	Hillsboro Fire Department	IA 5
Severe Weather	Public Works Department	IA 6
Windstorm	Public Works Department	IA 6
Transportation and Industrial Accidents	Public Works Department	IA 7
Utility Failures and Resource Shortages	Public Works Department	IA 8
Volcanic Eruptions	Public Works Department	IA 9
Drought/Water Shortage	Water Department	

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FA E. Emergency Operations Center Activation

**Appendix B Emergency Operations Center
Organizational Structure**

- Notes:
1. Boxes containing titles are pre-designated ICS team positions.
 2. Shaded boxes are filled as needed with personnel appropriate to the incident.

F

FA F – Incident Communications

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FA F. Incident Communications

Lead Agency	Fire Department Information Services Department Police Department
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1 Purpose

This annex describes what types of information is crucial to facilitate incident response and how that information will be exchanged among all levels response.

2 Scope

This annex is implemented whenever the Emergency Operations Center (EOC) is activated. It covers formal and informal, internal and external communications.

3 Situation Overview

3.1 Capability Assessment

3.1.1 City of Hillsboro

The City has the following communications resources available for use during an incident.

3.1.1.1 Computer and Telephone Networks

The City provides computer network connectivity and end-user equipment access for all City employees at all city facilities. Computer services include internet access, e-mail accounts, web applications, and individual end-user applications. Telephone services include four-digit dialing between City facilities for voice and fax. Facilities are tied to the City network using a mixture of dedicated fiber optic and common carrier connections.

3.1.1.2 Portable Computers and Cellular Telephones

The City provides specific staff positions with laptop computers, cellular telephones, and/or cellular/e-mail/push-to-talk/smart phone devices, etc.

3.1.1.3 Very High Frequency Radios

All very high frequency (VHF) radios operate in the simplex mode, so range is limited to line-of-sight operations. The City maintains frequency licenses and provides base station, mobile, and handheld VHF radio equipment for Parks, Public Works, and Water Departments, plus the EOC. The Fire Department operates under VHF licenses held by Tualatin Valley Fire & Rescue and the Office of the State Fire Marshal for backup emergency communications. They have mobile and handheld equipment on fire apparatus and the Battalion Chief's office. The Police Department has portable radio kits that can be deployed as backup emergency communications. The VHF radio templates all contain the common VTAC repeater channels for interoperability between various radio disciplines/users.

FA F. Incident Communications**3.1.1.4 Amateur Radio**

The City's amateur radio equipment is operated by licensed amateur radio volunteers who are members of the Washington County Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Service (RACES) organization. The City maintains three fixed stations, located at the EOC (call sign K7HIO), the alternate EOC (call sign N7HPD), and the Water Operations building (call sign N7COH). The City also maintains a portable amateur radio station for use at the Joint Water Commissions Water Treatment Plant (call sign K7JWC). These stations operate using multiple bands and modes, including voice, text messaging, and digital transmission of photos and formatted documents. The City EOC has a mobile VHF/ultra-high frequency (UHF) radio kit station (50/40 watts) that can be deployed to provide communications capability. Many amateur radio operators also have personal mobile and portable equipment and could be deployed to provide eyes and ears in the neighborhoods.

3.1.2 Washington County Consolidated Communications Agency

The Washington County Consolidated Communications Agency (WCCCA, Washington County's 9-1-1 Center) has the following communications resources available for use during an incident.

3.1.2.1 Fire and Police

WCCCA provides dispatch and radio communications capability for all Washington County Fire and Law Enforcement agencies using a trunked 800-MHz radio system. The capability is adequate for daily/normal use, and it includes capability degradation procedures for equipment failures and/or overuse. Details of the capabilities during various forms of systems failure are contained in WCCCA Directives and Fire/Police Standard Operating Guidelines (SOGs).

3.1.2.2 Other Agencies

WCCCA also provides radio communications (but not dispatch) for other agencies, including Washington County Land Use and Transportation Department.

3.1.2.3 Interoperability

The 800-MHz radio templates all include the interoperability channels (8CALLs and 8TACs), which provides limited interoperability between all users on the system, and also with the Multnomah and Clackamas County systems. Other common channels differ between templates, as agreed upon by the various disciplines/users.

3.1.2.4 Radio Services

WCCCA staff maintains their 800-MHz infrastructure and provides installation, programming, and repair services for subscriber 800-MHz radios.

FA F. Incident Communications**3.1.3 Washington County Emergency Operations Center**

Washington County's EOC has the following communication resources available for use during an incident.

3.1.3.1 WebEOC

Washington County's EOC provides the City of Hillsboro with login accounts on their web-based WebEOC application. WebEOC, when fully developed, will become the City EOC's primary capability for exchanging situation and resource status, resource requests, incident action plans, disaster declarations, damage assessments, etc.

3.1.3.2 Amateur Radio

Washington County ARES/RACES members are a County resource, and deployment priorities to served agencies are set by the Washington County EOC. (Served agencies include the County and City EOCs and Department Operations Centers [DOCs], hospitals and special districts.) Individual amateur radio operators are assigned to specific served agencies for training and initial deployment purposes. The ARES/RACES group also operates an on-air resource net where unassigned amateur radio volunteers can check in for deployment. When the extent of need among the various served agencies is determined, the Washington County EOC may request that operators be deployed or diverted to serve where the need is greatest.

3.2 Planning Assumptions

- The 800-MHz radio system is adequate for daily communications and has limited surge capacity. User agencies train on procedures for radio use when the system usage is high or the capacity is degraded, and they understand the practice of radio discipline when that happens.
- City departments that maintain backup emergency communications systems (VHF and/or amateur radio) train for their deployment and use. They understand their usage limitations and extent of interoperability.
- Regardless of transmission modes, certain information will need to be exchanged in order to conduct a coordinated response. Examples include situation status, declaration of emergency, resource requests, damage assessment, and policy decisions.
- When communications are not possible, single resources and field crews will operate within their department SOGs until contact is restored. Emergency response departments will train on these SOGs to prepare for this contingency.

FA F. Incident Communications**4 Concept of Operations****4.1 Formal and Informal Communication**

Formal communication is information traveling up and down the chain-of-command and ensures the appropriate authority is behind it. It is required for incident prioritization, incident assignments, resource requests, situation status reports, resource allocations, public information releases, policy decisions, and as otherwise deemed necessary by the EOC Director or City Manager.

Informal communication is information that may be passed up, down, or laterally within the EOC structure, depending upon the need. It does not authorize any action, and it is used to pave the way for, clarify, or settle details of, decisions made using formal communication.

4.2 Internal Communications**4.2.1 City Manager Briefing**

When disaster strikes, the City Manager briefs the EOC Director, who ensures that the information is incorporated into the planning process and emergency response activities.

- Citywide goals and objectives: Includes strategic goals and objectives for overall Citywide response and recovery operations. Goals and objectives communicate what needs to be done, not how it needs to be accomplished.
- Incident prioritization: Includes a strategic view of resolving overall City impacts. For example, first ensure the life safety of responders, then focus on clearing emergency transportation routes, and then restore the functionality of critical facilities
- Resource Allocations: Based upon goals and objectives, incident prioritization, and available resources. This may include:
 - Prioritization of specific incident sites
 - Target personnel cost per operational shift
 - Approval procedures and threshold amounts for purchases or contracts
 - Frequency of budget updates
- Other information and direction, at the discretion of the City Manager

FA F. Incident Communications**4.2.2 Situation Status**

The EOC Planning Section will set the format, content, and timeline for situation status reporting from DOCs to EOC, EOC to City Manager, and EOC to County EOC.

4.2.3 Resource Status

The EOC Planning Section will set the format, content, and timeline for resource status reporting from DOCs to EOC, EOC to City Manager, and EOC to County EOC.

4.2.4 Emergency Operations Center Planning Process

The EOC Planning Section will conduct the planning process in accordance with the National Incident Management System's (NIMS) Incident Command System (ICS) guidelines. All EOC staff will be trained on each meeting's scope and purpose, and how to use the forms and software applications or other technology tools. The EOC Planning Section will post the planning schedule, and EOC staff members will prepare for and participate in meetings and document preparation.

4.2.5 Damage Assessment Reports

The EOC Planning Section will organize the damage assessment process and reporting procedure.

- Reports from all other sources will be funneled to the EOC Planning Section.
- Field workers will report through their DOCs, damage assessment teams will report to the Planning Section, and Public Information Officers (PIOs) will monitor media sources.
- The Planning Section will ensure that damage reports are verified before including them in reports, or they will clearly mark reports as not verified.

4.3 External Communications**4.3.1 Media and Public Inquiries**

The PIOs will be the point of contact, and all media or public inquiries will be directed to them.

4.3.2 Volunteers and Donations Management

- The EOC Logistics Section may choose to support the call center activated by Washington County rather than duplicate their capability. The Washington County EOC has implementing procedures for a Public Inquiry Center (PIC), which receives calls from the public concerning resource needs, volunteer opportunities, and donations.

FA F. Incident Communications

Calls from Hillsboro citizens will be directed to the PIC if the EOC Logistics Section is not activated in Hillsboro.

- Individual departments with standing volunteer affiliations may communicate directly with their volunteers.
- The EOC Logistics Section may choose to activate a volunteer center to survey, train, and dispatch volunteers.

4.3.3 Washington County, Adjacent Jurisdictions, Special Districts

- The EOC Director may communicate directly with counterparts in other jurisdictions or agencies for both formal and informal communications.
- At the direction of the EOC Director, the Planning Section Chief provides situation status, damage assessment, resource requests, and other information to outside jurisdictions and agencies.
- Other EOC and DOC staff may have informal communications with counterparts in other jurisdictions and agencies. Formal communications will go through the EOC Director or his/her designee.

5 Organization and Assignment of Responsibilities**5.1 Washington County Consolidated Communications Agency**

The WCCCA is responsible for:

- Maintaining the 800-MHz communications systems infrastructure, including radio programming.
- Making call group assignments, as needed, to support responders Countywide and considering the overall capacity of the system. Some users may need to be diverted to backup communications systems in order to support higher priority users or incidents.
- Dispatching Police and Fire. Based upon resource needs, the WCCCA may implement major emergency operations and dispatch only the highest priority calls. Lower priorities may be sent to EOCs for servicing with alternate resources. (Logistics Section will determine how lower priority calls are sent to the EOC or DOCs and ensure that contact information is included in the ICS 205 Communications Plan.)

FA F. Incident Communications**5.2 City Manager**

The City Manager is responsible for:

- Setting the overall incident goals, objectives, and priorities; fiscal authority and restraints; briefing and reporting requirements; and authorities of the EOC Director. This is done through formal communication, usually a briefing to the EOC Director, but may be formalized in a written document.
- Ensuring that elected officials are apprised of the situation status, consulted on policy decisions, and offered opportunity to address the public.

5.3 Public Information Officer

The Public Information Officer is responsible for:

- Ensuring that communications of situation status, alert and warning or protective action messaging, press releases, and any communications with the public are also available to the EOC, DOC, field responders, and City staff.

5.4 Planning Section

The EOC Planning Section is responsible for:

- Tracking a wealth of information, collectively known as the common operating picture, which is of value both internally and externally. The Planning Section is the keeper and distributor of this information for all recipients.
- Maintaining the common operating picture, made up of information from situation and resource status, damage assessment and the incident action planning process. All are gathered, analyzed and maintained by the Planning Section. Will be displayed and viewed by all on charts, maps, planning documents, etc. Necessary to ensure all levels of the EOC and DOC structure are making decisions and working together using the same information, priorities and objectives.

5.5 Logistics Section

The EOC Logistics Section is responsible for:

- Providing communications equipment, such as the computer and telephone networks and radio communications, as well as end-user equipment such as computers, phones, copiers, and fax machines.
- Ensuring communications between EOC and DOCs, field responders, and other jurisdictional and agency EOCs.

FA F. Incident Communications

- Providing the Planning Section with the ICS 205 Communications Plan listing internal and external EOC and DOC communications capabilities; exchanging ICS 205 with the Washington County EOC for inclusion in the Countywide communications plan.

5.6 Department Operations Centers

Individual DOCs are responsible for:

- Providing situation and resource status, damage assessments, resource requests, and other information, as directed by the EOC Planning Section.
- Participating in the incident action planning process, as directed by the EOC Planning Section.
- Communicating, as needed, with field responders for situation status, incident prioritization, resource requests, and safety needs.
- Communicating, as needed, with counterparts in other DOCs to coordinate incident response, share resources, etc.

5.7 On-Scene Incident Commander

The On-Scene Incident Commander is responsible for:

- Providing situation and resource status, damage assessment, and other information, as directed by the EOC Planning Section.
- Participates in the incident action planning Process, as directed by the EOC Planning Section.

6 Direction, Control, and Coordination**6.1 Incident Action Planning Process**

- Resource allocations and incident assignments are made through the incident action planning process, facilitated by the EOC Planning Section.
- Communications capabilities and contact information are documented on the ICS 205 Communications Plan, as part of the incident action planning process.
- Communications resources, above and beyond those already distributed for daily use, are provided by the EOC Logistics Section.

FA F. Incident Communications**6.2 Emergency Operations Center**

- The EOC is a support organization that provides strategic direction, Citywide goals and objectives, incident prioritization, and resource allocation. The EOC does not provide tactical control of field responders.

6.3 Department Operations Centers

- Emergency response departments maintain tactical command and control of their field resources, unless otherwise directed by the City Manager.
- The DOCs track situation and resource status for their field resources, and they communicate this information with the EOC as directed by the Planning Section Chief.
- Public Works and Water DOCs will directly supervise and dispatch assigned field crews, just as they do on a daily basis, in accordance with Citywide goals and objectives and incident prioritization.
- Fire and Police DOC resources are dispatched by WCCCA, just as they are on a daily basis, as long as that capability is operational. The DOCs reserve the authority to divert or redistribute field responders to higher priority incidents, based upon their best judgment. These DOCs may also be assigned additional and/or non-traditional resources for dispatch to service lower priority calls.
- DOCs will develop implementing procedures for field responders to use when primary communications fail, as well as procedures for checking on field responders when communications attempts fail, but the communications system is operational.
- When field responders and/or equipment are assigned to an incident with an on-scene Incident Commander, the DOC relinquishes control of those resources to the on-scene Incident Commander.
- DOCs may procure their own resources or coordinate resource requests through the EOC, as directed by the EOC Director.

6.4 On-Scene Incident Commander

- Assigned resources are under the direct control of the on-scene Incident Commander.
- Situation and resource status reporting and resource requests are made through the EOC, as directed by the EOC Director.

FA F. Incident Communications

- On-scene Incident Commanders will be able to access all incident-related resources at a single EOC, regardless of the number of jurisdictions and agencies involved in the response. This will usually be the EOC within whose jurisdiction the incident is located, and will be agreed upon by all involved jurisdictions and agencies. The responsible EOC will coordinate with other EOCs, as needed, to fulfill resource requests and provide status information.

7 Information Collection, Analysis, and Dissemination

The EOC Planning Section will:

- Use available communications means to maintain the common operating picture and conduct the incident action planning process.
- Ensure that EOC and DOCs maintain ICS 214 Unit Logs for each operational period. ICS 214 logs may be maintained by position or by section, as directed by EOC Director.
- Assemble and archive the final incident package

8 Annex Development and Maintenance

- The Emergency Manager will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- WCCCA Major Emergency Dispatch Directive located at WCCCA.
- City of Hillsboro ICS 217a, Communications Resource Availability Template, located at the EOC.
- 800 MHz radio templates for Law Enforcement, Fire, and City of Hillsboro.
- Portland UASI Region Tactical Communications Interoperability Plan, located at the EOC.

10 Appendices

None at this time.



FA G – Protective Action Strategies

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FA G. Protective Action Strategies

Lead Agency	Fire Department Police Department
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1 Purpose

This annex describes the determination of need and implementation of protective actions necessary to protect life, property, and the environment, as the result of an emergency incident. Protective actions may include evacuation, shelter in-place, and mitigation measures.

2 Scope

This annex is implemented by the Emergency Operations Center (EOC), when activated in support of local response operations. It is used to relay information about immediate actions that must be taken to protect life or property. It works hand-in-hand with Functional Annex A – Alert and Warning. Ideally, this annex will be implemented by the City’s Public Information Officer (PIO).

3 Situation Overview

3.1 Capability Assessment

3.1.1 Evacuation

- Per Oregon Revised Statutes 401.309, the City has the legal authority to order a mandatory evacuation of citizens from their homes.
- Once a person evacuates, either under mandatory or voluntary measures, the City can prohibit return through the designation of emergency areas, until it is determined safe to re-enter.
- The Police Department has the training and authority to isolate and protect an incident scene, set up egress routes, funnel traffic through selected routes, keep traffic moving, resolve any disruptions in traffic flow, etc.
 - Police are not equipped or trained to operate in hazardous materials zones requiring any level of personal protective equipment.
 - Police may require the assistance of other City departments or outside law enforcement agencies.
 - Traffic control on a large scale would quickly overwhelm Police resources, so response locations must be prioritized to make the most effective use of limited resources.

FA G. Protective Action Strategies

- The Fire Department has limited capability to assist in evacuation events. They have the training and authority to isolate and protect an incident scene by diverting traffic around it.
 - The Department is equipped to operate in hazardous materials zones requiring personal protective equipment. Specific hazardous materials response capabilities may depend upon the training and expertise of personnel present for duty.
 - Determining hazardous materials zones and best evacuation routes may require the assistance of a regional Hazardous Materials Team.
 - Traffic control on a large scale would quickly overwhelm the Department's capability, so response locations must be prioritized to make most effective use of limited resources.
- The Public Works, Water, and Parks & Recreation Departments have the training and limited capability to isolate and protect an incident scene and to control and divert traffic.
 - These departments are not equipped or trained to operate in hazardous materials zones requiring any level of personal protective equipment.
 - Traffic control on a large scale would quickly overwhelm these departments' resources, so response locations must be prioritized to make most effective use of limited resources.
- Risk Management has the expertise to assist in evacuation planning, specifically with the personal protection and safety of responding personnel.
- Volunteers may be used to supplement the response for low-risk tasks, as allowed by safety, volunteer, and risk management policies. Volunteers are never allowed in hazardous materials zones requiring any level of personal protective equipment. Risk Management and/or the EOC Safety Officer should be involved in determining specific volunteer tasks.

3.1.2 Shelter in Place

- The Police Department has the training and authority to implement sheltering in place as a protective measure during incidents involving armed suspects, such as a hostage-taking situation or a barricaded and armed gunman.

FA G. Protective Action Strategies

- The Fire Department has the training and authority to implement sheltering in place as a protective measure when a hazardous material is present and evacuation is not a safe option.
 - The Fire Department is equipped to operate in hazardous materials zones requiring personal protective equipment. Specific hazardous materials response capabilities may depend upon the training and expertise of personnel present for duty.
 - The assistance of a regional Hazardous Materials Team may be required to determine hazardous materials zones and best evacuation routes.
- The Fire Department's PIOs have pre-scripted messages that can be updated with incident-specific details and used to inform the public about how to shelter in place.

3.2 Planning Assumptions

- Some level of EOC activation may be required to implement this annex. If the EOC is not activated, the responding department may choose to activate a DOC to handle the planning and implementation of protective action measures. Otherwise, the planning and implementation are handled by the on-scene emergency responders in accordance with their department's standard operating procedures.
- Emergencies may require the movement of people from hazardous areas to locations of lower risk. At such times, the evacuation of all or part of the community may be prudent to minimize loss of life.
- Emergencies may require sheltering people from outdoor hazards by confining them indoors, known as sheltering in place. At such times, people within the impacted area must become aware of the need to go indoors and take measures to protect themselves. For example, they may be told to stay away from windows during a hostage-taking incident, or how to prevent contaminated outside air from entering their protective structure during a hazardous materials release.
- When deciding on protective measures, emergency responders must weigh the risks of leaving the area against the risks of sheltering in place.
- Evacuation planning must consider the time it takes people to decide whether to stay or evacuate, how long before they act on their decision to leave, time to gather supplies and prepare family members to leave, travel time out of the area, and potential traffic flow problems.

FA G. Protective Action Strategies

- Some residents will not be able to self-evacuate. They must be provided with alternatives, such as contact information to request help, a gathering spot to access transportation, protective facilities within walking distance or on public transportation lines, or what to do if they need to remain in their homes.
- Residential care facilities may not have the capacity to transport all residents in a timely manner, and they may have residents that require special resources in order to be evacuated. They are required to have an evacuation plan, and the destination is usually a similar facility. If their alternate facility is not a viable option, they may need assistance.
- For short notice/immediate evacuations, the City must clearly articulate where and by what route residents will evacuate and prepare temporary reception areas to house them until shelters are available.
 - The American Red Cross may be able to set up and operate a shelter to support feeding and overnight stay. A temporary reception area may be needed until that is accomplished. Ideally, these will be the same facility, so residents don't need to be moved.
 - Medical care for incident-related injuries or existing medical conditions may be available.
 - The Fire Marshal may need to inspect the facility to ensure the health and safety of residents.
 - Security may be required at the facility to ensure the health and safety of residents and/or to protect supplies and equipment.
 - Accommodations for service animals will be required and may also be needed for pets. Washington County Animal Services may be able to provide some assistance.
- All available modes will be used to communicate clear instructions to the public.
 - Messages will be transmitted via radio, television, cellular and landline telephone, social media modes, etc.
 - Messages must be provided in multiple languages.
 - Messages must be accessible to a variety of populations through institutions such as schools, care facilities, and large employers.
- The following annexes should be incorporated into planning for any protective actions:

FA G. Protective Action Strategies

- FA A, Alert and Warning
- FA H, Incident Communications
- FA J, Public Information
- FA L, Resource Management
- FA M, Sheltering and Mass Care
- FA O, Volunteer Management

4 Concept of Operations

- The need for protective action measures may arise without warning as the result of a hazardous materials incident or law enforcement scenario. In these situations, the measures must be implemented while the emergency responders are also managing an emergency scene. To the extent possible, planning and implementation responsibilities should be off-loaded from the incident scene to the EOC,
- Slower-building situations, when there is time to anticipate and plan protective action strategies, may allow time for an EOC to be activated to handle planning and implementation responsibilities. Examples would be flooding or an extended power outage.

5 Organization and Assignment of Responsibilities

- EOC Director
 - Notifications to City Manager, County Emergency Management or County EOC (if activated), neighboring jurisdictions (if impacted), County Land Use and Transportation, and/or Oregon Department of Transportation (road owners).
 - Status updates, as required by the City Manager.
- Safety Officer
 - Recommendation on personal protective equipment for emergency responders.
 - Review of implementation procedures for mitigation measures (e.g., ICS 215-A).
 - Safety briefings for emergency responders (as appropriate).
- Public Information Officers

FA G. Protective Action Strategies

- Drafting and release of messaging to public.
- Coordination with media on messaging to public.
- Internal notifications to EOC, DOC, and City staff, and field responders.
- Planning Section Chief
 - Draft emergency declaration, if required.
 - Acquisition of services from technical specialists, as needed.
 - Plot progress of evacuation on geographic information systems (GIS), if applicable.
- Logistics Section Chief
 - Acquisition of staff, supplies, materials, etc., to implement protective action strategies.
 - Coordination with outside agencies, as necessary, to activate temporary reception areas or shelters.
 - Sustained support for reception areas and/or shelters, as needed, including supplies and materials, meals, staffing, communications, security, etc.

6 Direction, Control, and Coordination

- An on-scene Incident Commander or a lead DOC will be assigned to provide tactical direction and control to on-scene implementation of protective action measures.
- Emergency messaging will normally be released through the EOC PIO or the Washington County Joint Information Center (JIC). One exception may be when there is an on-scene Incident Commander and PIO for a fast-moving, life-threatening response. Under those circumstances, the on-scene PIO may release emergency messages from the scene, with approval of the on-scene Incident Commander.
- Emergency messages delivered under this annex must:
 - Provide clear direction for necessary protective action strategies to protect life or property.
 - Provide clear delineation as to whom the protective action strategies apply.
 - Conclude with an “all clear” message, when appropriate.

FA G. Protective Action Strategies

- Be approved prior to release by the appropriate authority: EOC Director, DOC Director, on-scene Incident Commander, City Manager, etc.
 - When there is potential for confusion around the region as to whom the emergency messaging applies, the PIOs will notify appropriate regional partners of the City's actions.
- Use of the Community Notification System will be coordinated by the PIO, EOC Director, or on-scene Incident Commander, in accordance with WCCCA Directives.

7 Information Collection, Analysis, and Dissemination

- Tracking the progress of protective action measures can play a key role in determining tactical response actions. Communication with on-scene responders will be crucial in maintaining a common operating picture and to keep the entire response network apprised of the most current information. Such communication must involve minimal interference with on-scene response and can be accomplished by the PIOs, EOC Operations or Planning Section, or the DOCs.
- Logistical support can be crucial in the implementation of certain protective action strategies. PIOs and the Operations Section must communicate to ensure that local responders are prepared to support the activity that will (or could) result after the release of emergency messages.
- Rumor control may be important. PIOs should monitor the media and coordinate with call takers to determine whether emergency messaging is effective and sufficient. PIOs should also coordinate with their counterparts across the region to ensure that emergency messaging does not present conflicting information. Inaccurate or insufficient information must be corrected immediately.
- Situation and resource status, technical parameters used for modeling, model printouts, and any reference materials used to make protective action decisions will be maintained and archived with the final incident package.
- Emergency messaging delivered using this annex will be made available to all EOC and DOC staff, emergency responders, City management and staff, elected officials, partner agencies, and anyone else that must (operationally or logistically) support it.
- Emergency messaging delivered using this annex will be archived and included in the final incident package. Documentation should include

FA G. Protective Action Strategies

the text of messages, release authority, date/time stamp of release, distribution list, and any notes related to the decision-making process.

8 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex with the EOC PIO and Safety Officer, and the Police and Fire Departments.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- Police Department SOGs on evacuation and sheltering in place Hillsboro Police Department DOC.
- Fire Department SOGs on evacuation and sheltering in place Hillsboro Fire and Rescue DOC.
- WCCCA Directive on use of the Community Notification System.

10 Appendices

- Appendix A – Roles and Responsibilities Checklist.

FA G. Protective Action Strategies

Appendix A Evacuation Supplies and Checklist

- Flagging tape in several colors:
 - _____ to mark as “no contact made”
 - _____ to mark as “contact made”
 - _____ to mark as “refused to comply”
 - _____ to mark as “needs assistance with transportation”
- Contact information sheets:
 - One to track status of contacts, by address
 - One for signature by those refusing to comply (or to note address, if person won’t sign)
- Clipboards
- Pens
- Map, showing neighborhoods to be contacted
- Written statement to be read to residents
- Information flyers to be given to residents, with protective action instructions

Checklist

- Determine affected area that must be evacuated
- Determine approximate number of residents within affected area
 - Daytime versus nighttime population
 - Schools
 - Special needs populations (mobility problems, medical problems, reliant upon public transportation)
- Determine where to send evacuees
 - The City can staff temporary reception areas for a short duration need
 - The American Red Cross may operate shelters or provide vouchers, if needed, to feed and house evacuees overnight

FA G. Protective Action Strategies

- Determine what to do for pets (most shelters do not accept pets)
- NOTE: The majority of residents will not go to a reception area or shelter, but will choose instead to visit a family member or friend or stay in a hotel
- Determine evacuation routes, which should:
 - Be capable of carrying the required volume of traffic
 - Not traverse the hazard area
 - Provide access to temporary reception areas and/or shelters
- Close all roads into the affected area
 - Notify road owners of the need for closure
 - Request support from other City departments with vehicles, if needed (e.g., Public Works, Water, Parks Maintenance, Building)
 - Request mutual aid from other jurisdictions, if needed
- Prepare written statement to be given to residents upon contact, including specifics about:
 - What is happening? (Location and magnitude of impending disaster)
 - What does it mean to the person being warned?
 - What should that person do?
 - What are the consequences of not following instructions?
- Activate the Emergency Alert System, if criteria are met
 - See FA A – Alert and Warning for Emergency Alert System Activation Procedures
- Consider setting up a public inquiry line, to provide a credible source for residents to confirm what has happened



FA H – Public Information

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Lead Agency	City Administration
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1 Purpose

This annex describes how the Emergency Operations Center (EOC) will provide timely, complete, and accurate information before, during and after an emergency. This information is used both internally (by the EOC, Department Operation Center [DOC], field responders, City staff, and elected officials) and externally (by the media and public).

2 Scope

This annex will be implemented when the EOC is activated or when the City Manager determines that the interest of the City and the public are better served by its implementation.

3 Situation Overview

3.1 Capability Assessment

- Each emergency response department has Public Information Officers (PIOs) familiar with discipline-specific emergency messaging and protective action strategies.
- City PIOs have ongoing relationships with local media, and the media will attempt to contact them during an emergency.
- City and regional PIOs meet together regularly to work on information products and discuss common concerns. They have pre-scripted some messages and information flyers, in anticipation of use during an emergency. The EOC has the capability to receive broadcast media, and this capability can be used to monitor messaging.

3.2 Planning Assumptions

- An EOC must serve as a center for information in order to remain a center of control.
- Major incidents often result in intense media attention from both local and national news agencies. Informed media and communities will assist in expeditious response to emergency situations.
- In large or complex incidents, the Washington County EOC may activate a Joint Information Center (JIC) to coordinate, de-conflict, and verify information prior to release. The City will send a PIO, if possible, to support JIC operations and provide liaison.
- Information concerning the event will be consistent for all members of the media. There will be no “exclusive” reports.

4 Concept of Operations

- The EOC Director will appoint a PIO upon activation of the EOC.
- The PIO provides information to both internal (City, EOC) and external (media, public, other jurisdictions) customers.
- The Portland metro region shares a common media market with much of the state. Messaging must be coordinated and deconflicted to ensure it is clear to whom it is directed and what actions need to be taken.

5 Organization and Assignment of Responsibilities

All EOC positions will cooperate with the PIOs to facilitate timely and accurate release of information and to identify and correct misinformation.

5.1 Emergency Operations Center Director

- Approve media releases.
- Participate in developing information products by providing quotes or appearing at press conferences.

5.2 Emergency Operations Center Public Information Officer

- Initiate and maintain contact with media.
- Monitor broadcast media and correct misinformation immediately.
- Coordinate with the Planning Section to ensure that situation status and damage assessment information is consistent with what is being broadcast by the media. Correct misinformation immediately.
- Provide timely and accurate information for both internal and external distribution.
- Perform assigned responsibilities when Functional Annex (FA) A, Alert and Warning, and FA I, Protective Action Strategies are implemented.
- Work with adjacent and regional jurisdictional PIOs, as necessary, to coordinate and deconflict messaging.
- Participate in the Washington County JIC, if activated.

FA H. Public Information

- Conduct press conferences and media interviews. Facilitate staff and elected official involvement, as appropriate. Prep participants prior to an event.
- Facilitate media access to incident scenes and responders.
- Coordinate with the Washington County Public Inquiry Center (PIC) to train call center staff, provide timely and accurate scripting information, and provide rumor control, as needed.
- Maintain copies of all information products and supporting documentation. Provide them to EOC Planning Section for inclusion in the final incident package.

6 Direction, Control, and Coordination

6.1 Media Interface

The PIOs are the primary contact for all media communications.

- In cooperation with the EOC and on-scene personnel, the media may be allowed restricted access to an incident scene, accompanied by a PIO. This will be done with consideration of impact on the response and concern for victims/survivors.
- The media will not be allowed access to the EOC, unless under limited, controlled circumstances and with prior approval of the EOC Director.
- If it is not practical or safe to admit all media representatives to a scene, a media pool may be created, in which one camera crew is selected to take video footage for all. If even such controlled access is impractical, a staged photo opportunity may be set up.
- Media may be allowed access to response personnel at the discretion of the EOC Director or on-scene Incident Commander, and only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the knowledge and consent of the PIO.

6.2 Press Conferences

- PIOs will schedule and coordinate participation in press conferences by City staff, elected officials, assisting and cooperating agencies, and other subject matter experts, as appropriate.

- PIOs will prepare City staff and elected officials to ensure they have the latest status information. PIOs will also prepare other participants, as appropriate.

7 Information Collection, Analysis, and Dissemination

- Sources of Incident Information – In addition to talking to EOC/DOC staff and field responders, the PIOs may collect incident information from the situation and resource status reports, Incident Action Plans, damage assessment reports, unit logs, etc. and by monitoring responder radio traffic and broadcast media.
- The PIOs may conduct rumor control by talking to call center personnel or monitoring broadcast media. Inaccurate information will be corrected immediately.
- All information will be verified prior to being released or will be clearly marked as not verified.
- The EOC Director or on-scene Incident Commander will approve all information prior to release.

8 Annex Development and Maintenance

- The EOC PIOs will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- City PIOs each have a kit with pre-scripted messaging and informational flyers that can be used for emergencies.

10 Appendices

- None at this time.



FA I – Recovery

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Lead Agency	Finance Department
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1 Purpose

This annex describes the transition from response to recovery and how to manage the short- and long-term recovery activities needed to return the community to a functional state as soon as possible.

2 Scope

This annex will be implemented whenever recovery activities are necessary to return the community to a functional state. This may mean a return to its pre-disaster condition, or it may include mitigation activities that make the community a better and safer place to live.

3 Situation Overview

3.1 Capability Assessment

- The Public Works, Water, and Facilities & Fleet Departments have the expertise and capability to perform many types of system repairs. To what extent they complete the repairs in-house will depend upon many factors, including expected timeframe, extent of damages versus capacity, and resource availability.
- Within the City, there are experts and representatives of the business community that have substantial expertise in economic development and sustainability and should assist in the development of recovery strategies, opportunities for effective partnerships, and prioritization of recovery projects.
- The Planning Department has substantial expertise and will be involved in most aspects of recovery planning. They will coordinate with their usual partners, including boards and commissions, to ensure the widest range of innovative ideas and perspectives, and compliance with applicable planning documents, codes, and ordinances.
- The Multi-Hazard Mitigation Plan and Hillsboro 2020 Vision contain many excellent considerations for short- and long-term strategies and projects.

3.2 Planning Assumptions

- The EOC Planning Section will appoint a Recovery Officer to manage and coordinate the activities described in this annex.
- Recovery activities should begin upon activation of the EOC, and even incorporated into emergency response activities, where possible.

FA I. Recovery

- Various areas of the City will be in various stages of response and recovery, depending upon the extent of damages and the availability of resources in each area.
- Recovery activities may have to be prioritized to make the best use of limited resources and funding.
- During the development of short- and long-term recovery strategies is an opportune time to enhance safety and livability or to implement new directions in planning.
- After substantial damage, such as a major earthquake, the development of long-term recovery strategies and prioritization of projects should be a public process, with ample opportunity for review and input.
- The public will enthusiastically participate in opportunities to influence and prioritize recovery strategies and projects.
- The Multi-Hazard Mitigation Plan and the Hillsboro 2020 Vision will influence both the long- and short-term recovery strategies.

4 Concept of Operations

- The transition from response to recovery begins as soon as the number of life-safety response incidents returns to the pre-disaster norm. Appendix A to this annex lists trigger points for consideration in the transition from response to recovery.
- The transition may occur at different times for City departments. For example, the Public Works and Water Departments may remain in response mode longer than Police and Fire if system repairs needs are extensive.
- Short-term recovery activities to return the community to a basic functioning state are the highest priority. This includes repairing major roads and utilities, opening schools, opening businesses that provide essential supplies and services, and resuming essential City-provided services. Community recovery beyond this basic functioning state should be carefully scrutinized for opportunities for improvement over its pre-disaster condition.
- The City, special service districts, nonprofit organizations, and the business community will work together to develop short- and long-term recovery strategies that exploit opportunities for partnerships.

5 Organization and Assignment of Responsibilities

5.1 City Manager and Emergency Operations Center Director

The City Manager and EOC Director are responsible for:

- Determining restoration priorities for City-provided essential services.
- Determining the timing of transition from response to recovery. (Appendix A contains trigger points for consideration.)
- Determining when to rescind emergency measures and/or the declaration of emergency.
- Determining when to release response resources.
- Determining the EOC structure needed to support recovery operations.
- Determining when to decrease EOC staffing, transition the EOC to a workday-only schedule, and/or deactivate the EOC.
- Involving the Policy Group in recovery activity prioritization and funding decisions.

5.2 Emergency Operations Center Liaison Officer

The EOC Liaison Officer is responsible for:

- Coordinating with the Washington County EOC to access regional or national organizations such as the American Red Cross and other volunteer agencies, utility companies, the National Weather Service, and Federal Emergency Management Agency (FEMA) support.
- Coordinating with the Washington County EOC to support resources coming from outside the region to assist with recovery activities.

5.3 Emergency Operations Center Planning Section

The EOC Planning Section, through its Recovery Officer, is responsible for:

- Determining the extent of required short- and long-term recovery efforts.
- Coordinating with the Mitigation Officer to incorporate mitigation measures into recovery activities.

FA I. Recovery

- Determining whether temporary housing is required, coordinating with the Washington County EOC. (Temporary housing is a County function.)
- Determining whether temporary retail space is required, and working with the Economic Development, Planning Department, the business community and property managers for solutions and partnership opportunities.
- Determining whether any recovery activities can be performed by City volunteers; working with the EOC Logistics Section to recruit and train them and with City departments to supervise and support them.
- Developing a list of recovery projects for costing and prioritization; providing an opportunity for City departments and the public to comment prior to presentation to City Council for action; documenting the review and decision-making process for inclusion in the final incident package.
- Coordinating with special service districts and eligible nonprofit agencies for recovery project partnerships and grant funding opportunities.
- Coordinating with the EOC Finance Section to determine whether recovery activities are eligible for grant funding or cost recovery.

5.4 Emergency Operations Center Planning Section

The EOC Planning Section is responsible for:

- Coordinating with the Public Works DOC and Washington County EOC to:
 - Prioritize road and bridge repair activities
 - Coordinate infrastructure restoration and repair activities with utility companies
 - Prepare and implement a debris management plan, coordinating with the City Administration to include sustainability measures such as recycling of building materials.
- Preparing a demobilization plan.
- Tracking recovery activities and updating situation status and damage assessment documentation.

5.5 Emergency Operations Center Logistics Section

- Recruiting and training volunteers to support recovery activities. Activating a volunteer center, if needed.
- Recruiting City and/or volunteer staffing to support Washington County's Public Information Center as a Countywide phone bank resource.

5.6 Department Operations Centers

- Coordinating with the Recovery Officer to include department projects in the list of recovery activities.
- Assisting the Recovery Officer with cost benefit analysis of recovery projects, including mitigation measures, as appropriate.
- Providing justification for recovery projects to assist in prioritization for funding and grant applications.
- Coordinating with the EOC Planning and Logistics Sections to recruit and train volunteers to support recovery activities.

6 Direction, Control, and Coordination

The EOC Planning Section's Recovery Officer coordinates recovery activities, as described in this annex.

7 Information Collection, Analysis, and Dissemination

- The EOC Planning Section supports recovery activities through its standard information collection, analysis and dissemination functions.
- The Recovery Officer will document the recovery project prioritization process and funding decisions for inclusion in the final incident package.

8 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- See Appendix B, Recovery Guidance Documents.

10 Appendices

- Appendix A – “Triggers” For Returning City Staff To “Normal” Operations
- Appendix B – Recovery Guidance Documents

Appendix A “Triggers” For Returning City Staff To “Normal” Operations

- Life safety issues from the initial incident are addressed.
- Civil unrest is calmed.
- Criminal behavior is controlled.
- Vital services are restored.
- Curfew is lifted.
- Number of additional requests for emergency response (priority 1 for public safety, priority 3A for Public Works and Water) are within 150% of normal daily operations
- DOCs report specific areas of concern and provide more details on incidents needing response.
- Private-sector support is sufficient to establish an accelerated schedule for utility restoration and structural assessments; such support will require:
 - Consultation with utilities on restoration priorities
 - Consultation with business representatives on building re-entry.

At this point, the Policy Group must assume an active role in guiding the community’s recovery.

The EOC staff, using representatives from the various City departments, business community, and citizens, must draft a mitigation and recovery plan for presentation to City Council and the public. Steps to accomplish this might include:

- Develop an approach to sustain response/recovery activities.
- Give some relief to City workers, who are stressed and fatigued due to working conditions and long hours.
- Establish some “triggers” to determine when the City can transition out of response mode and into recovery mode.
- Develop a strategy and process for determining and addressing the most urgent short-term (six months) recovery issues.

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- Identify items that must be accomplished in the first six months of the recovery process
 - Consider opportunities to “build back better” that may have presented themselves due to the extensive damages suffered during this event.
 - Determine whether there are unexpected opportunities to achieve some goals from the Comprehensive Plan, Vision 2020, or Washington County Natural Hazards Mitigation Plan, etc.
 - Work with business representatives to facilitate reopening of businesses.
 - Develop an expanded public information campaign , including access to human services and financial assistance.
 - Attach these items to an identified goal/action item from existing planning documents (e.g., Comprehensive Plan, Vision 2020 Action Plan).
- Attach a cost to each item, where possible.
 - Prioritize the items on the list.
 - Develop a mitigation and recovery strategy for public and City Council approval.
 - Consider these items during the mitigation grant application process.
 - Keep a running list of longer-term (1–10 years) recovery issues.
 - Add items to this list that don’t fit into the “short-term” category.
 - Consider these items during the mitigation grant application process.
 - Consider requesting additional budgetary authority.
 - The cost of the response to the disaster has exceeded authorized expenditure levels. The City Council must approve additional authorization.
 - Volunteers and assisting groups have asked for vouchers to pay for motels, food, fuel, and other essentials.
 - Vendors and contractors are concerned that they receive prompt payment for services and supplies.

FA I. Recovery

- Procedures for expediting business licensing and building permits, as well as monitoring or inspecting for compliance, need to be implemented.
- Prepare a mitigation and recovery strategy recommendation for the City Council.

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Appendix B Recovery Guidance Documents

The following documents could prove useful in determining a mitigation and recovery plan for the City of Hillsboro.

- Comprehensive Plan (Planning Department)
- Zoning Ordinances (Planning Department)
- Vision 2020 Action Plan (Administration Department)
- Emergency Management Plan
- Washington County Natural Hazard Mitigation Plan (Office of Consolidated Emergency Management website)
- City of Hillsboro Multi-Hazard Mitigation Plan
- Building and Fire Codes (City of Hillsboro Municipal Code)
- JWC Management/Curtailment Plan (Water Department)
- PW Standards & Specifications (Public Works Department)
- OSHA Workplace Standards (Risk Management)
- City Capital Improvement Plans (Public Works, Water, Parks) (Planning Department, Public Works, Parks and Recreation)
- City of Hillsboro Municipal Code (City website)
- City Policies (Human Resources, Finance, Intergovernmental Agreements/Memorandum of Agreement) (City SharePoint Site, Munis)

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FA J – Resource Management

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FA J. Resource Management

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1 Purpose

This annex describes how the Emergency Operations Center (EOC) will manage resources throughout the duration of a disaster event, including resource requests, procurement, allocation, deployment, tracking, evaluation, and demobilization.

2 Scope

This annex will be implemented any time the EOC is activated.

3 Situation Overview

3.1 Capability Assessment

3.1.1 Resource Typing

- City-owned resources will be categorized, requested, and tracked in accordance with National Incident Management System (NIMS) resource typing, when definitions exist.

3.1.2 Resource Requests

- Resource requests are made from the DOC to the Logistics Section. This is done using an Incident Command System (ICS) 213 form, email, or some other written request signed by the Department Operations Center (DOC) director

3.1.3 Resource Procurement

- City staff may have the knowledge and ability to fulfill their own resource requests; however, decentralized procurement or implementation of mutual aid contracts may not be preferred or allowed after EOC activation.
- The EOC Director or EOC Finance Section Chief, at the direction of the City Manager and in coordination with the Finance Director, will set the procurement policy for the duration of the EOC's activation.
- When emergency procurement rules are specified as an emergency measure in the declaration of emergency, the City of Hillsboro Finance Department will provide implementing procedures and ensure that all staff are trained on their use.

3.1.4 Resource Allocation

- Resources that are City-owned, procured, or provided by agreement will be allocated by the DOC Director to the EOC, DOCs, or incident scenes, in accordance with Citywide incident goals and objectives.

FA J. Resource Management

- DOCs will coordinate their resources. If a DOC has available resources, it will notify the EOC Logistics Section of the availability.
- Resources coming into the Portland metro region may be allocated to each county by a regional Multi-Agency Coordination Center.
- Resources coming into the County may be allocated to cities or specific incidents by a Washington County Multi-Agency Coordination Center.

3.1.5 Resource Deployment

- City resources allocated to the EOC, DOCs, or on-scene incident will be deployed and tracked by the organization to which they are assigned. Issues will be resolved at the lowest level possible, moving up their respective chains of command to clarify or resolve any disputes.
- Field resources belonging to an assisting agency will be deployed and tracked by a DOC or on-scene Incident Commander. Issues will be resolved at the lowest level possible, moving up their respective chains of command to clarify or resolve any disputes.
- Field resources belonging to a cooperating agency will remain under the control of, and be deployed and tracked by, their own agency. Their assignments will be directed through the incident planning process, and the EOC Liaison Officer is their point of contact to clarify or resolve any issues or disputes.
- Life safety is always the first priority. Each staff resource is responsible for his/her own safety, as well as for the safety of others within the assigned area. Any safety incidents will be reported immediately to the assigned supervisor or safety officer.

3.1.6 Resource Tracking

- The EOC and DOC have several options for tracking resources, both manual and automated. Manual methods include forms and T-cards. Automated methods include forms, spreadsheets, and web-based software. Depending upon need and capability, any combination of these methods may be used.
- Resource tracking methods may differ by department.
 - Fire, Police, Public Works, and Water Departments track their field responders, supplies, and equipment on a daily basis. The EOC resource management process should adapt to the methods used by the DOCs.

FA J. Resource Management

- Other departments may not track their resources with sufficient detail to satisfy the EOC's resource management needs. They may need to train on and implement a new process.
- Every resource will be assigned to a supervisor for tracking and safety purposes.
- Supervisors will maintain communications with assigned staff resources for safety and accountability purposes.

3.1.7 Resource Evaluation

- All equipment will be inspected for damages, both pre- and post-disaster use.
 - City-owned resources that are damaged will be prioritized for repair or replacement, as appropriate and funded.
- Borrowed or leased resources will be repaired or replaced, as appropriate under the borrow/lease agreement.
- For EOC and DOC activations, staff will be evaluated by their supervisors for performance in their assigned disaster duties. This will be consistent with established Human Resources policy
- Completed evaluations will be included in the final incident package.

3.1.8 Resource Demobilization

- When appropriate, the EOC Planning Section will write a demobilization plan. This plan will include a demobilization checklist that ensures all equipment and supply items are returned, staff members are rested prior to departure, home units are notified of staff departure, equipment condition is documented, etc.
- Demobilization checklists will be signed off during the demobilization process, and the completed checklists will be included in the final incident package.

3.2 Planning Assumptions

- Resource management may be delayed during the first operational period. It may take several operational periods to catch up.
- The City's resources will not be sufficient for sustained operations.
 - The DOC Planning Section must begin forecasting the need for additional resources immediately.
 - The DOC's needs must be sent to the EOC Logistics Section.

FA J. Resource Management

- The EOC Logistics and Finance Sections must begin sourcing and procuring additional resources immediately.

4 Concept of Operations

- Resource management is a County-wide process, and methods used by the City EOC/DOC must capture the information needed by the County EOC.
- The policy for filling resource requests will be set by the EOC Director upon EOC activation.

5 Organization and Assignment of Responsibilities**5.1 Emergency Operations Center Director**

- Working with the DOC Directors, determine adequacy of available resources and request additional resources as necessary.
- Establish priorities for resource allocation.
- Allocate resources to the EOC and DOCs.
- Set policy for how resources are requested, procured, and allocated to support the EOC, DOCs, on-scene incident responders and cooperating agencies.
- Set aside resources to provide non-critical City services, if available.

5.2 Emergency Operations Center Planning Section

- Track personnel throughout the EOC. Each DOC will track personnel in sufficient detail for the EOC Finance Section to complete time cards or pay contracts.
- Use the ICS planning process and the EOC Director's priorities to coordinate and forecast resource needs with each DOC.

5.3 Each Department Operations Center, On-scene Incident Commander and Cooperating Agency will:

- Manage resources in accordance with the EOC Director's policy.
- Determine the adequacy of available resources and request additional resources, if needed.
- Recommend resource demobilization, as appropriate.

6 Direction, Control, and Coordination

6.1 The Emergency Operations Center Planning Section

- Gather and produce the resource status report, with input from all levels of the EOC organization (EOC, DOC, on-scene command structures, and cooperating agencies).
- Include EOC, DOC, and assisting and cooperating agencies' assignments and resources in the incident action planning process, as directed by the EOC Director.
- Use the planning process to forecast resource needs.

6.2 Department Operations Centers

- Retain direction and control of their assigned resources.
- Participate in the incident action planning process, as directed by the EOC Director and implemented by the EOC Planning Section Chief.
- Report situation and resource status as directed by the EOC Planning Section.

6.3 Assisting Agencies

- Integrate into the City's ICS structure at whatever level they are assigned.
- Be supported in accordance with the assistance agreement.
- Clarify or resolve disputes at the lowest level possible, taking them up the chain of command, if needed.

6.4 Cooperating Agencies

- Receive their assignments through the incident action planning process.
- Deploy and track their resources.
- Report situation and resource status as directed by the EOC Planning Section.
- Be supported in accordance with the cooperative agreement.
- Resolve or clarify issues through the EOC Liaison Officer.

7 Information Collection, Analysis, and Dissemination

The EOC, DOCs, On-scene Incident Commanders, and Cooperating Agency personnel will:

- Track resources in sufficient detail to complete time cards and for potential cost recovery paperwork.
- Provide documentation, as directed by the EOC Planning Section, for inclusion in the final incident package.

8 Annex Development and Maintenance

- The City of Hillsboro Emergency Manager will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- Washington County FA R – Resource Management
- [NIMS Resource Typing](#)

10 Appendices

- Appendix A – Roles and Responsibilities Checklist

Appendix A Roles and Responsibilities Checklist**1 Functional Summary****1.1 Description**

- Maintain accurate resource status.
- Establish resource allocation priorities, based upon incident needs.
- Provide the most benefit for the resources expended.

1.2 Authority

- Oregon Revised Statute 401.
- Hillsboro Municipal Code Chapter 2.60.

1.3 Assessment

- Assess the need for Unified Command (responsibility of Incident Command).
- Assess the need to staff Command and General Staff positions (responsibility of Incident Command).
- Assess the need to activate the EOC (responsibility of Incident Command and Emergency Management Organization):
 - See FA F – Emergency Operations Center Activation.

1.4 Implementation

- Activate ICS (responsibility of first responder on scene):
 - Retain Incident Command with City personnel, unless
 - ⌘ Unified Command is shared with other jurisdictions or agencies;
 - ⌘ Another level of government is designated as lead agency (e.g., Washington County for Nuclear Attack or Health Epidemic); or
 - ⌘ The Governor, by Oregon statute, assumes command of incident operations (ORS 469.6711 and ORS 401.115).
- Activate the EOC, if needed (responsibility of Incident Command and Emergency Manager).
- Establish resource priorities (responsibility of Incident Command).

FA J. Resource Management

- Assess resource needs (responsibility of Incident Command).
- Request additional resources, if needed (responsibility of Incident Command, Logistics and Planning):
 - Check mutual aid organizations and local vendors/suppliers for available resources (responsibility of Logistics and Washington County Consolidated Communications Agency [WCCCA])
 - Prepare declaration of emergency for signature by the Mayor, if needed, to request additional resources from County, State, or Federal government, or to invoke certain emergency powers (responsibility of Planning)
 - ⌘ See FA E – Emergency Declaration Process
 - ⌘ See Hillsboro Municipal Code Chapter 2.60, Emergency Management
 - Appoint a Liaison Officer for assisting agencies, if needed (responsibility of Incident Command).
- Allocate resources to provide the most benefit, using these guidelines (responsibility of Incident Command):
 - Protect life safety
 - ⌘ First Responders
 - ⌘ All Others
 - Protect the environment
 - Protect property
 - ⌘ Public
 - ⌘ Private
- Track incident situation and resource status (responsibility of Planning):
 - See FA N – Status Reporting.
- Identify any interruptions to vital services (responsibility of Planning):
 - Recommend priorities for facility repair and restoration of services.
- Ensure adequate supervision, training, safety, personal protective equipment, food, and rest for assigned resources (responsibility of Safety and DOC).

FA J. Resource Management

- Track incident costs (responsibility of Logistics and Finance):
 - Establish a distinctive charge code for all incident-related expenses
 - Ensure that all personnel, supply, and equipment costs are documented sufficiently to allow cost recovery
 - Ensure volunteer hours are accounted for and that workers compensation insurance is provided.
- Meet with City Manager and City Council to determine how to respond to emergency funding needs, if required (responsibility of Finance).
- Coordinate with Washington County EOC to minimize duplication of efforts and maximize resource effectiveness (responsibility of Planning and Operations).

1.5 Demobilization

- Prepare demobilization plan, if needed (responsibility of Planning):
 - Release resources as they are no longer needed
 - Release most expensive or mutual aid resources first, if appropriate.
- Apply for cost recovery, if appropriate (responsibility of Finance, Planning, and Emergency Manager).

1.6 Related Documents

- Listing of Mutual Aid Agreements (available from the City Recorder's Office).
- Resource Status Report.
- Washington County Consolidated Communications Agency Operations Directive on Major Emergency Operations.
- [ORS 401](#), Emergency Management and Services, Section 401.965 Abnormal disruption of market (Anti-Price Gouging) .

2 Incident Command System Position Summary**2.1 Incident Commander**

- Determine the adequacy of available resources:
 - Request additional resources, as necessary.

FA J. Resource Management

- Establish priorities for resources allocation.
- Allocate resources, as necessary, to protect life, environment, and property:
 - Ensure that resource status is maintained throughout the incident.

2.2 Public Information Officer

- Coordinate public outreach for donations management, if needed.
- Coordinate public outreach for volunteer opportunities, if needed.

2.3 Safety Officer

- Ensure scene safety.
- Ensure adequate safety briefings, training, and personal protective equipment.

2.4 Operations Section Chief

- Supervise assigned resources.
- Maintain accountability for assigned resources.
- Request additional resources, as necessary.
- Coordinate with DOCs for activation of tactical resources.
- Coordinate response actions with other responding agencies such as American Red Cross, utility companies, and Washington County government.
- Provide input to tactical and strategic resource management objectives.

2.5 Planning Section Chief

- Track resources and incident status.
- Identify interruptions to vital services:
 - Provide a recommended priority list for facility repair and service restoration.
- Determine the need to activate appropriate volunteer resources.
- Determine the need to activate a dispatch function (for Fire and Police incidents).

FA J. Resource Management

- Prepare a declaration of emergency for signature by the Mayor, if needed.
- Determine the need for a donations management function.

2.6 Logistics Section Chief

- Receive and track all incident resource requests.
- Process resource requests in accordance with Incident Command's priorities.
- Coordinate with Finance to track incident costs.
- Activate a Volunteer Center, if needed, to process, train, and track volunteers.
- Assist Washington County with the donations management function, if needed.
- Coordinate with Planning to forecast resource needs and identify sources.

2.6 Finance Section Chief

- Maintain a running total of incident costs.
- Determine when it is necessary to redirect City funds to support the incident.
- Establish procedures to track reimbursable expenses, if appropriate.
- Implement emergency procurement policies, if needed.
- Determine the need for an anti-price gouging ordinance.

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FA K – Mass Care

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Lead Agency	City Emergency Management
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1 Purpose

This annex describes how the City will ensure that mass care is provided for citizens when needed during an incident or disaster. It may be implemented with or without the assistance of the American Red Cross (Red Cross) or other service providers.

2 Scope

This annex may be implemented under several different scenarios, such as:

- Citizens are displaced from their homes because of the impact of disaster.
- Medical treatment facilities are overwhelmed.
- Basic commodities to sustain residents are not available (e.g., water, food, blankets).

3 Situation Overview

3.1 Capability Assessment

3.1.1 Sheltering and Feeding

- The City owns no facilities that are suitable to house and feed citizens in case of a disaster.
- There are privately owned facilities within the City, such as schools and churches, that would be suitable to house and feed citizens.
- The City has staff and affiliated volunteers who may assist with shelter and feeding operations. The City may assist in the recruitment of additional volunteers through referrals or the activation of a volunteer center.
- The Police Department has the capability, but may not have the capacity during a disaster, to conduct background checks on the shelter volunteers. This could become a bottleneck to providing volunteers.
- In addition to sheltering, the Red Cross may offer other support for disaster victims, disaster welfare inquiries, coordination of services with other volunteer organizations, and assistance in damage assessment.
- The Washington County Community Organizations Active in Disaster (COAD) may offer additional support. Member organizations include

FA K. Mass Care

social service agencies, faith-based organizations, and other volunteer groups. Washington County Emergency Management maintains a database of member organizations, contact information, and potential response and recovery capabilities and resources. When disaster strikes, member organizations report their availability and resources to the Washington County Emergency Operations Center (EOC).

- Parks and Recreation and Library provide services and programs that entertain, engage, and promote physical activity of children.
- Washington County EOC may deploy Amateur Radio Emergency Service volunteers to provide communications with shelters and feeding stations.

3.1.2 Medical Treatment

- The City has limited capacity for medical treatment through its Fire Department. They are staffed and maintain supply levels for average daily call volumes. There is some surge capacity for mass casualty incidents, but not sufficient for community-wide disaster needs.
- Washington County has a plan for emergency medical system resource management during a disaster. Its major resources are its contract ambulance provider and mutual aid. These would be quickly overwhelmed during a major regional disaster.
- Washington County Public Health has a plan to provide mass prophylaxis, which complements the City's Pandemic Plan.
 - Plans require the ability to receive, store, and distribute the medications to the community. Residents must travel to distribution sites or medications are delivered door to door.
 - Hillsboro School District facilities worked well as immunization clinics in the 2010 influenza pandemic.
 - Hillsboro Stadium could be configured as a drive-through immunization clinic.
- The community has extensive medical treatment capabilities through its hospitals, urgent care clinics, medical clinics, doctors' offices, and skilled care facilities.
 - Coordination with facilities may be required to direct patient flow.
 - Recruitment and just-in-time training of volunteers may be needed to incorporate them into facility staffing patterns.

- Federal resources include Disaster Medical Assistance Teams. These are requested through the Washington County EOC and may require at least 72 hours to arrive. They are self-sustaining at least for the first several days.

3.1.3 Commodities Distribution

- Hillsboro Stadium could be configured as a drive-through commodities distribution point for the community.
- The Washington County Fairgrounds could be used as a commodity distribution point. (Note: the fairgrounds are suited for many disaster-related uses and may not be available for this purpose.)
- The Hillsboro Water Department has a limited capability to provide water at distribution points.
- Many national corporations have plans to bring commodity distribution centers into disaster areas, but they may take several days to arrive. Some come ready to sustain themselves for several days or weeks, while others will require logistical support.

3.2 Planning Assumptions

3.2.1 Sheltering and Feeding

- The EOC Planning Section Chief is familiar with Washington County Functional Annex (FA) S – Shelter, Care, and Temporary Housing. The City’s sheltering plan will work best when it coordinates with the County’s.
- The City has a responsibility to ensure that shelter and feeding facilities are appropriate and safe. Building Inspectors, Fire Inspectors, and Police Officers will inspect the facilities prior to activation and throughout their operation.
- Shelter and feeding locations will be determined at the time of need, based upon available facilities, necessary capacity, and locations of need.
- The Red Cross has surveyed many schools, churches, and other facilities for suitability as a shelter and has established use agreements with the owners of appropriate facilities.
- The Red Cross may not be available to set up shelters and mass feeding immediately after disaster strikes.
- The Red Cross will be available to support extended shelter operations.

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- All shelter volunteers must pass a background check.
- Shelter residents with functional disabilities and special medical needs may require one-on-one assistance from a relative, friend, or assigned volunteer. Shelter staff are not able to provide this level of individual assistance.
- Service animals will accompany their owners in the shelters and will be provided reasonable accommodations.
- Animal services, restaurant inspections and food handler licensing are County functions. The City EOC, Red Cross, and Washington County EOC will coordinate animal (pet) sheltering in conjunction with shelter and feeding operations.
- Sheltering (if needed) and feeding of the EOC and Department Operations Center (DOC) staff and field responders is the responsibility of the EOC Logistics Section.
- Response personnel will be released to their homes to sleep. If necessary, due to disaster impacts, sleeping areas for City staff may be set up in City-owned facilities.
- Entertainment, engagement, and physical activities for children will be important in combating the stresses of shelter living and other disaster impacts.

3.2.2 Medical Treatment

- Medical treatment facilities may be overwhelmed and require coordination of patient flow at a community-wide level.
- Medical treatment facilities may require a triage process outside their entrance to ensure that those most in need of treatment are given priority.
- Medical treatment facilities may require a decontamination process outside their entrance to prevent contamination of the facility. Hospitals plan and train for this contingency, but other facilities are not prepared.
- Patients will self-refer to the facilities of their choice.
- Fire Stations may be overwhelmed with patients. Crews may not be available to provide treatment.
- Directing patient flow between facilities may be difficult. Experience has shown that under localized emergency conditions, a high percentage (80% or more) of evacuees will seek lodging with friends

or relatives or find shelter in commercial occupancies rather than go to established shelter facilities.

- Medical treatment at shelters will be limited to basic first aid. Medical personnel may be limited to those with first aid, CPR, or First Responder credentials.

3.2.3 Commodities Distribution

- There are no stockpiles of commodities within the community; necessary supplies need to be shipped into the area.
- It may be several days before basic commodities can be resupplied from outside the area.
- Infrastructure damages may impact the ability for ground transportation to move large quantities of commodities within the region.

4 Concept of Operations

- Access to Red Cross and COAD resources is facilitated by the Washington County EOC through the resource request process. Countywide needs are considered when Red Cross and COAD resources are allocated.
- Ideally, sheltering and feeding operations will be sited, activated, and operated by the Red Cross and other volunteer organizations, with the City providing support.
- City support of Red Cross shelter and feeding operations may include inspections for compliance with Building and Fire Codes, security, parking, sanitation, solid waste, utilities, and access for emergency vehicles.
- The City may coordinate County support for Public Health, Environmental Health, and Animal Services compliance.
- If these organizations are not able to respond in a timely manner, the EOC Planning Section may coordinate temporary sheltering and feeding operations, with the goal of turning them over to the Red Cross at a later time. These operations will be sited and operated in accordance with Red Cross standards, in order to ease transition to Red Cross control.

5 Organization and Assignment of Responsibilities

5.1 Emergency Operations Center Planning Section

- Determine the need for mass care operations, using situation status and damage assessment reports.
- Appoint a Shelter Officer to coordinate this function, if need warrants.
- Coordinate with the EOC Logistics Section to submit resource requests to the Washington County EOC.
- Coordinate with the Building, Fire, and Police Departments to ensure facility inspections prior to activation and during sustained operations.
- Coordinate with the Washington County EOC for inspections of pet shelters and feeding facilities.
- Coordinate with Washington County Emergency Medical Services to support sustained medical treatment operations. This may require coordination and shared staffing with medical facilities.
- Activate first aid stations or other temporary medical treatment sites.
- Changes to emergency medical service protocols or standards of care.
- Recruitment and training of volunteers.

5.2 Emergency Operations Center Logistics Section

- Coordinate with the EOC Planning Section to submit resource requests to the Washington County EOC to access support for mass care operations.
- Coordinate the use of City-owned facilities to shelter City staff or their families. Include Facilities & Fleet, Building and Fire Inspectors, Police, and other departments impacted by the designation of space for shelter or feeding operations. If children will be sheltered or fed at the facilities, coordinate with Parks and Recreation and Library for support.
- Coordinate with the Public Works DOC to determine best routes and continued emergency vehicle access to shelter and feeding facilities.
- Complete a Transportation Plan, if needed to support mass care operations at the various sites.

- Activate volunteer center, if needed, to recruit, train, and deploy volunteers to support mass care functions.

5.3 Parks and Recreation and Library

- Provide entertainment, engagement, and physical activities for children during shelter and feeding operations.

6 Direction, Control, and Coordination

- The Washington County EOC may take the lead for some portions of the mass care function.
- During sustained operations, the City will play a support role within the organizational structure and facilities activated under this annex.
- Amateur Radio Emergency Service volunteers may be deployed to provide communications between various sites and the City's EOC.

7 Information Collection, Analysis, and Dissemination

- Situation Status, Resource Status, and Damage Assessment Reports will be major sources of information in determining the need for mass care.

8 Annex Development and Maintenance

- The EOC Logistics Section and the Fire Department will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- City of Hillsboro Fire and Building Codes (with respect to building occupancy types and related requirements)
- City of Hillsboro Pandemic Plan

10 Appendices

None at this time.

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FA L – Status Reporting

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Lead Agency	City Emergency Management
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1 Purpose

This annex describes how the Emergency Operations Center (EOC) will manage status reporting throughout the duration of a disaster event, including resource requests, procurement, allocation, deployment, tracking, evaluation, and demobilization.

2 Scope

This annex will be implemented any time the EOC is activated.

3 Situation Overview

3.1 Capability Assessment

- Situation status will be developed at the Department Operations Center (DOC) level. This will be developed using available resources and dispatch information.
- See Functional (FA) H – Incident Communications.
- WebEOC will be used as the primary interface to develop Citywide situation status and a common operating picture.
- The telephone system, if operational, can be used to share information by voice or fax.
- VHF radio is available within the City. The Hillsboro Parks and Recreation, Water, Public Works, and Facilities Departments all have very high frequency (VHF) capability. Hillsboro Fire and Police also have this capability. The Hillsboro Emergency Management and Information Services Departments also maintain go kits with handheld VHF radios.
- Amateur radio operators are able to collect and share information from other operators. They also have stations located at public and private critical facilities throughout the City and County.
- Crowdsourcing is a method of using social media to gather and verify information. This has been found to be highly accurate and faster than most other methods. Inaccurate information is quickly corrected by others in the area.
- The Hillsboro EOC will use and monitor all methods of communication available to develop accurate Citywide situation status.

3.2 Planning Assumptions

- Situation status may be delayed during the first operational period. It may take several operational periods to catch up.
- EOC events are dynamic. Resource requests will be developed based on the situation status.
 - The DOC Planning Section must develop situation status information as soon as possible. This information needs to be sent to the EOC Planning section.

4 Concept of Operations

- Situation status information is used by City DOCs and Washington County. Methods used by the City EOC/DOC must capture the information needed by the County EOC.
- The EOC Director will determine the policy for fulfilling resource requests upon EOC activation.

5 Organization and Assignment of Responsibilities

5.1 Emergency Operations Center Director

- Working with the DOC Directors, determine methods of communication available and establish situation status reporting procedures.
- Establish priorities for information shared.
- Allocate resources to EOC and DOCs.
- Set aside resources to support the situation status function of the EOC and DOC.

5.2 Emergency Operations Center Planning Section

- Track situation status throughout the EOC. Each DOC will track its situation status in sufficient detail to meet the needs of the County EOC and the EOC Director.
- Establish a Situation Status Unit to collect and synthesize information.

5.3 Each Department Operations Center, On-scene Incident Commander, and Cooperating Agency

- Collect situation status information in accordance with the EOC Director's policy.
- Determine adequacy of available resources and request additional resources, if needed.
- Recommend best method for sharing information with EOC.

6 Direction, Control, and Coordination

6.1 The Emergency Operations Center Planning Section

- Gather and produce the situation status report, with input from all levels of the EOC organization (EOC, DOC, on-scene command structures, cooperating agencies).
- Meet the schedule in the planning process to support planning needs.

6.2 Department Operations Centers

- Retain direction and control of their situation status and dispatching.
- Participate in the incident action planning process, as directed by the EOC Director and implemented by the EOC Planning Section Chief.
- Report situation and resource status as directed by the EOC Planning Section.

6.3 Assisting Agencies

- Integrate into the City's Incident Command Structure (ICS) structure at whatever level they are assigned.
- Be supported in accordance with the assistance agreement.
- Clarify or resolve disputes at the lowest level possible; and work them up the chain of command, if needed.

6.4 Cooperating Agencies

- Report situation and resource status as directed by the EOC Planning Section.
- Be supported in accordance with the cooperative agreement.

- Resolve or clarify issues through the EOC Liaison Officer.

7 Information Collection, Analysis, and Dissemination

EOC, DOCs, On-scene Incident Commanders, and Cooperating Agency personnel will:

- Track situation status in sufficient detail to develop a Citywide common operating picture, complete time cards, and for potential cost recovery paperwork.
- Provide documentation, as directed by EOC Planning Section, for inclusion in the final incident package.

8 Annex Development and Maintenance

- The City of Hillsboro Emergency Manager will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- ICS 206 developed by the Logistics Section
- City of Hillsboro Emergency Operations Plan (EOP) FA H – Incident Communications

10 Appendices

- Appendix A – Roles and Responsibilities Checklist
- Appendix B – Situation Status Report
- Appendix C – Resource Status Report

Appendix A Roles and Responsibilities Checklist

1 Functional Summary

1.1 Description

- Describe measures to collect and distribute situation status information.
- Describe measures to collect and distribute resource status information.

1.2 Authority

- Oregon Revised Statutes 401.
- Hillsboro Municipal Code Chapter 2.46.

1.3 Assessment

- Determine from whom status information needs to be collected.
- Determine to whom status information needs to be distributed.
- Determine what means are available for sharing status information with City EOC staff, DOC, and the Washington County EOC; e.g.:
 - Telephone, fax, e-mail, radio, runner
 - Status reporting software or other automated systems.

1.4 Implementation

- Set up status boards for display at the EOC:
 - Situation status board to display incident information, including assigned resources
 - Resource status board to display resource information.
- Coordinate with EOC staff and Operations to implement status reporting procedures.
- Coordinate with the Washington County EOC for sharing of status information.

2 Incident Command System Position Summary

2.1 Incident Commander

- Ensure that the status reporting function is adequate for incident needs.

2.2 Public Information Officer

- Coordinate with the Status Unit for the most up-to-date information.
- Share status information with elected officials and City management in preparation for media interviews, if needed.
- Confirm “rumor control” information with the Status Unit.

2.3 Safety Officer

- Use status information to confirm:
 - Safety officers are assigned to incidents, as needed
 - Personal protective equipment is available, as needed
 - Training and safety briefings are appropriate to types of incidents
 - Supervision is adequate
 - Which activities can be safely performed by volunteers and what level of training, safety gear, and supervision is required.

2.4 Operations Section Chief

- Coordinate with DOCs to ensure that status information is shared.
- Coordinate with the Planning Section to maintain current traffic and road status for emergency access routes or evacuation.
- Coordinate with other field units (not associated with a DOC) to ensure status information is shared:
 - E.g., Community Emergency Response Teams (CERTs) or Neighborhood Watch.

2.5 Planning Section Chief

- Maintain Citywide situation status:
 - Coordinate incident information from Operations, DOCs, Call Takers, Public Information Officer (PIO), Washington County

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EOC, Washington County Consolidated Communications Agency (WCCCA), and other sources

- Coordinate with Operations, WCCCA, and the Washington County EOC to maintain traffic and road status for emergency access routes or evacuation
 - Coordinate with Operations and the Washington County EOC to maintain utility status
 - Display incidents, sorted by priority order and according to whether they are in work, pending, or completed
 - Update electronic status monitoring, as necessary.
- Maintain Citywide resource status:
 - Gather resource information from Operations, DOCs, call takers, the PIO, Washington County EOC, WCCCA, and other sources
 - Integrate resource status display with situation status display
 - Associate each resource with one of three status designations: assigned, available, or out of service
 - Coordinate private utility status with the Washington County EOC
 - Coordinate shelter status with the American Red Cross representative at the Washington County EOC
 - Coordinate with the PIO to provide current status information and provide “rumor control.”
 - Coordinate with the Call Center, if activated, to:
 - Provide up-to-date status information to call takers
 - Confirm or deny “rumors” coming from callers
 - Coordinate with the Finance Section to ensure that resource use is adequately documented for potential cost recovery or to defend claims against the City.

2.6 Logistics Section Chief

- Ensure adequate communications to support status reporting.
- Ensure adequate communications to support the Call Center, if activated.

- Set up and staff the Call Center, if activated.

2.7 Finance Section Chief

- Keep a running tab of incident costs to include in the situation status report.
- Ensure that adequate contracts and agreements are in place to support incident needs.
- Coordinate with the Planning Section to ensure that resource use is adequately documented for potential cost recovery or to defend claims against the City.
- Coordinate with the Policy Group to ensure availability of funds to support incident needs.

2.8 Department Operations Centers

- Maintain communications with the Planning Section in the EOC.
- Dispatch and track department resources (non-Fire and Police).
- Provide situation and resource status reports to the EOC, as requested.
- Ensure adequate information collection to support incident needs, specifically:
 - Public Works Department provides road, sanitary system, and storm system status
 - Water Department provides potable water and fire protection system status
 - Fire and Police Departments provide public safety status

Appendix B Situation Status Report

Incident No.	Priority*	Incident Status**	Incident Type	Incident Location	Resources Assigned

***Priority Codes**

- 1 = Known life safety and/or multiple patients.
- 2 = Unknown life safety and/or non-life threatening injuries.
- 3 = All others – categorized based upon their impact on infrastructure, businesses and/or residents.
 - 3A = Significant impact (water main break, major road blocked).
 - 3B = Minor impact (partial road blockage, standing water in a lane, traffic signals out at major intersection).
 - 3C = Inconvenience/no impact (information requests, tree down on sidewalk, traffic signal out at minor intersection).

**** Incident Status Codes**

- I = In work
- P = Pending
- C = Complete

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Appendix C Resource Status Report

Assigned	Available	Out-of-Service
<i>(See situation status report for specific assignments.)</i>	<i>(List of resources currently available for assignment.)</i>	<i>(List of resources currently out-of-service)</i>

Status Codes

- Assigned = Currently assigned and working on an incident.
- Available = Awaiting assignment to an incident.
- Out-of-Service = Not available for assignment, due to maintenance problems, off-shift, inadequate staffing, etc.

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M

**FA M – Disaster Volunteer
Management**

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FA M. Disaster Volunteer Management

Lead Agency	Parks and Recreation Department
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1 Description

During a major disaster or emergency, the City of Hillsboro may need to call upon its several organized groups of volunteers for assistance. When needed, these volunteers must be quickly and efficiently activated, interviewed, organized, trained, and supervised. When their job is completed, they will be evaluated for retention. Volunteers may be used in the capacity for which they have been recruited (e.g., Community Emergency Response Team [CERT], Neighborhood Watch, amateur radio, police cadet, library volunteer). If other services are needed, on-the-job training may be provided to volunteers for other functions, such as sandbagging, debris removal, staffing telephone lines, damage assessment, translating/interpreting, or supervising other volunteers.

This annex describes the activation of the Volunteer Center to manage this process, as well as the volunteer worker's compensation insurance program, liability issues and concerns, volunteer worker evaluation, and volunteer award/recognition programs. It also contains sample job descriptions for volunteer workers. The flow chart at Appendix A summarizes this process.

2 Response Planning

The Parks and Recreation Department is responsible for the overall volunteer management process, but each department that uses volunteers will also contribute.

2.1 Volunteer Groups

It is important to remember that volunteers play a different role than paid staff. They have no obligation to respond when activated, and a refusal of assistance during a disaster should not jeopardize their standing as a volunteer. Volunteers should ensure the safety and well-being of their families before responding. Family preparedness should be stressed to all volunteer groups. The Emergency Manager can provide information and training to volunteer groups upon request.

Appendix B contains a list of organized volunteer groups already recruited, trained, and activated/employed by the various City departments. It also contains a list of other (outside) volunteer groups used by the City. Each represents a potential staffing pool. Many of these volunteers have undergone a criminal background check and may be suitable for assisting in the Emergency Operations Center (EOC) or other sensitive areas; however, it is recommended their current status be confirmed with the volunteer program manager before they are assigned.

2.2 Job Descriptions for Volunteers

A lot of time can be gained during a major disaster or emergency by pre-identifying jobs that can be accomplished by volunteers, then preparing generic job descriptions and training plans. This task has been undertaken by the Disaster

FA M. Disaster Volunteer Management

Planning Team, with assistance from each department. This will be an ongoing process as more volunteer positions are identified.

A list of job descriptions and training plans (in various stages of completion), and a sample job description form are included in the Volunteer Center Activation Plan located in the Emergency Management Office (under separate cover

2.3 Activating Volunteers

Volunteer contact information is maintained by each City department that recruits and uses a particular organized group of volunteers. Each group has a means of activation by the City staff, usually a calling tree or a list of names and telephone numbers. When the decision is made to activate the City's volunteer groups, the means of activation will also be determined, i.e., whether each department will call on its own volunteers or provide its contact information to the EOC staff for a centralized activation. Volunteers will be told:

- Tasks to be performed.
- Shift hours.
- Where to report for check-in.
- Any protective clothing or equipment that may be required (e.g., rain gear, sturdy boots, work gloves, shovel, amateur radio).
- Any other special instructions.

Some volunteer groups may also have a means of self-activating, depending upon their purpose and training. When self-activating, volunteer groups must track their own volunteer hours, including tasks performed and location, and turn them in to the department for which they normally volunteer. See Section 2.13, below, for the particulars of worker's compensation coverage when activated by the City versus self-activation. See also Section 2.14, below, for liability issues and concerns.

2.4 Registering Volunteers

Volunteers will already be registered with the City department for which they volunteer. However, during a major disaster or emergency, volunteers will be registered as "Emergency Service Workers" under the provisions of Oregon Revised Statute (ORS) 401, cited in Appendix C. This may qualify them for some benefits not included in the worker's compensation insurance coverage provided to volunteers by the City. This may require collecting some additional information beyond what is normally needed.

See the Volunteer Center Activation Plan for a sample of the registration form that each volunteer will be required to complete. (This registration information will also be provided to the City departments for updates to their volunteer records.)

FA M. Disaster Volunteer Management**2.4 Interviewing Volunteers**

A sample interview form is found in the Volunteer Center Activation Plan. Conduct interviews with volunteers to:

- Determine their motivation and sincerity for volunteering.
- Review skills, abilities, and any possible restrictions.
- Review and discuss the job description.
- Review license and certification requirements, if any.
- Confirm with the volunteer that everything entered on the registration form is the truth, and initial the statement.
- Evaluate interview findings and recommend outcome:
 - Match volunteers to job descriptions and schedule their work shifts
 - Divert the volunteer candidate to another agency that could better use their skills or expertise
 - Reject the volunteer candidate, document the reason for rejection, and maintain as part of the larger event documentation. Provide the names of volunteers who are rejected or fired to the check-in point of the assembly area to reduce the chances of someone going through the process again.

2.5 Checking-In/Out Volunteers

Volunteers must report to the assembly area for check-in prior to starting work and for check-out at the end of their shift. This is required to document worker's compensation coverage and for cost recovery of "in-kind services" in a presidentially declared disaster. A volunteer check-in/out form for use at the assembly area is included in the Volunteer Center Activation Plan.

Document the condition of all personal equipment that is loaned for the event. It may also be appropriate to take pictures of personal equipment items. (The photos may be needed to substantiate or refute equipment damage claims.)

2.6 Tracking Volunteer Hours

Volunteer hours will be tracked and reported either centrally or by individual departments, depending upon how they are activated and deployed. To accomplish this, volunteers will sign in and out for every shift worked. The volunteer time card will reflect the shift, job location, and tasks performed. A sample volunteer time card is included in the Volunteer Center Activation Plan.

FA M. Disaster Volunteer Management

There are at least three reasons why it is important to track volunteer hours:

- **Worker’s Compensation Insurance:** The City provides worker’s compensation insurance to its volunteers as their first line of coverage if injured. See Section 2.13, below, for details on how this is accomplished.
- **Cost Recovery During A Presidentially Declared Disaster:** After a presidential declaration of disaster, the City may recover up to 75% of its costs from the Federal Emergency Management Agency (FEMA) for all “eligible” expenses. (Eligibility is determined by FEMA after the fact.) Volunteer hours may be submitted as in-kind services at minimum wage rates to help offset the City’s 25% share of disaster costs. In order to be judged eligible, the volunteers hours must be documented; must be spent doing something for which the City is legally responsible or liable (e.g., debris removal from City streets, sandbagging of City-owned or -occupied facilities, traffic control on City streets); and must be tied to a specific task at a specific time and location that is judged eligible.
- **Safety:** Volunteer hours must be tracked to ensure they are working a 12-hour shift at maximum (less, if physically demanding or other significant risk of injury), and are taking sufficient rest and meal breaks as appropriate to the job at hand. A Safety Officer shall be assigned to monitor each work site’s safety conditions and prescribe maximum shift lengths and timing/enforcement of meals and rest breaks.

2.7 Training Volunteers

The volunteers may need to be trained with regards to:

- Proper and safe execution of the assigned task.
- Required specialty training.
- Potential hazards that may be encountered.
- Occupational Safety and Health Administration requirements.
- Material Safety Data Sheet/Hazard Communication requirements

Some volunteers may need to be reassigned if they are unable to understand or complete the required training. These volunteers should be sent back to the assembly area for assignment to a new task or position.

Document the training and retain the documentation as part of the permanent incident record. Include an outline of the material presented or reference specific lesson plans used.

FA M. Disaster Volunteer Management

2.8 Supervising Volunteers

Volunteers must be supervised just like other paid employees. Depending upon safety concerns, special skills required performing the task, and the resources available, a supervisor-to-worker ratio of 1:7 or less should be maintained.

The supervisor will ensure the workers receive a safety briefing prior to work start, covering safety information relative to the job site and the work to be performed. If an appointed Safety Officer is not on site, the supervisor is responsible for work site safety, including calling an immediate halt to the performance of an unsafe act.

Volunteers should work as a group, taking their rest and meal breaks together whenever possible. Supervisors will enforce appropriate breaks and shift lengths, as recommended by the Safety Officer. Supervisors will ensure that the meals served meet nutritional needs of workers and that adequate drinking fluids are available at all times.

When the assigned task is complete and no other tasks can be readily assigned, the supervisor sends the volunteer back to the volunteer assembly area for a new assignment and/or any additional training.

When the volunteers' shift is complete, they must return to the volunteer assembly area to check out. If the volunteers do not check out properly, they may be denied worker's compensation coverage for the work period not correctly documented.

2.9 Firing Volunteers

Note: Firing not the same as returning a volunteer to the volunteer assembly area for another assignment, if he or she is not needed or is unable to accomplish an assigned task.

Occasionally, a volunteer will need to be “fired” for any of several reasons, including, but not limited to, the following:

- Unwillingness to participate in or complete required orientation or training.
- Unwillingness to work.
- Unwillingness to follow directions.
- Performing of unsafe acts.
- Disruptiveness on the job site.

Supervisors must document the reason for firing the volunteer and maintain this documentation as part of the volunteer program files, which will be maintained as part of the permanent incident record.

FA M. Disaster Volunteer Management

Provide the names of volunteers that are fired to the volunteer assembly area check-in point and the Volunteer Center, to reduce the chances of them going through the process again.

2.10 Demobilizing Volunteers

When their shift is completed or the incident is over, all volunteers should return to the volunteer assembly area or the training location for demobilization. This may include:

- Return of issued equipment.
- Pictures of any personal equipment that was loaned for the event.
- Debrief and critique.
- Critical incident stress debriefing.
- Documentation of any injuries and check-ups by medical staff on hand (volunteers should ask for a copy of the medical report if they plan to see their regular doctor).
- Registration as part of the volunteer pool. (If a volunteer opts out of registration, his or her personal information should be retained as part of the incident record but should not be included on the list of potential future volunteers.)

2.11 Evaluating Volunteers

Supervisory responsibilities include evaluating volunteers for reassignment, retention, and recognition. A sample Volunteer Evaluation Form is included in the Volunteer Center Activation Plan.

Areas of evaluation include:

- Quality of work
- Quantity of work
- Acceptance of supervision
- Understanding of instructions
- Willingness to work
- Physical stamina

2.12 Recognizing/Awarding Volunteers

As a thank you to the volunteers when the incident is over, the City will organize a reception for the volunteers and present certificates in recognition of:

FA M. Disaster Volunteer Management

- Participation in the volunteer effort (all)
- Exceptional effort of contributors
- Leadership
- Heroism

2.13 Workers Compensation

When activated by the City, volunteers will be covered under the City's workers compensation plan. In order to ensure proper coverage, volunteers must check in and out for every shift and complete a volunteer time card. Sample forms are included in the Volunteer Center Activation Plan. This will be explained to the volunteers at their orientation briefing and/or at the volunteer assembly area.

2.14 Liability Issues and Concerns

By using volunteers, the City may make itself vulnerable to certain liabilities, e.g., volunteer workers may:

- Perform tasks outside their scope of training or with inadequate training.
- Perform beyond their physical ability.
- Work to the point of excessive fatigue, possibly leading to injury.
- Not receive adequate nourishment or receive spoiled/tainted food.
- Damage or ruin personal clothing or equipment.

To mitigate the potential liabilities, volunteer managers will:

- Document training.
- Ask about physical limitations, sedentary lifestyle, and other factors that may limit physical ability.
- Enforce work breaks and shift length, as recommended by the safety officer.
- Ensure that any meals served meet nutritional needs.
- Ensure that adequate drinking fluids are available.
- Document the condition of personal clothing and equipment, including taking pictures, if a camera is available, during check-in and check-out at assembly area.

FA M. Disaster Volunteer Management**3 Communications**

During a major emergency or disaster, communications will be in short supply. The City may be able to provide a minimum number of telephone lines, cellular telephones, pagers, or two-way radios, but it will depend upon the disaster situation and the response priorities. Viable communications alternatives that can be provided and used by the volunteers will be personal cellular telephones and pagers, amateur radio, Citizens' Band radio, and Family Radio Service two-way radios. See Functional Annex (FA) A – Alert and Warning for more details on the communications options and radio frequency plans. A low-tech solution may be to provide runners to convey messages by foot, bicycle, or vehicle.

Washington County may operate a telephone bank–style information line for volunteers to call. They will accept volunteer requests from the various jurisdictions and agencies within Washington County and refer callers to the proper place, according to their skills.

This provides a single point of information for potential volunteers. Hillsboro may make use of this service. If so, the Volunteer Center will ensure that the Washington County phone bank maintains a current list of the City's volunteer needs. The City would request that the Washington County phone bank direct all potential volunteers to the Volunteer Center for in-processing.

4 Volunteer Center Activation**4.1 Volunteer Center Activation Request**

The Parks and Recreation Department will activate the Volunteer Center upon request by the EOC.

4.2 Volunteer Center Site

The preferred location for the Volunteer Center is a City-owned or -leased facility, such as:

- Tyson Recreation Center (first choice).
- Hillsboro Senior Center (also committed for Meals on Wheels).
- Hillsboro Stadium.
- Aquatic Center.
- Tanasbourne Police Precinct.

4.3 Volunteer Center Staffing

The Parks and Recreation Department will coordinate the staffing of the Volunteer Center, drawing from any available City employees and volunteers to fill the staff positions. Key staff positions will be pre-identified and trained.

FA M. Disaster Volunteer Management**4.4 Volunteer Center Set-Up and Operation**

Volunteer Center set-up and operations procedures are detailed under separate cover in the Volunteer Center Activation Plan maintained by the Parks and Recreation Department. Activation of the Volunteer Center will be practiced as part of the City's exercise program.

4.5 Volunteer Center Deactivation

Once the need for volunteers declines to the point that the Volunteer Center is no longer needed, it will be deactivated. This action will be part of the demobilization plan created by the Planning Section in the City EOC. If a small need for volunteers still exists, it will either be handled by the Logistics Section, through their normal staffing function, or through the Department or function that requires the volunteers.

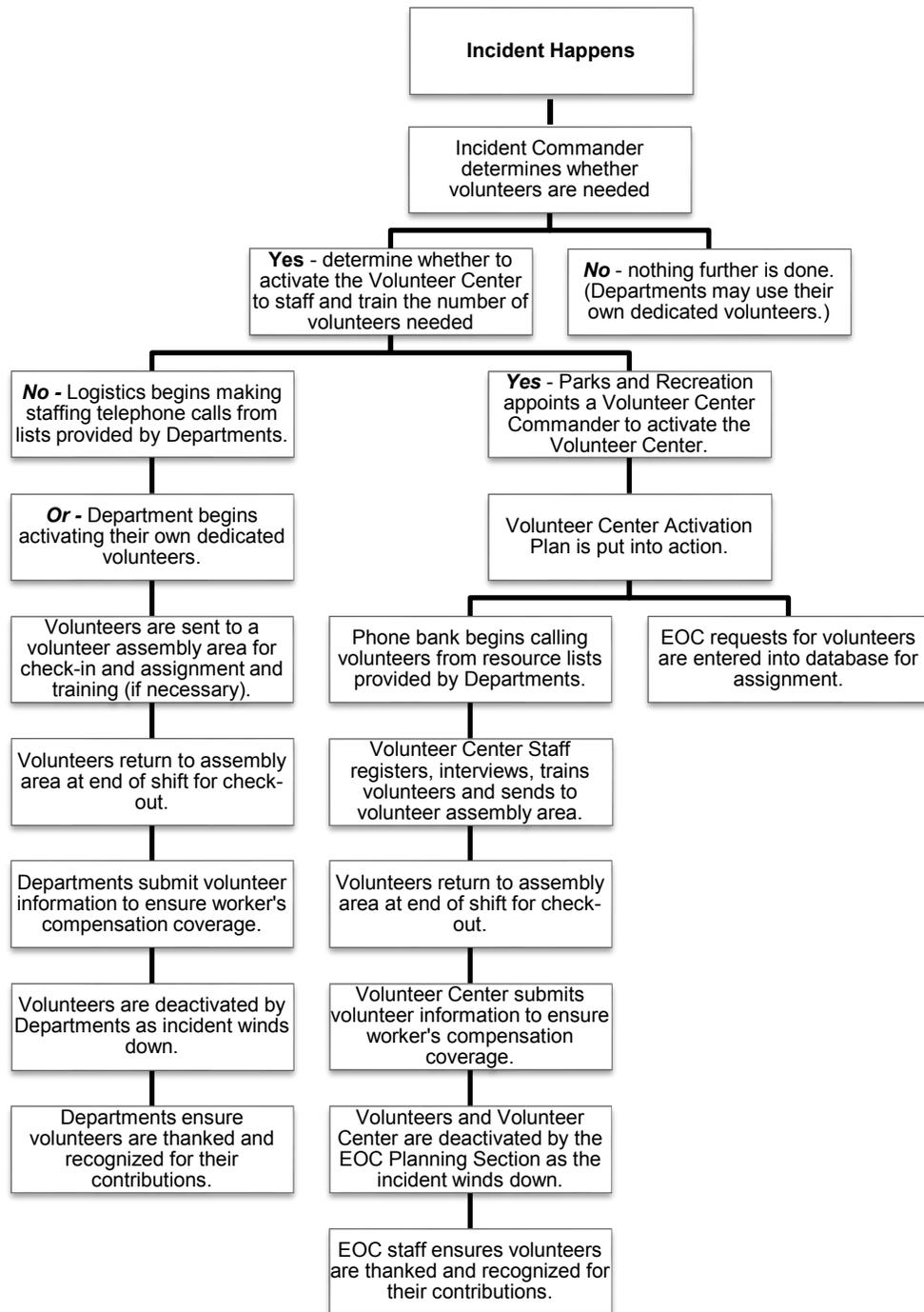
5 Appendices

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FA M. Disaster Volunteer Management

Appendix A Volunteer Management Flow Chart



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FA M. Disaster Volunteer Management

Appendix B Volunteer Groups

Departments currently recruiting, training, and using organized volunteer groups include:

Department	Volunteer Group	Point of Contact
Fire	Volunteer Firefighters	Battalion Commander
	Community Emergency Response Teams	Emergency Manager
	Amateur Radio Operators	Emergency Manager
Library	Volunteer Staff	Volunteer Coordinator
Jackson Bottom	Volunteers	
Parks and Recreation	Volunteer Staff and Instructors	
	Aquatic Center Staff and Instructors	
Police	Reserves	Watch Commander
	Cadets	Watch Commander
	Neighborhood Watch Program	Crime Prevention Officer
	Block Home Program	Crime Prevention Officer

NOTE: The paragraphs below are the only mention in this Annex of volunteer groups not directly organized by the City.

While the City’s first preference during a disaster is to use volunteers from City-organized groups, the volunteer pool may be exhausted before the City’s needs are filled. If additional volunteers are needed:

- The second preference is to turn to other community volunteer or service groups. Such groups are used, on occasion, by various City departments and include Boy and Girl Scouts, American Red Cross, Salvation Army, church groups, high school student groups, Rotary and other Service Clubs, Elks and other fraternal organizations, and the American Legion. The advantages to using these existing groups (versus unaffiliated, emergent volunteers) include:
 - They are usually well-organized and have established leadership
 - The occurrence of anti-social behavior or disobedience will be low
 - Many of them know each other and are accustomed to working together
 - They can recruit from among their members for the types of skills needed.

FA M. Disaster Volunteer Management

- The third preference would be to recruit emergent volunteers. Should the City need to make use of any of community volunteer groups, they would be registered, trained, supervised, etc., along with the City-organized volunteer groups. The City has designed its volunteer management process to accommodate community volunteer groups, if needed.

FA M. Disaster Volunteer Management

**Appendix C Registering Emergency Service Workers
(Excerpted from 2011 Edition of ORS 401)**

EMERGENCY SERVICE VOLUNTEERS

401.358 Definitions. As used in ORS 401.358 to 401.368:

(1) “Emergency service activities” means:

(a) The provision of emergency services; and

(b) Engaging in training under the direction of a public body, whether by reason of the training being conducted or approved by a public body, for the purpose of preparing qualified emergency service volunteers to perform emergency services.

(2) “Qualified emergency service volunteer” means a person who is:

(a) Registered with the Office of Emergency Management or other public body to perform emergency service activities;

(b) Acknowledged in writing as a qualified emergency service volunteer, at the time the person offers to volunteer during an emergency, by the Office of Emergency Management or by another public body; or

(c) A member of the Oregon State Defense Force. [2009 c.718 §2]

401.360 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.362 Application. ORS 401.358 to 401.368 apply only to a qualified emergency service volunteer who is performing emergency service activities under the direction of a public body without compensation from the public body other than reimbursement for food, lodging, costs of transportation and other expenses. [2009 c.718 §3]

401.364 Coverage under Oregon Tort Claims Act. (1) A qualified emergency service volunteer is an agent of a public body under ORS 30.260 to 30.300 for the purpose of acts and omissions of the volunteer that are within the course and scope of the volunteer’s duties if the acts or omissions occur:

(a) While the volunteer is performing emergency service activities under the direction of the public body during a state of emergency declared under this chapter, or during a state of public health emergency proclaimed under ORS 433.441; or

(b) While the volunteer is engaged in training being conducted or approved by a public body for the purpose of preparing the volunteer to perform emergency services.

(2) A public body shall defend, save harmless and indemnify a qualified emergency service volunteer as required by ORS 30.285 for any tort claim arising

FA M. Disaster Volunteer Management

out of an act or omission described in subsection (1) of this section. [2009 c.718 §4]

401.365 [Formerly 401.205; repealed by 2009 c.718 §6]

401.368 Workers' compensation benefits. (1) The Office of Emergency Management shall provide workers' compensation coverage for qualified emergency service volunteers who are injured in the course and scope of performing emergency service activities under the direction of a public body if the injury occurs:

(a) While the volunteer is performing emergency service activities under the direction of the public body during a state of emergency declared under this chapter, or during a state of public health emergency proclaimed under ORS 433.441; or

(b) While the volunteer is engaged in training being conducted or approved by a public body for the purpose of preparing the volunteer to perform emergency services.

(2) Workers' compensation coverage shall be provided under this section in the manner provided by ORS 656.039. [2009 c.718 §5]

401.370 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.375 [Formerly 401.210; repealed by 2009 c.718 §6]

401.378 Leaves of absence for certified disaster relief volunteers; requirements; maximum period; effect on status of employees. (1) State agencies and political subdivisions described in ORS 243.325 (2) to (6) may grant leaves of absence to any public employee who is a certified disaster services volunteer of the American Red Cross to participate in disaster relief services in the State of Oregon. Cumulative leave granted shall not exceed 15 work days in any 12-month period. Such leave granted shall not result in a loss of compensation, seniority, vacation time, sick leave or accrued overtime for which the employee is otherwise eligible. Compensation to an employee granted leave under this section shall be at the employee's regular rate of pay for those regular work hours during which the employee is absent from work.

(2) As used in this section, "disaster" means those disasters designated at level II and above by the American Red Cross. [Formerly 401.485]

N

FA N – Mitigation

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Lead Agency	City Emergency Management
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1 Purpose

This annex describes how to reduce or eliminate impacts resulting from natural hazards during both the response and recovery phases of a disaster.

2 Scope

This annex is implemented whenever there is damage sufficient to cause substantial repair work or when post-disaster mitigation grant money becomes available.

3 Situation Overview

3.1 Capability Assessment

- The City staff has substantial interest and expertise in mitigation and sustainability activities, specifically in the Emergency Management Division and Planning and Administration Departments.
- The City has an approved Multi-Hazard Mitigation Plan, with mitigation activities that could be implemented if funding were available.

3.2 Planning Assumptions

- The City will consider incorporating mitigation into response and recovery activities where it makes good economic sense.
- A cost-benefit analysis will be performed prior to implementing mitigation activities, and it will be required for post-disaster mitigation grant applications.
- Following a Presidential disaster declaration, the Federal Emergency Management Agency (FEMA) will make post-disaster mitigation grant funding available on a competitive basis. Projects included in the Multi-Hazard Mitigation Plan will be eligible for these grant funds.
- The Public Works and Water Departments have projects that may be eligible for mitigation grant funding.
- The Hillsboro School District and Tuality Hospital are included in the Multi-Hazard Mitigation Plan, and they may have projects that are eligible for post-disaster mitigation grant funding.

4 Concept of Operations

- Returning infrastructure to its pre-disaster state may not be good enough. When it is economically feasible and funded, the City will make efforts to “build back better” and lessen the impact of future disasters.
- The Emergency Operations Center (EOC) Planning Section will appoint a Mitigation Officer to assess the incident for potential mitigation activities during the response and recovery phases.
- The Mitigation Officer will work with City staff, Washington County, surrounding jurisdictions, nonprofit agencies, and the business community to propose mitigation projects.

5 Organization and Assignment of Responsibilities

The EOC Planning Section, through its Mitigation Officer will:

- Coordinate with City staff to identify potential mitigation activities that can be incorporated into the response and recovery phases.
- Determine resource requirements to implement mitigation activities (technical, equipment, staffing, funding, etc.)
- Coordinate with City staff to assess current building and fire codes for sufficiency to mitigate the impact of current and future disasters.
- Prioritize and recommend mitigation activities to City Council for funding.
- Coordinate grant application, if post-disaster mitigation grant funds become available.
- Review and update the Multi-Hazard Mitigation Plan, based upon disaster experience and proposed or completed mitigation activities.

6 Direction, Control, and Coordination

The EOC Planning Section’s Mitigation Officer will coordinate all mitigation activities, including post-disaster mitigation grant applications.

7 Information Collection, Analysis, and Dissemination

The Mitigation Officer, Public Information Officer (PIO), and Liaison Officer will:

- Ensure that all City departments are aware of the opportunity to incorporate mitigation projects into response and recovery activities.
- Ensure that the Hillsboro School District, Tuality Hospital, and eligible non-profit agencies are aware of available post-disaster mitigation grant funding opportunities.
- Ensure that the business community is aware of, and is encouraged to propose, opportunities to cooperate with the City and other grant-eligible organizations on mitigation projects.

8 Annex Development and Maintenance

- The EOC Planning Section will coordinate the development and maintenance of this annex.
- This annex should be reviewed annually, and after each implementation. It should then be revised, as needed, based upon situational changes, technology changes, or lessons learned.
- Substantive edits to this annex must be approved by the City Council.

9 Authorities and References

- City of Hillsboro Multi-Hazard Mitigation Plan (located in the EOC, on the City's website, and on the EOC SharePoint site)

10 Appendices

- None at this time.

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Hazard-Specific Annexes

A

HA A – Terrorism

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HA A. Terrorism

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Lead Agency	Police Department
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1 Functional Summary

1.1 Description

- Define agency roles and responsibilities when a terrorist event has occurred or a credible threat has been identified:
 - For crisis management.
 - For consequence management.
- Define a terrorist incident as an event involving a chemical, biological, radiological, nuclear, or explosive device (CBRNE).
- Ensure that emergency response personnel protect themselves and residents from the consequences of a terrorist incident.

1.2 Authority

- Presidential Decision Directive 39, US Policy on Counterterrorism (classified).
- Presidential Decision Directive 62, Protection Against Unconventional Threats to the Homeland and Americans Overseas (classified).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Title 42 U.S.C., Chapter 68).
- Oregon Revised Statutes Chapter 401.
- Hillsboro Municipal Code, Chapter 2.46 Emergency Management.

1.3 Assessment

- Determine whether an incident constitutes a threat or act of terrorism, and classify it as:
 - A credible threat, which may be presented in verbal, written, intelligence-based, or other form;
 - An act of terrorism that exceeds the local Federal Bureau of Investigations (FBI) field division's capability to resolve;
 - The confirmed presence of an explosive device or Weapon of Mass Destruction (WMD) capable of causing a significant destructive event, prior to actual injury or property loss;

HA A. Terrorism

- The detonation of an explosive device, utilization of a WMD, or other destructive event, with or without warning, that results in limited injury or death; or
 - The detonation of an explosive device, utilization of a WMD, or other destructive event, with or without warning, that results in substantial injury or death.
- Determine the geographical boundaries of the incident and impacted jurisdictions.
 - Assess the impact of the incident upon continuity of government.
 - Assess the need to raise the terrorism threat level and implement corresponding actions:
 - See Appendix B - City of Hillsboro Anti-Terrorism Protection Measures.
 - Determine agency roles and responsibilities in a terrorism incident (by Presidential Decision Directive 39):
 - The Federal government exercises primary authority for “crisis management,” and State and local governments provide assistance as required.
 - ≡ “Crisis Management” includes measures to prevent, preempt, and terminate threats or acts of terrorism and to apprehend and prosecute the perpetrators.
 - State and local governments exercise primary authority for “consequence management,” and the Federal government provides assistance as required.
 - ≡ “Consequence management” includes measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.
 - Determine appropriate protective action strategies for citizens in the risk area, including, but not limited to, in-place sheltering, evacuation, quarantine/isolation, access control into contaminated areas, closure of schools and businesses, restrictions on mass gatherings, restrictions on the use of contaminated foodstuffs or public water supplies, and isolation of diseased victims within medical facilities:
 - Assess the need for reception centers or shelters for evacuees, using the guideline that 75% of evacuees will seek shelter at hotels or homes of friends and family

HA A. Terrorism

- Request assistance from the American Red Cross Oregon Trail Chapter to set up shelters, if needed
- Request assistance from the Washington County Departments of Public Health, Aging and Veterans' Services, and Animal Control, if needed.
- Consider that this incident could be a diversionary tactic to draw resources away prior to instigating another terrorist act.
- Determine impact upon water and sewage treatment plants.
- Determine how Incident Command System (ICS) will be implemented, e.g., need for an Emergency Operations Center (EOC), Area Command, on-scene incident command, etc.

1.4 Implementation

- Treat the incident scene as a crime scene, and remember that it may also be a hazardous materials scene and a disaster area.
- Agree upon a division of responsibilities among the Incident Command levels:
 - The on-scene Incident Commander will manage tactical operations at the incident site and in adjacent areas
 - The Area Command Incident Commander will coordinate strategic considerations for tactical operations; i.e., prioritize scene response activities; allocate resources among incidents; coordinate crisis management activities, from a tactical perspective, between City, County, State, and Federal agencies; etc.
 - City EOC Director will coordinate strategic considerations in support of the incident: mobilize and provide local resources, disseminate emergency public information, organize and implement large-scale evacuation, coordinate care for casualties, coordinate shelter and mass care for evacuees, arrange mortuary support, etc.
 - City Department Operations Center (DOC) resources not responding on scene will be used to support EOC activities and normal daily operations
- Activate a National Incident Management System (NIMS) ICS based organization to manage the event (as determined above):
 - Include Federal, State, and local government agencies in Incident Command

HA A. Terrorism

- Ensure communications between Crisis- and Consequence Management agencies
- Activate Area Command, if needed.
- Practice the three basic principles of protection that apply to all CBRNE hazards:
 - Time – Emergency workers should spend the shortest time possible in the hazard area or exposed to the hazard. Use techniques such as rapid entries to execute reconnaissance or rescue and rotate personnel in the hazard zone.
 - Distance – maximize the distance between hazards and emergency responders and the public. For chemical, radiological, and explosive hazards, recommended isolation and protective action distances are included in Reference G of the *Emergency Response Guidebook*.
 - Shielding – Use appropriate shielding to address specific hazards. Shielding can include vehicles, buildings, and personal protective equipment.
- Consult the Emergency Response to Terrorism Job Aid for specific response actions.
- Manage transition from response to recovery operations at each scene

1.5 Demobilization

- Offer responders the opportunity for a “defusing,” using Critical Incident Stress Management techniques, prior to leaving the incident.
- Offer responders the opportunity for a “debriefing,” using Critical Incident Stress Management techniques, within 72 hours of the conclusion of the incident.
- Debrief responders for intelligence purposes prior to leaving the incident, if needed.

2 Incident Command System Summary

2.1 Single-Scene Incident

2.1.1 Incident Command

- Establish a NIMS ICS organization immediately, and include the lead Crisis- and Consequence Management agencies within Incident Command.

HA A. Terrorism

- Establish a single on-scene Incident Command Post in an appropriate location.
- Establish an Area Command, if needed.
- Ensure clear delineation and understanding of crisis management versus consequence management functions and actions (to determine who does what, and to whom).
- Establish an interagency coordination and communication plan.
- Request activation of the EOC for support.
- Delegate implementation of off-site protective actions to the EOC.
- Assess the incident and call for additional resources, as needed.
- Prioritize response actions, if necessary, to area(s) of greatest need.

2.1.2 Information Officer

- Establish and maintain contact with media throughout incident:
 - Ensure that film footage does not compromise first responder safety by broadcasting their positions and movements
 - Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
 - Provide alert, warning, and protective action strategies, as appropriate.
- Consider appropriate uses of the Emergency Alert System and Community Notification System.
- Brief the Mayor and City Council, as needed or requested.
- Prepare the Mayor and City Councilors for press conferences, as requested:
 - Use subject matter experts, if available, to increase credibility with public.
- Participate in the Joint Information Center (JIC), as appropriate.

2.1.3 Safety Officer

- Determine safe perimeters, as appropriate to the hazard (e.g., hot/warm/cold zones, area command, inner- and outer perimeters).

HA A. Terrorism

- Designate and maintain emergency ingress and egress routes.
- Ensure adequate placement and capacity of decontamination resources, if needed:
 - Decontamination must be performed prior to entry into a medical transport, mass care facility, or medical facility, to avoid contaminating those resources
 - Contaminated waste must be appropriately contained and disposed of
- Ensure adequate supply of personal protective equipment for first responders.
- Include warning of presence of a secondary device in safety briefings, if appropriate.
- Ensure that any first responder's exposure to health hazards is properly documented.
- Designate safe and secure locations for the on-scene Incident Command Post and staging areas.

2.1.4 Liaison Officer

- Appoint a Liaison Officer for the Policy Group, if necessary.
- Appoint a Liaison Officer to manage coordination and notifications to assisting agencies, if necessary.

2.1.5 Operations Section Chief

- Treat the incident scene as a crime scene:
 - Respond to and control the incident in accordance with Police Department standard operating procedures (SOPs)/General Order (GO)s
 - Preserve evidence for prosecution of the perpetrators during life safety operations, to extent possible
 - Coordinate and cooperate with lead Crisis- and Consequence Management agencies
- Continue on-scene size-up and hazard/risk assessment:
 - Establish the boundaries of the incident area
 - Identify potential hazards and risks to responders
 - Estimate the need for additional resources

- Establish a secure perimeter:
 - Isolate the area and deny entry
 - In a protracted event, consider incident-specific identification cards to identify authorized workers.
- Initiate protective actions, as needed.
- Incorporate outside- and multi-agency teams into operations plans, as appropriate.
- Clear and/or remove debris, as needed.
- Conduct search and rescue operations.
- Activate multi-patient, mass casualty, and/or mass fatality medical protocols, as appropriate.

2.1.6 Planning Section Chief

- Reference Functional Annex (FA) G – Incident Action Planning Process to set the Planning Cycle timeline and determine operational periods.
- Consider the need for a written Incident Action Plan.
- Assess the impact of the event on the Police Department and other City resources and, specifically, the ability to respond to other calls for service.
- Assess the potential for a secondary device at the incident scene.
- Conduct a damage assessment of City-owned equipment, facilities, and infrastructure.
- Establish and maintain status reporting and coordination with assisting jurisdictions, agencies, and volunteers until a Liaison Officer is appointed.
 - Ensure that all outside- and multi-agency team members are included in Resource Status.
- Determine the need and capacity to provide decontamination prior to evacuees entering mass care facilities (shelters and temporary reception centers).
- Alert the regional hospital if a need is anticipated for healthcare facilities located outside the impacted area to provide decontamination and medical care for incident victims.

HA A. Terrorism

- Plan for re-entry of evacuees, including traffic control and access control.
- Appoint a Recovery Management Specialist.
- Plan for reallocation/demobilization of resources as needed or as the incident scene winds down.

2.1.7 Logistics Section Chief

- Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel:
 - In a protracted event, consider use of Washington County Consolidated Communications Agency's (WCCCA) portable 800-MHz repeater and additional handheld radios or Federal portable radio systems
 - Use the most secure means to relay information that may cause distress or panic or that may fuel rumors, (i.e., written message, face-to-face contact, e-mail, or land-line telephone, not cellular telephone, cordless telephone, or non-secure radio).
- Stage adequate supplies of items likely to be in demand.
- Ensure that adequate capacity of decontamination and medical care for first responders.
- Provide on-scene emergency power and/or lighting, as needed.
- Order food for first responders and EOC staff, if needed.
- Plan for subsequent shifts of first responders and EOC staff, if needed.

2.1.8 Finance Section Chief

- Assist in purchase and rent/lease of resources, if needed.
- Report a running total of incident costs to the Policy Group, as requested.
- Ensure adequate cost documentation for cost recovery, if available.
- Ensure adequate medical documentation of exposures or injuries to first responders.

2.1.9 Policy Group

- Determine whether protective actions, including evacuation, in-place sheltering, and/or quarantine/isolation, will be voluntary or mandatory:

HA A. Terrorism

- Mandatory evacuation and/or in-place sheltering require a declaration of emergency
- Mandatory quarantine/isolation requires a court order requested by Washington County Public Health.

2.1.10 County Public Health Official

- Declare a state of emergency, if needed, to:
 - Request additional resources from Washington County
 - Conduct a forced evacuation of residents or businesses
 - Implement emergency powers, such as curfew or designation of emergency areas.
- Assist in prioritization, if needed, when resources are overwhelmed and cannot respond to all incident locations.

2.2 Multi-Scene Incident – Area Command**2.2.1 Incident Command**

- Establish a NIMS ICS organization immediately, and include the lead Crisis- and Consequence Management agencies within Incident Command.
- Establish communications with the on-scene Incident Command Post for each incident location.
- Request activation of the EOC for support.
- Ensure clear delineation and understanding of Area Command versus EOC operations.
- Request implementation of off-site protective actions by the EOC.
- Assess/size-up the incident and call for additional resources, as needed.
- Prioritize response actions, if necessary, to area(s) of greatest need.

2.2.2 Information Officer

- Establish and maintain contact with the media throughout the incident:
 - Ensure that film footage does not compromise first responder safety by broadcasting their positions and movements

HA A. Terrorism

- Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
- Provide alert, warning, and protective action strategies, as appropriate.
- Consider appropriate uses of the Emergency Alert System and Community Notification System.
- Brief the Mayor and City Council, as needed or requested.
- Prepare the Mayor and City Councilors for press conference, as requested:
 - Use subject matter experts, if available, to increase credibility with public
- Participate in the JIC, as appropriate.

2.2.3 Liaison Officer

- Appoint a Liaison Officer for the Policy Group, if necessary.
- Appoint a Liaison Officer to manage coordination and notifications to assisting agencies, if necessary.

2.2.4 Planning Section Chief

- Coordinate with the Planning Section at the EOC to develop Incident Action Plan.
- Assess the potential for a secondary device at the incident scene.
- Establish and maintain status reporting and coordination with assisting jurisdictions, agencies, and volunteers until a Liaison Officer is appointed.
 - Ensure that all outside- and multi-agency team members are included in Resource Status.
- Determine the need and capacity to provide decontamination prior to evacuees entering mass care facilities (shelters and temporary reception centers).
- Alert the regional hospital if need is anticipated for healthcare facilities located outside the impacted area to provide decontamination and medical care for incident victims.
- Plan for reallocation/demobilization of resources, as needed, or as incident scene winds down.

2.2.5 Logistics Section Chief

- Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel:
 - In a protracted event, consider use of WCCCA’s portable 800-MHz repeater and additional handheld radios or Federal portable radio systems
 - Use the most secure means to relay information that may cause distress or panic or that may fuel rumors, (i.e., written message, face-to-face contact, e-mail, or land-line telephone, not cellular telephone, cordless telephone, or non-secure radio).
- Stage adequate supplies of items likely to be in demand.
- Ensure adequate capacity of decontamination and medical care for first responders.
- Provide on-scene emergency power and/or lighting, as needed.
- Request the EOC to provide food for first responders, if needed.
- Request the EOC plan for subsequent shifts of first responders, if needed.

2.3 Multi-Scene Incident – Emergency Operations Center

2.3.1 Incident Command

- Establish a NIMS ICS organization immediately, and include the lead Crisis and Consequence Management agencies within Incident Command.
- Establish communications with Area Command.
- Ensure clear delineation and understanding of Area Command versus EOC functions.
- Establish an interagency coordination and communication plan.
- Implement protective actions for areas adjacent to incident locations, as needed.
- Assess the incident and call for additional resources, as needed.
- Prioritize response actions, if necessary, to area(s) of greatest need.

2.3.2 Information Officer

- Establish and maintain contact with media throughout the incident.
 - Ensure that film footage does not compromise first responder safety by broadcasting their positions and movements
 - Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
 - Provide alert, warning, and protective action strategies, as appropriate
- Consider appropriate uses of the Emergency Alert System and Community Notification System.
- Brief the Mayor and City Council, as needed or requested.
- Prepare the Mayor and City Councilors for press conference, as requested:
 - Use subject matter experts, if available, to increase credibility with public
 - Participate in the JIC, as appropriate

2.3.3 Safety Officer

- Determine safe perimeters, as appropriate to the hazard (e.g., hot/warm/cold zones, area command, and inner- and outer perimeters).
- Designate and maintain emergency ingress and egress routes.
- Ensure adequate placement and capacity of decontamination resources, if needed.
- Ensure an adequate supply of personal protective equipment for first responders.
- Ensure that any first responder's exposure to health hazards is documented, as appropriate.

2.3.4 Liaison Officer

- Appoint a Liaison Officer for the Policy Group, if necessary.
- Appoint a Liaison Officer to manage coordination and notifications to assisting agencies, if necessary.

2.3.5 Operations Section Chief

- Treat the incident scene as a crime scene:
 - Respond to and control the incident in accordance with Police Department SOPs/GOs
 - Preserve evidence for prosecution of the perpetrators during life safety operations, to extent possible
 - Coordinate and cooperate with lead Crisis- and Consequence Management agencies.
- Continue on-scene size-up and hazard/risk assessment:
 - Establish the boundaries of the incident area
 - Identify potential hazards and risks to responders
 - Estimate the need for additional resources.
- Establish a secure perimeter:
 - Isolate the area and deny entry
 - In a protracted event, consider incident-specific identification cards to identify authorized workers.
- Initiate protective actions, as needed.
- Incorporate outside- and multi-agency teams into operations plans, as appropriate.
- Clear and/or remove debris, as needed.
- Conduct search and rescue operations.
- Activate multi-patient, mass casualty and/or mass fatality medical protocols, as appropriate.

2.3.6 Planning Section Chief

- Reference FA G – Incident Action Planning Process to set Planning Cycle timeline and determine operational periods.
- Consider the need for written Incident Action Plan.
- Assess the impact of the event on Police Department and other City resources and, specifically, the ability to respond to other calls for service

HA A. Terrorism

- Conduct damage assessment of City-owned equipment, facilities, and infrastructure.
- Establish and maintain status reporting and coordination with assisting jurisdictions, agencies, and volunteers until a Liaison Officer is appointed:
 - Ensure that all outside- and multi-agency team members are included in Resource Status.
- Plan for re-entry of evacuees, including traffic control and access control.
- Appoint a Recovery Management Specialist.
- Plan for reallocation/demobilization of resources, as needed, or as the incident scene winds down.

2.3.7 Logistics Section Chief

- Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel:
 - In a protracted event, consider use of WCCCA's portable 800-MHz repeater and additional handheld radios or federal portable radio systems
 - Use the most secure means to relay information that may cause distress or panic or that may fuel rumors, (i.e., written message, face-to-face contact, e-mail, or land-line telephone, not cellular telephone, cordless telephone, or non-secure radio).
- Stage adequate supplies of items likely to be in demand.
- Ensure adequate capacity of decontamination and medical care for first responders.
- Provide on-scene emergency power and/or lighting, as needed.
- Order food for first responders and EOC staff, if needed.
- Plan for subsequent shifts of first responders and EOC staff, if needed.

2.3.8 Finance Section Chief

- Assist in purchase and rent/lease of resources, if needed.
- Report a running total of incident costs to the Policy Group, as requested.

HA A. Terrorism

- Ensure adequate cost documentation for cost recovery, if available.
- Ensure adequate medical documentation of exposures or injuries to first responders.

2.3.9 Policy Group

- Determine whether protective actions, including evacuation, in-place sheltering, and/or quarantine/isolation, will be voluntary or mandatory:
 - Mandatory evacuation and/or in-place sheltering require a declaration of emergency
 - Mandatory quarantine/isolation requires a court order requested by the Washington.

2.3.10 County Public Health Official

- Declare a state of emergency, if needed, to:
 - Request additional resources from Washington County
 - Conduct a forced evacuation of residents or businesses
 - Implement emergency powers, such as curfew or designation of emergency areas.
- Assist in prioritization, if needed, when resources are overwhelmed and cannot respond to all incident locations.

3 Related Documents

- Washington County Emergency Operations Plan (County Emergency Management Office)
- Washington County Emergency Operations Plan, Appendix 1: Terrorist Incident Response and Recovery Plan (Emergency Management Office)
- Washington County Mass Fatalities Incident Plan (Emergency Management Office)
- Mass Casualty Incident Protocol (Emergency Management Office)
- Emergency Response to Terrorism Job Aid (Emergency Management Office, Fire Apparatus)

4 Appendices

- Appendix A – City of Hillsboro Bomb Threat Checklist
- Appendix B – City of Hillsboro Anti-Terrorism Protection Measures

- Appendix C – FBI Advisory – Suspicious Mail Handling Procedures

Appendix A City of Hillsboro Bomb Threat Checklist

Hillsboro Police Department
255 S. E. 10th Avenue
Hillsboro, Oregon 97123



*** CALL 9-1-1 ***

BOMB THREAT CHECKLIST

PLACE THIS CARD UNDER YOUR TELEPHONE

Questions to Ask Caller:

- 1. When is the bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. What is your address?
9. What is your name?

EXACT WORDING OF THE THREAT:

Blank lines for recording the exact wording of the threat.

Sex of Caller: Male Female Age:

Race: Length of Call:

Number at which call was received:

Time: Date: / /

BOMB THREAT CHECKLIST

BOMB THREAT CHECKLIST

CALLER'S VOICE (check all that apply):

- Checkboxes for voice characteristics: Calm, Angry, Excited, Slow, Rapid, Soft, Loud, Laughter, Crying, Normal, Distinct, Slurred, Whispered, Nasal, Stutter, Lisp, Raspy, Deep, Ragged, Clearing throat, Deep breathing, Cracking voice, Disguised, Accent, Familiar.

If the voice is familiar, whom does it sound like?

Blank lines for identifying a familiar voice.

BACKGROUND SOUNDS (check all that apply):

- Checkboxes for background sounds: Street noises, Crockery, Voices, P.A. System, Music, House noises, Motor, Office machinery, Factory machinery, Animal noises, Clear, Static, Local, Long distance, Booth, Other.

THREAT LANGUAGE (check all that apply):

- Checkboxes for threat language: Well spoken (educated), Foul, Irrational, Message read by threat maker, Incoherent, Taped.

REMARKS:

Blank lines for recording remarks.

Report call immediately to:

at Phone Number:

Your Name:

Your Position:

Your Phone Number:

BOMB THREAT CHECKLIST

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Appendix B City of Hillsboro Anti-Terrorism Protection Measures

Threat Level: LOW (as determined by Hillsboro Police Department)
A “LOW” level incident can be handled within the normal organization and procedures of the responding departments.

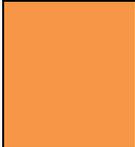
Recommended Minimum “Daily Operations” Measures:

- All Employees
 - Review Department security plans and procedures (at least annually).
 - **** Wear visible, city-issued photo ID.**
 - Report any suspicious activities in or around the workplace to your supervisor.
 - Secure rooms/areas that are not in use.
 - Conduct periodic checks of areas accessible to the general public for any suspicious items (including building exteriors).
 - Have all deliveries made to a single point at each facility.
 - Review “Medium Threat” procedures (at least annually).
- Incident Management
 - Verify that contact information for key staff is current (including EOC personnel).
- Police Department
 - Implement “All Employees” measures noted above.
 - Check availability of personnel and resources.
 - Patrol potential targets.
- Fire Department
 - Implement “All Employees” measures noted above.
 - Check availability of personnel and resources.
- Public Works and Water Departments
 - Implement “All Employees” measures noted above.

HA A. Terrorism

- Check availability of personnel and resources.
- Coordinate with Police to have remote/unstaffed facilities regularly checked.
- Maintain stockpile of resources required for “Medium” threats.

** This is a recommendation from the Hillsboro Police Department. Wearing a visible, city-issued photo ID may require a policy change for some departments.



Threat Level: MEDIUM (as determined by Hillsboro Police Department)
A “MEDIUM” threat level has special or unusual characteristics requiring a coordinated response by more than one city department.

Recommended Minimum Protective Measures:

■ **All Employees – In addition to “Low” threat level minimum protective measures, also:**

- Review applicable “Medium” security plans and procedures.
- All staff wear visible, city-issued photo ID.
- Maintain high vigilance for suspicious activity in and around the workplace.
- Limit access to each facility to one central door.
 - ⌘ Verify photo ID of everyone entering the “employees only” areas of each facility.
 - ⌘ Have everyone (employees and public) sign-in and sign-out.
 - ⌘ Verify nature of visit of people entering the facility.
- Conduct routine checks of all areas of the facility that are not secured.
- Ensure that all City vehicles and equipment are fueled and ready.
- Consider restricting parking in, under, or near facilities.
- Review “High Threat” procedures.

■ **Incident Management**

- Advice EOC members and key personnel (as determined by Hillsboro Police).
- Consider activating the EOC to track implementation of security measures and monitor the situation.
- Consider suspending non-essential services.
- Consider sending non-essential personnel home.
- Consider maintaining a 24-hour presence at all facilities (with appropriate communications).

HA A. Terrorism

- Review/consider additional hardening/security measures for facilities.

■ Police Department

- Implement “All Employees” measures noted above.
- Maximize availability of personnel and resources (e.g., temporarily transfer Administrative Officers to Patrol, or consider canceling leaves/vacation).
- Consider activating specialized teams or place them on alert (standby).
- Inventory and inspect all specialized supplies and equipment that may be needed for response.
- Increase patrols of potential targets.
- If specific potential targets are identified, consider maintaining a 24-hour armed presence at those locations (coordinate with facility managers).

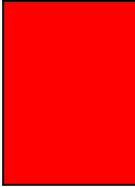
■ Fire Department

- Implement “All Employees” measures noted above.
- Consider staffing additional apparatus.
- Inventory and inspect all specialized supplies and equipment that may be needed for response.
- Consider restricting crews to their stations, when not responding to calls.

■ Public Works and Water Departments

- Implement “All Employees” measures noted above.
- Check availability of personnel and resources.
- Inventory and inspect all specialized supplies and equipment that may be needed for response.
- Consider staging resources that may be needed for responding to a “High Threat” or for response to an actual attack.
- Consider conducting periodic communications checks with remote personnel and facilities.
- Coordinate with police to have remote facilities regularly checked.

HA A. Terrorism



Threat Level: HIGH (as determined by Hillsboro Police Department)
A “High” threat level requires the coordinated response of all levels of government to save lives and protect the property of a large portion of the population.

Recommended Minimum Protective Measures:**■ All Employees and Staff - In addition to “Medium” threat level minimum protective measures, also:**

- Review applicable emergency response procedures.
- Consider closing all non-critical facilities to public access.
- Limit access to each facility to one central door.
 - ⌘ Verify photo ID of everyone entering the facility.
 - ⌘ Have everyone (employees and public) sign in and sign out of “employees only” areas.
 - ⌘ Verify nature of visit of people entering “employees only” areas.
- Have all deliveries made to a single point of delivery for all City facilities.
- Secure rooms/areas that are not in use.
- Conduct continuous checks of all areas of the facility that are not secured.
- Ensure all City vehicles and equipment are fueled and ready.
- Restrict parking in, under, or near facilities.

■ Incident Management

- Advise EOC members and key personnel (as determined by Hillsboro Police).
- Activate the EOC to track implementation of security measures and monitor the situation.
- Consider suspending non-essential services.
- Consider suspending acceptance of all deliveries at facilities, or restricting hours of delivery.
- Consider maintaining a 24-hour presence at all (with appropriate communications).

HA A. Terrorism

- Consider sending non-essential personnel home.
- Review emergency response procedures.
- Consider additional security measures for facilities (as determined by Hillsboro Police).

■ Police Department

- Implement “All Employees” measures noted above.
- Assume Incident Command at EOC.
- Maximize availability of personnel and resources to ensure necessary coverage while being able to provide mutual aid if requested.
 - ⌘ Temporarily transfer Administrative Officers to Patrol.
 - ⌘ Cancel leaves/vacation.
 - ⌘ Call back off-shift officers.
- Activate specialized teams.
- Increase patrols of potential targets.
- If specific potential targets are identified, maintain a 24-hour armed presence at those locations.
- Review emergency response procedures.

■ Fire Department

- Implement “All Employees” measures noted above.
- Consider staffing additional apparatus (including volunteer units) to ensure necessary coverage or to be able to provide mutual aid, if requested.
- Consider restricting crews to their stations, when not responding to calls.
- Review emergency response procedures.

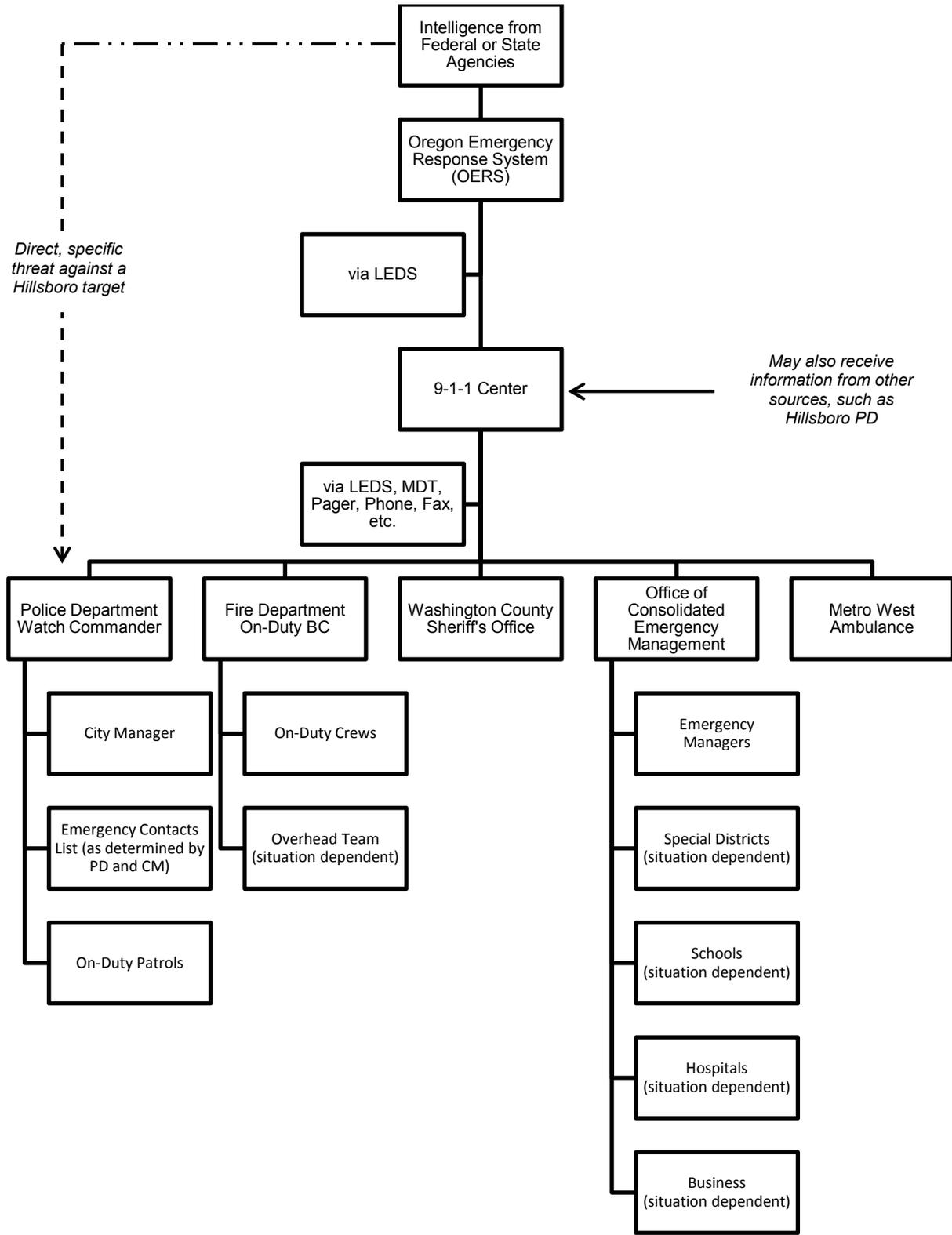
■ Public Works and Water Departments

- Implement “All Employees” measures noted above.
- Check availability of personnel and resources.
- Stage resources that may be needed for responding to an actual attack or mutual aid request.

HA A. Terrorism

- Conduct periodic communications checks with remote personnel and facilities.
- Review emergency response procedures.

City of Hillsboro Terrorism Threat Notification Tree



Notes

- The extent of City Staff notifications is, necessarily, situation dependent.
 - Hillsboro Police Department and City Manager will determine which departments should be notified, depending upon the specific threat information received.
 - Notifications will be made using the Emergency Contacts List.
 - If notified, Department Managers are responsible for ensuring appropriate members of their respective staffs are notified.
- Dashed-line boxes represent information flow through agencies other than the City of Hillsboro.
- The dashed line from the FBI to Hillsboro Police indicates that, in the event of a direct threat, the FBI would be on site to notify the City and assist in the response.

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Appendix C FBI Advisory – Suspicious Mail Handling Procedures

FBI Advisory

If you receive a suspicious letter or package

What should you do?

- 1 Handle with care
Don't shake or bump**
- 2 Isolate and look for indicators**
- 3 Don't Open, Smell or Taste**
- 4 Treat it as Suspect!
Call 911**



If parcel is open and/or a threat is identified...

For a Bomb

Evacuate Immediately
Call 911 (Police)
Contact local FBI

For Radiological

Limit Exposure - Don't Handle
Distance (Evacuate area)
Shield yourself from object
Call 911 (Police)
Contact local FBI

For Biological or Chemical

Isolate - Don't Handle
Call 911 (Police)
Wash your hands with soap and warm water
Contact local FBI



Police Department _____

Fire Department _____

Local FBI Office _____

(Ask for the Duty Agent, Special Agent Bomb Technician, or Weapons of Mass Destruction Coordinator)

GENERAL INFORMATION BULLETIN 2000-2
Produced by: Ready Data Center
Weapons of Mass Destruction Operations Unit

HA A. Terrorism

(CNN) -- The following steps about what to do if you suspect mail is contaminated with anthrax are provided courtesy of the United States Postal Service.

1. Do not handle the mail piece or package suspected of contamination
2. Notify your supervisor, who will immediately contact the Inspection Service, local police, safety office or designated person
3. Make sure that damaged or suspicious packages are isolated and the immediate areas are cordoned off
4. Ensure that all persons who have touched the mail piece wash their hands with soap and water
5. Call a postal inspector to report that you've received a parcel in the mail that may contain biological or chemical substances. An inspector will collect the mail, assess the threat situation and coordinate with the FBI
6. Designated officials will notify local, county and state health departments
7. Designated officials will notify the state emergency manager
8. List all persons who have touched the letter and/or envelope. Include contact information. Provide the list to the postal inspector
9. Place all items worn when in contact with the suspected mail piece in plastic bags and have them available for law enforcement agents
10. As soon as practical, shower with soap and water
11. If prescribed medication by medical personnel, take it until otherwise instructed or it runs out
12. Call the Center for Disease Control Emergency Response at (770) 488-7100 for answers to any questions.

B

HA B – Earthquake

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Lead Agency	Fire Department
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1 Functional Summary

1.1 Description

- Describe response measures specific to an earthquake scenario.
- Describe some legal options that may be necessary to obtain additional resources and to protect the public.

1.2 Authority

- Oregon Revised Statutes 401.
- Hillsboro Municipal Code Chapter 2.46.

1.3 Assessment

- Determine extent of damage from the earthquake.
- Determine the status of on-duty personnel.
- Determine the status of communications.
- Determine whether a declaration of emergency is warranted.
- Determine whether additional resources from Washington County are needed.
- Determine any specific emergency measures needed to ensure public safety.
- Determine whether temporary shelters are required.

1.4 Implementation

- Determine whether to call off-duty personnel for assistance.
- Determine how to split staffing for 24-hour coverage, if needed.
- Determine whether there are appropriate uses for existing City-sponsored volunteer groups (firefighters, reserve police officers, Community Emergency Response Team [CERT] members, etc.)
- Determine whether activation of the Volunteer Center is needed to recruit and train emergency volunteers
- Work through the Washington County Emergency Operations Center (EOC) to access support from:

- American Red Cross Oregon Trail Chapter
- Utilities – Verizon, NW Natural, PGE, AT&T Broadband
- National Weather Service
- Washington County Amateur Radio Emergency Service (ARES)
- WCCCA
- Washington County Information Hotline
- Washington County Donations Management Hotline
- Washington County Volunteer Hotline
- Regional Hazardous Materials Team
- Technical Rescue Team
- Urban Search & Rescue Team (Federal Emergency Management Agency [FEMA])

2 Incident Command System Position Summary

2.1 Incident Commander

- Determine who should be represented in a unified command structure.
- Consider activating the EOC.
- Determine whether an aerial damage assessment of the City is warranted:
 - The Joint Water Commission may require a damage assessment of Barney Reservoir within an acceptable time limit
- May need coordination through the Washington County EOC (if aircraft become scarce assets, they'll be allocated regionally).
- Obtain “emergency area” designations, as appropriate for life safety:
 - Emergency Areas should be included in the Declaration of Emergency
 - Subsequent designations must be approved by City Council or City Manager.
- Determine restoration priorities for City communications systems
- Determine restoration priorities for utilities.

HA B. Earthquake

- Appoint a liaison to City Council; provide situation and resource status reports.

2.2 Public Information Officer

- Provide press releases and status updates to media.
- Determine whether the Washington County EOC will activate the Joint Information Center (JIC) and whether the City needs to send a representative.
- Work with Planning and Logistics to determine whether to activate a call center for “rumor control,” and assist with call taker training, if needed.
- Prepare elected officials and City management for media interviews, if needed.
- Prepare public service announcements regarding “earthquake safety,” if needed.

2.3 Safety Officer

- Ensure that City departments initiate protective actions for their staff and resources, as appropriate (e.g., pull fire apparatus out of stations, evacuate City buildings and account for employees, conduct radio roll-call of deployed staff).
- Remind responders of the proper protective actions to take during an aftershock.
- Determine which activities can be safely performed by volunteers and what level of training, safety gear, and supervision is required.

2.4 Operations Section Chief

- Establish communications with Department Operations Centers (DOCs) that have been activated.
- Allocate assigned resources to meet defined strategy (as defined by Incident Command or contained in the Incident Action Plan).
- Coordinate with the Planning Section to maintain current traffic and road status displays for evacuation or emergency access routes.
- Assist Planning with the Initial Damage Assessment.
- Coordinate with the Fire DOC, as needed, to
 - Assist in damage assessment

HA B. Earthquake

- Determine extent of fire and hazardous materials damage
 - Direct structural search and rescue efforts
 - Identify alternate water sources for fire suppression, if needed
 - Coordinate property protection and fire prevention in evacuated areas
 - Analyze damage with respect to sufficiency of fire codes, and recommend changes, if indicated
- Coordinate with the Police DOC, as needed, to
 - Assist in damage assessment
 - Provide security and limit entry into or reroute travel around declared emergency areas or other hazardous areas
 - Maintain perimeters and patrol evacuated areas
 - Assist other responders.
 - Coordinate with the Public Works DOC, as needed, to
 - Assist in damage assessment
 - Repair street, traffic signal, and storm/sewer line damage, in accordance with restoration priorities
 - Assist, as requested, to limit entry into or reroute travel around declared emergency areas or other hazardous areas
 - Maintain current traffic and road status for evacuation or emergency access routes.
 - Coordinate with the Water DOC, as needed, to
 - Assist in damage assessment
 - Repair water supply damage, in accordance with restoration priorities
 - Work with regional water providers to maintain supply
 - Assess damage to Barney Reservoir and provide status to Tillamook County.
 - Coordinate with the Building Department, as needed, to
 - Prioritize damage assessment efforts

HA B. Earthquake

- Organize and staff damage assessment teams, with assistance from other departments
- Analyze damage with respect to sufficiency of building codes, and recommend changes, if indicated.

2.5 Planning Section Chief

- Track the status of City employee evacuations
- Work with City departments to conduct damage assessment of City resources:
 - Notify Logistics of which facility and equipment damages require immediate repair or replacement
 - Determine water supply for fire suppression
 - Determine the status of water supply, storm drains, sewer system, and streets
 - Determine the need for supplying potable water and portable sanitation facilities.
- Initiate City-wide damage assessment procedures, if appropriate:
 - See FA D – Damage Assessment
 - Includes a listing of “critical and vulnerable facilities” that could be a high priority for damage assessment, sorted by fire station service area.
- Determine whether to draft a declaration of emergency for City Council approval:
 - See FA E – Emergency Declaration Process.
- Complete the Initial Damage Assessment Form and forward it to the Washington County EOC.
- Coordinate with Operations, Washington County Consolidated Communications Agency (WCCCA), and Washington County EOC to maintain current traffic and road status for evacuation or emergency access routes.
- Provide status updates to Operations on water supply for fire suppression.
- Work through the Washington County EOC to coordinate utility restoration priorities.

HA B. Earthquake

- Draft a staffing pattern for 24-hour coverage, if needed.
- Establish a status report schedule with the Washington County EOC.
- Determine need for a price-gouging ordinance.
- Establish a schedule for the planning cycle and oversee the planning process.
- Coordinate with the Washington County EOC and franchised garbage collectors for food-type garbage collection, general trash collection, and debris removal priorities.
- Coordinate any public health–related issues with the Washington County EOC.
- Determine the need for care of City employees’ children (if not otherwise available).
- Maintain liaison with assisting nonprofit organizations by contacting the American Red Cross Oregon Trail Chapter representative at the Washington County EOC.
- Work with the City Recorder to ensure adherence to records management/retention rules
- Coordinate with Washington County Public Health officials to provide health and sanitation inspections, as needed.

2.6 Logistics Section Chief

- Assess damage to City communications systems and equipment:
 - Repair or replace in accordance with restoration priorities
 - Provide additional communications capability, as needed.
- Implement procedures to check on families of on-duty staff, as requested.
- Determine which DOCs have been activated and provide them communications with the EOC.
- Coordinate with City departments to determine staff available for response efforts.
- Establish communications with the Washington County EOC and cooperating jurisdictions, as needed.
- Determine whether to activate volunteers:

HA B. Earthquake

- Request Washington County ARES support
- Activate CERT members
- Provide volunteer staffing needs to Washington County’s “Volunteer Hotline” for their assistance in recruiting.
- Determine whether to activate a call center for damage assessment reports and general “rumor control.”
 - Work with the Public Information Officer (PIO) and Planning to determine need
 - Provide staffing and communications, if needed.
- Coordinate with WCCCA to ensure continued dispatch capability for Fire and Police.
- Assist with mapping of damage assessment and building inspection information.
- Work with Incident Command, Operations, and Finance to establish guidelines and procedures for lease or purchase of emergency supplies and equipment.

2.7 Finance Section Chief

- Assess financial tracking needed to facilitate potential cost recovery, and provide guidelines to Logistics and Operations.
- Ensure that responder actions are documented, including incident location, times, equipment, etc., to facilitate potential cost recovery and provide guidelines to Operations and Logistics.
- Ensure that volunteer hours are documented sufficiently for both worker insurance coverage and for use as “in-kind” matching funds in potential cost recovery.
- Consider implementing emergency purchasing and contracting procedures.
- Oversee preparation of necessary damage and cost recovery reports.

2.8 Department Operations Centers

- Establish communications with the Operations Section in the EOC.
- Prioritize response efforts as directed by Incident Command.
- Dispatch and track department resources (non-Fire and Police).

- Maintain communications with field personnel.
- Provide situation and resource status reports to the EOC, as requested.
- Request additional resources through the EOC.
- Participate in post-incident analysis.

2.9 Policy Group

- Sign declaration of emergency, if warranted.
 - Include any emergency measures necessary to protect life and safety.
 - Ensure that all City resources have been expended prior to requesting additional support from Washington County.
 - Include any designated “emergency areas” to be evacuated and re-entry prohibited, upon recommendation from the Building Official, Fire Marshal, or Police Chief.
- Approve emergency funding beyond budgeted amounts, if necessary.
- Make policy decisions, such as whether to:
 - Recommend or enforce evacuations from designated emergency areas
 - Impose emergency measures (e.g., anti-price-gouging, building condemnations, curfew)
 - Upgrade building or fire codes, based upon damages encountered
 - Change zoning or land use, based upon damages encountered
 - Allow emergency housing (e.g., “tent cities”) to exist, and under what conditions
 - Allow limited re-entry into condemned areas for property retrieval
 - Ensure temporary space for businesses during reconstruction process (e.g., permitting temporary buildings on land zones for other uses)
- Prioritize City-funded or sponsored recovery and/or mitigation projects, such as:
 - Repair/replacement of city facilities

HA B. Earthquake

- Repair of or upgrades to City-maintained roadways, water lines, storm drains, and sewer system
- Hiring/contracting additional staff to implement programs.

3 Appendices

- None at this time.

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HA C – Fire

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Lead Agency	Fire Department
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1 Functional Summary

1.1 Description

The City of Hillsboro has the potential to experience both large structural and urban/wildland interface fires. Such fires may arise as isolated incidents, or they may be caused by other emergencies, such as earthquakes. In addition, they may be complicated by the presence of hazardous materials and extreme weather conditions. This section shall provide information and guidance in the event of a fourth alarm or greater fire.

1.2 Response Planning

Planning and preparedness for structural and wildland interface fires in all phases of emergency management is the responsibility of the Fire Department. Remaining City departments are responsible for planning to maintain their own operations and services during fire incidents and for supporting the Fire Department as requested.

Extreme fire activity may require the reduction or discontinuation of emergency medical services (EMS) response by the Hillsboro Fire Department.

1.2.1 Suppression Assistance

Additional resources that may be required to respond to a large fire may be obtained through automatic aid or mutual aid agreements. These agreements are developed and maintained by the Fire Department. Extremely large incidents, or incidents involving more than one fire burning at one time, may require implementation of the State Conflagration Act

Primary Fire Agencies include:

- Office of the State Fire Marshal (503) 378-3473

For Wildland Fire:

- Northwest Interagency Coordination Center (503) 294-7405*

The Northwest Interagency Coordination Center provides centralized coordination of dispatch of all wildland agency fire resources in Washington and Oregon. Policy makers of the primary agencies represented at the center can be reached at the office numbers listed below:

- Bureau of Land Management – Oregon State Office (503) 231-6894
- USDA Forest Service Regional Office (503) 221-2931

- Mt. Hood National Forest (503) 667-6410*
- Oregon Department of Forestry (503) 378-2373

Resources available through wildland agencies include aerial retardants, communications equipment, engines, infrared detection, and trained crews and Incident Command System (ICS) personnel.

** These are 24-hour numbers and should not be released to the public without prior approval of the Northwest Interagency Coordination Center and the Mt. Hood National Forest.*

1.2.2 Fire Weather

Timely and accurate weather forecasting is vital to fire suppression efforts. During the summer months, the National Weather Service provides detailed daily fire weather forecasts to wildland fire agencies. In addition, the National Weather Service can provide special, incident-specific weather forecasts or on-site forecasting to aid fire personnel.

National Weather Service (503) 326-2340
or (503) 281-2618*

** This is a 24-hour number and should not be released to the public without prior approval of the National Weather Service.*

1.3 Communications

The Fire Department is responsible for the timely issuance of fire warnings and information to the public and for the notification of the City Emergency Management Organization. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural disaster that would increase the chance of fire, or during periods of extreme hot, dry, and windy weather, additional public information briefings will be conducted.

1.4 Emergency Service Actions

All ICS functions accrue to the Fire Department unless directed by Incident Command.

1.4.1 Fire Department

1.4.1.1 Warning

- Assess staffing. Increase personnel during periods of increased risk, as necessary.
- Review status and location of equipment, fuel, and other essential supplies.

HA C. Fire

- Consider repositioning equipment if the current location could become cut off or if staging equipment closer to high-risk areas would be more effective.
- Check generators and other power, lighting, and communications equipment.
- Determine the fire readiness of vehicles and equipment.
- Consider activation of volunteers.
- Conduct wildland suppression training.
- Alert field personnel and fire stations. Consider daily fire weather briefings during extreme fire danger.

1.4.1.2 Impact

- Assume Incident Command.
- Assess the fire situation, including a determination of the affected area. Obtain information such as current and predicted speed and direction of wind, resources committed and available, etc.
- Notify Emergency Management staff.
- Maintain communications with operating units and fire station personnel.
- Keep information on access routes up-to-date. Utilize appropriate routes as conditions change. Keep other departments informed of changes in the use of such routes.
- Consider activating the Emergency Operations Center (EOC).
- Establish and maintain contact with mutual aid cooperators and other fire agencies.
- Consider activating the Conflagration Act.
- Consider reducing or discontinuing EMS response.
- Establish and maintain contact with the National Weather Service to ensure adequate forecasting support. Make sure on-scene personnel receive all weather information on a timely basis.
- Provide public information and direction.

HA C. Fire

- Coordinate scene control with the Police Department. Allow no one in the fire area except authorized emergency personnel and properly escorted press.
- Establish and maintain communications with the EOC if activated. Provide situation updates on a periodic basis and as major changes occur.
- Establish containment and control of the fire according to Department standard operating guidelines.
- EOC Activation:
 - Activate and staff appropriate Command and General Staff positions. Brief staff on current conditions, capabilities, and activities.
 - Provide the Logistics Section with a list of outstanding or en route requests for additional supplies, resources, etc.
 - Provide the Planning Section with a list of resources committed to the incident and those available to be assigned.
 - Maintain time and expenditure reports for the Finance Section.
- Maintain a Unit Log of decisions made and actions taken.

1.4.1.3 Recovery

- Release excess personnel and equipment.
- Resume EMS response (if discontinued).
- Complete necessary paperwork and reports.
- Conduct critique.

1.4.2 Police Department**1.4.2.1 Warning**

- Upon receipt of warning from the Fire Department (or upon notification that an incident has occurred without warning), notify appropriate Emergency Management Staff as directed.
- Review the status and location of personnel, equipment, fuel, vehicles, and other essential supplies for use during and after the incident.
- Check generators and other power, lighting, and communications equipment.

- Assess staffing. Consider activating Reserves and/or Cadets/Explorers.
- Alert field units.

1.4.2.2 Impact

- Keep information on condition of evacuation and access routes up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed as conditions change.
- Maintain communication with field units.
- Develop scene and traffic control plans with the Fire Department. Limit travel into the fire area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.
- Coordinate alert and warning and evacuation planning with the Fire Department and the Public Information Officer.
- Conduct evacuations according to Police Department standard operating guidelines.
- EOC Activation:
 - Assume/staff ICS positions as requested by Incident Command. Brief staff on current conditions, capabilities, and activities.
 - Provide the Logistics Section with a list of outstanding or en route requests for additional supplies, resources, etc.
 - Provide the Planning Section with a list of resources committed to the incident and those available to be assigned.
 - Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of Decisions made and actions taken.

1.4.2.3 Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

1.4.3 Public Works Department

1.4.3.1 Warning

- Review status and location of equipment, fuel, etc., for use during and after the fire.
- Check generators and other power, lighting, and communications equipment.
- Assess staffing.
- Alert field personnel of the impending situation.
- So far as is practical, put personnel and equipment on alert, and keep in communication with operating and alert crews.

1.4.3.2 Impact

- Assist the Fire and Police Departments in planning evacuation and access routes, traffic and scene control, fireline construction, and other activities as requested.
- EOC Activation:
 - Assume/staff ICS positions as requested by Incident Command. Brief staff on current conditions, capabilities, and activities.
 - Provide the Logistics Section with a list of outstanding or en route requests for additional supplies, resources, etc.
 - Provide the Planning Section with a list of resources committed to the incident and those available to be assigned.
 - Maintain time and expenditure reports for the Finance Section.
- Maintain Unit Log of decisions made and actions taken.

1.4.3.3 Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

2 Appendices

- None at this time.

D

HA D – Flood

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Lead Agencies**Public Works Department
Water Department**

1 Functional Summary

1.1 Description

- Describe activities specific to flood response.

1.2 Authority

- Oregon Revised Statutes 401.
- Hillsboro Municipal Code Chapter 2.46.

1.3 Assessment

- Determine expected duration of flooding event.
- Determine the extent of impacted area.
- Determine the extent of damages within the impacted area.
- Determine protective measures needed for life safety, the environment, and property.
- Determine whether the City's government is impacted by the flooding, and whether actions are necessary to maintain continuity of government.

1.4 Implementation

- Determine whether to call in off-duty personnel to assist.
- Determine whether there are appropriate uses for existing City-sponsored volunteer groups (firefighters, reserve police officers, Community Emergency Response Team [CERT] members, etc.)
- Work through the Washington County Emergency Operations Center (EOC) to access support from
 - American Red Cross Oregon Trail Chapter
 - Utilities – Verizon, NW Natural, Portland General Electric Company (PGE), Comcast, etc.
 - National Weather Service
 - Washington County Amateur Radio Service (ARES)

- Washington County Consolidated Communications Agency (WCCCA)
- Washington County Information Hotline
- Washington County Donations Management Hotline
- Regional Hazardous Materials Team
- Technical Rescue Team
- Urban Search and Rescue Team (Federal Emergency Management Agency [FEMA] asset)

2 Incident Command System Position Summary

The procedures in this annex are hazard-specific and should be considered in addition to the Incident Command System (ICS) position functions outlined in the function-specific annexes.

2.1 Incident Commander

- Allocate resources to flood response, based upon overall incident priority.

2.2 Public Information Officer

- Work with the media to inform the public of expected impacts and protective actions to be taken.
 - Use National Weather Service projections, Planning Section determination of expected damages, and approved protective action strategies
 - Include locations of mass care facilities, if activated
 - Include actions being taken by the City of Hillsboro
 - Use the community notification system, if appropriate
 - Use route alerting or even door-to-door notifications, if required, for areas where power is out
 - Post notices/flyers in reception areas, mass care facilities, or neighborhood gathering places
- Determine whether rumor control, donations management, or volunteer hotlines are necessary:
 - Contact the Washington County EOC to determine whether they are implementing Countywide hotlines
 - Assist in implementation, if appropriate

2.3 Safety Officer

- Ensure appropriate personal protective equipment (PPE) and sanitation for responders.
- Ensure appropriate flood operations briefings for responders.

2.4 Operations Section Chief

- Conduct flood response, based upon overall incident priority and resources.

2.5 Planning Section Chief

- Determine the extent of damages within the impacted area:
 - Determine which emergency routes remain open
 - Determine how many residents are displaced or isolated due to flood damage
 - Determine how many injuries or deaths resulted (directly or indirectly)
 - Determine whether there is damage to City facilities that will impact emergency response capabilities or continuity of government
 - Estimate debris removal requirements.
- For City (or City-occupied) properties and public rights-of-way.
- For business and residential properties.
- Work through the Washington County EOC for debris management planning.
- Determine whether protective measures are needed for life safety, the environment, and/or property:
 - Determine whether these measures are considered “emergency powers” and must be implemented through a disaster declaration (e.g., evacuation)
 - Determine who is responsible for implementing the protective measures
 - Determine resources needed to implement protective measures
- Determine whether there are appropriate uses for existing City-sponsored volunteer groups (firefighters, reserve police officers, CERT members, etc.):

- Determine the number of City-sponsored volunteers available
- Determine whether the Volunteer Center should be activated to train emergency volunteers
- Determine the need to recruit additional (emergent) volunteers
- Determine need to use Washington County Volunteer Hotline, if activated.

2.6 Logistics Section Chief

- Check readiness of equipment and supplies for use in responding to a flood event:
 - Sandbagging supplies: sandbags, sand, gravel, shovels, etc.
 - Portable generators, lighting, and communications equipment
 - Emergency response, heavy equipment, and staff vehicles
 - Emergency generators, vehicles, and equipment

2.7 Finance Section Chief

- Initiate procedures for potential cost recovery

3 Appendices

- None at this time.

E

HA E – Hazardous Materials

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Lead Agency	Fire Department
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1 Functional Summary

1.1 Description

- “Hazardous material” describes anything that, when out of its intended container, has potential for serious harm to life safety, environment, or property.
- A hazardous material may be in the form of liquid, solid, or gas.

1.2 Authority

- 29 Code of Federal Regulations 1910.120(q), as adopted by the Oregon Occupational Safety and Health Administration.

1.3 Assessment

- Determine whether a hazardous material poses a potential hazard.
- Use the U.S. Department of Transportation Emergency Response Guidebook (“orange book”) to determine immediate actions.

2 Incident Command System Position Summary

2.1 Incident Command

- Establish a single command post in an appropriate location.
- Ensure that appropriate notifications are made.
- Determine appropriate protective actions (evacuation, shelter in-place).

2.2 Fire Department

- Assume incident command and responsibility for all emergency response operations.
- Establish an appropriate Incident Command Post. Consider a unified command with other agencies, if appropriate.
- Assign an incident safety officer.
- Contact Oregon Emergency Response System (OERS) to obtain technical assistance (e.g., consultation with a Regional Hazardous Materials Team, Oregon Department Environmental Quality, CHEMTREC, etc.).
- Establish appropriate incident command organization, including a Safety Officer.

HA E. Hazardous Materials

- Ensure that appropriate notifications are made.
- Identify the hazardous material(s), scope of the incident, and level of protection required.
- Establish hot, warm, and cold zones, as appropriate.
- Make initial product identification and notification per departmental Standard Operating Guidelines.
- Undertake initial incident mitigation efforts, which may include firefighting, rescue, containment, decontamination, and emergency medical care.
- Provide and control public information.
- Provide inner perimeter security.
- Provide decontamination:
 - Assign decontamination area officer and team
 - Identify people and equipment possibly exposed
 - Set up decontamination area procedures.
- Coordinate with the Oregon Department of Environmental Quality, who will assume the lead role for directing the cleanup and site restoration, unless other arrangements have been made.
- Coordinate with the property owner or hauler involved, who is legally responsible for reporting the spill, performing cleanup or hiring a cleanup contractor, and disposing of the spilled materials.
- Request assistance from volunteer organizations, as appropriate to the situation.
- Retain Incident Command until emergency operations, including stabilization and control activities, are complete, unless the incident commander requests that another (appropriately trained) agency assume control.

2.3 Police Department

- Coordinate tasks with Incident Command.
- Coordinate and maintain outer perimeter limiting access to spill area.
- Coordinate with Public Works to provide crowd and traffic control and detour traffic.

HA E. Hazardous Materials

- Detour traffic.
- Direct evacuations.
- Execute drug lab activities as per the Guidelines for the Response to Drug Lab Scenes in Washington County or established plans for drug lab response.

2.4 Emergency Medical

- Provide emergency care as needed.
- Provide patient transport.
- Provide triage, isolation sectors, and assistance in decontamination as needed.

2.5 Emergency Management

- Confirm initial notifications.
- Provide assistance in secondary notifications.
- Provide assistance in procurement of materials, resources, and technical assistance.
- Activate the EOC as appropriate.

2.6 Public Works

- Coordinate tasks with Incident Command.
- Provide assistance with sewage control.
- Provide assistance with water control.
- Provide routing assistance through barricades, traffic light control, and routing control.
- Provide maps and other information as needed.
- Provide such equipment and material as may be available.
- Support containment activities as requested and appropriate for training level and only with appropriate personal protection gear.

2.7 Planning Department

- Provide aerial photos and property ownership records, as requested.

HA E. Hazardous Materials

2.8 Industry

- Be familiar with this plan and work with state and local government to see that their emergency operations plans are consistent with this.
- Respond to emergencies as required by law.
- Conduct cleanup and site restoration as required by law.
- Provide expertise and resources to local government and/or state government to help mitigate the effects of a hazardous materials incident.

3 Appendices

- Appendix A – Resource Information List

HA E. Hazardous Materials

Appendix A Resource Information List

Note: These numbers are listed as resource numbers only. Initial notification will be made through proper Emergency Management channels.

Agency	Phone	Remarks
STATE AGENCIES		
OERS	1-800-452-0311	24 hours
Oregon Department of Environmental Quality Hazardous Materials Section - Portland	1-800-452-4011 503-229-5759	or through OERS
Oregon Department of Energy Siting & Regulation Division - Salem	1-800-221-8035 503-378-6469	or through OERS
Oregon State Health Division - Portland Radiological Fixed Site Incidents Communicable Disease Agents Radiation Emergency Response Team	503-229-5599	
Oregon State Highway Division - Salem	503-378-6570	
Local Regional Office	503-653-3090	
OR State Fire Marshal Hazardous Materials Section	503-378-2885	
Oregon Military Department - Salem	503-378-3903	
State Forestry Department. - Salem	503-378-2560	
Local Headquarters - Forest Grove	503-357-2191	
Oregon Public Utilities Commission - Salem	503-378-5849	
Oregon Department of Fish & Wildlife - Portland	503-229-5683	
OHSU Poison Control Center	1-800-222-1222	24 hours
FEDERAL AGENCIES		
Nuclear Regulatory Commission	1-800-424-8802	24 hours
US Coast Guard Command Center - Washington, DC	1-202-426-1830	
US Coast Guard Seattle (Regional Response Team)	1-206-442-5233	
US Coast Guard Portland	503-240-9300	
Environmental Protection Agency - Seattle	1-206-442-1196	
US Forest Service - Portland	503-221-2931	
National Oceanic and Atmospheric Administration - Seattle	1-206-526-6343	
US Army Corps of Engineers - Portland	503-221-2193	
Department of Health and Human Services (National Institute for Occupational Safety and Health) - Seattle	1-206-442-0530	
US Department of Energy - Richland	1-509-376-2603	
US Department of Interior - Portland	503-231-6157	
US Fish & Wildlife Svc - Portland	503-231-6154	

HA E. Hazardous Materials

Agency	Phone	Remarks
Federal Emergency Management Agency Region X – Bothell	1-206-403-7243	
Agency of Toxic Substance & Disease Registry - Atlanta	1-404-241-6200	
US Army Explosive & Ordinance Disposal - Maryland	1-301-677-5770	
US Nuclear Regulatory Communication - Maryland	1-301-492-7000	
National Weather Service - Portland	503-281-1911	
National Weather Service - Salem	503-363-7863	
National Weather Service - Tape	503-363-4131	
Center for Disease Control Night Emergency - Atlanta	1-404-633-5313	
Bombing Investigations & Terrorist Bombing (Federal Bureau of Investigations) - DC	1-202-324-4664	
Classification of Explosives Military Board - DC	1-202-325-0891	
Destruction of Explosives & Destructive Devices - DC (Atomic Industrial Forum)	1-202-566-7087	24 hours
Bureau of Alcohol & Firearms - DC	1-202-566-7395	
Explosives Unit Lab (Federal Bureau of Investigations) - DC	1-202-324-2696	
Federal Aviation Administration information - DC	1-202-426-4817	
Federal Aviation Administration Coordinator – Hillsboro	503-681-5500 1-425- 227-1389	Daytime Nighttime
U.S. Postal Inspection Service (suspicious parcels)	1-877-876-2455	
TRANSPORTATION AGENCIES		
Tri-Met	503-238- 7433	
Tri-Met Light Rail	503-238- 7433	
Port of Portland Hillsboro Airport	503-693-1963	
INDUSTRY INFORMATION SOURCES		
Industry Chemical Info - CHEMTREC	1-800-424-9300	24 hours
American Petroleum Institute - DC	1-202-682-8134	
Association of American Railroads - Portland	1-800-826-4662	
Burlington Northern Railroad Dispatch	1-206-625-6246	
Dow Chemical Co. - Midland, MI	1-517-636-4400	
DuPont Company - Wilmington, DE	1-302-774-7500	
Institute of Makers of Explosives - DC	1-202-429-9280	
Penwalt "Chlorine Team" - Portland	503-228-7655	
Southern Pacific Railroad Dispatch	503-220-4424	

HA E. Hazardous Materials

Agency	Phone	Remarks
Union Pacific Railroad Dispatch	503-249-2711	
Portland Willamette Railroad Dispatch	503-365-7717	
VOLUNTEER ORGANIZATIONS		
Use of volunteer organizations shall be coordinated through the Emergency Manager. Agency representatives may be available through the Washington County EOC.		
American Red Cross - Portland	503-284-1234	24 hours
Salvation Army - Local	503-640-4311	8:30-4:30

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HA F – Severe Weather

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Lead Agency	Public Works Department
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1 Functional Summary

1.2 Description

- Describe response measures specific to a severe weather scenario.
- Describe legal options available to obtain resources and protect the public.

1.3 Authority

- Oregon Revised Statute, Chapter 401, Emergency Services and Communications
- Hillsboro Municipal Code, Chapter 2.46, Emergency Management

1.4 Assessment

- Determine the type, severity, and length of the severe weather emergency.
- Determine the areas of the City impacted by the weather.
- Determine the protective measures needed to mitigate the results of the severe weather.
- Determine the impact on continuity of City government.
- Determine if a declaration of emergency is needed to implement emergency measures or to request additional resources.

1.5 Implementation

- Determine whether to call off-duty personnel in to assist.
- Determine how to split staffing for 24-hour coverage if needed.
- Determine if there are appropriate uses for existing City-sponsored volunteer groups (firefighters, reserve police officers, CERT members, etc.).

1.6 Additional Support

Work through the Washington County EOC to access support from the following organizations:

- American Red Cross Oregon Trail Chapter.

HA F. Severe Weather

- Utilities – Verizon, NW Natural, Portland General Electric, Comcast Cable Network, Clean Water Services.
- National Weather Service.
- Washington County Amateur Radio Emergency Service (ARES).
- Washington County Consolidated Communications Agency (WCCCA).
- Washington County Information Hotline, if activated.
- Washington County Donations Management Hotline, if activated.
- Washington County Volunteer Hotline, if activated.
- Regional Hazardous Materials Team.
- Technical Rescue Team.
- Urban Search & Rescue Team (Federal Emergency Management Agency [FEMA]).

2 Incident Command System Position Summary

2.1 Incident Command

- Verify the projected type, severity, and duration of the severe weather.
- Determine the need for mitigation and response activities.
- Verify status and location of materials and equipment for mitigation and response.
- Establish priorities for resource allocation.
- Consider activating the Emergency Operations Center (EOC).
- Verify with City Manager which services and facilities will be closed, if any:
 - E.g., cancel Parks and Recreation classes or close the Aquatic Center.
- Provide the Mayor and City administration with periodic updates.

2.2 Public Information Officer

- Provide press releases and status updates to the media.

HA F. Severe Weather

- Assist Logistics in implementing an employee call-in line or recorded message, if needed.
- Determine the need for public service messages:
 - Coordinate with Washington County EOC, if activated.

2.3 Safety Officer

- Determine specific safety considerations for the type of severe weather:
 - Safety of City employees and responders
 - Safety of the public.
- Coordinate with Incident Command and Public Information Officer (PIO) for the dissemination of safety briefings and messages.

2.4 Operations Section Chief

- Coordinate with Logistics Section Chief to determine the status of supplies and equipment for mitigation and response.
- Notify Incident Command if additional resources are required.
- Coordinate mitigation and response of all City departments (Public Works, Fire, Police, and Water at a minimum).
- Communicate with “critical and vulnerable facilities” to determine need(s):
 - See list of critical and vulnerable facilities.
- Coordinate with Logistics Section Chief for the lease or purchase of supplies and equipment, if needed.

2.5 Planning Section Chief

- Determine the forecasted duration and extent of this severe weather:
 - Contact the Washington County EOC for current weather information
 - See separate emergency contact list, for National Weather Service contact numbers, if not available through Washington County EOC
- Review the Service Exchange Agreement between Washington County Land Use and Transportation, the City of Hillsboro, and other public works departments throughout Washington County, if needed.

HA F. Severe Weather

- Determine if the severe weather will impact emergency response capabilities.
- Track current and forecasted weather as part of Situation Status.
- Determine whether there is an appropriate use for volunteers:
 - Use City-sponsored volunteers first (Fire, Police, CERT)
 - Determine if activation of the Volunteer Center is needed to train emergency volunteers
 - Determine need to use Washington County Volunteer Hotline, if activated
- Determine if damage assessment is needed:
 - City-owned and City-occupied facilities, properties, and response equipment resources
 - City-wide damage assessment (may use volunteers to be “eyes and ears in neighborhoods,” e.g., Neighborhood Watch, CERT, ARES volunteers)
 - “Critical and Vulnerable Facilities” may be a high priority for damage assessment, depending upon impact of severe weather.
- Determine if a declaration of emergency is needed for City Council approval.
- Establish coordination with the Washington County EOC, if activated.
- Coordinate with outside assistance agencies for needed support:
 - Oregon Trail of the American Red Cross can provide temporary lodging or shelters as needed.
- Technical assistance regarding which volunteer assistance organizations provide which social services and how to access them.
 - Washington County Health and Human Services Department may provide social services to citizens who need extra assistance during extreme weather.

2.6 Logistics Section Chief

- Determine the status of supplies and equipment for mitigation and response.
- Determine if special supplies are needed based on the type of severe weather.

- Coordinate with Incident Command, Operations, and Finance to establish guidelines and procedures for the lease or purchase of emergency supplies and equipment.

2.7 Finance Section Chief

- Implement financial tracking needed to facilitate potential cost recovery, and provide guidelines to Logistics and Operations.
- Consider implementing emergency purchasing and contracting procedures.
- Track the running total of response costs for Incident Command and the Policy Group.
- Work with the Public Information Officer (PIO) to assist Logistics in implementing an employee call-in line or recorded message, if needed

2.8 Policy Group

- Sign declaration of emergency, if warranted.
- Approve emergency funding beyond budgeted amounts, if necessary.
- Make policy decisions, as needed, to support mitigation, response and recovery efforts:
 - Incident Command and staff will provide recommendations
 - May require legal counsel input (e.g., forced evacuations vs. voluntary).

3 Appendices

- None at this time.

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HA G. Industrial Transportation Incident

Lead Agency	Public Works Department
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1 Functional Summary

1.1 Description

- Describe factors to consider when responding to an industrial transportation incidents:
 - E.g., airport, railroad, commercial trucking
 - Presence of hazardous materials requires response using Hazard Annex (HA) E – Hazardous Materials Incident.
- Describe resources that may be available for response.

1.2 Authority

- Oregon Revised Statutes 401
- City of Hillsboro Municipal Code Chapter 2.46.

1.3 Assessment

- Determine the need for the Emergency Operations Center (EOC) to support:
 - Protective action strategies: evacuation, shelter in-place
 - Large-scale traffic problems
 - Large-scale life safety efforts
 - Long-term impacts.
- Determine the extent of damages to people/environment/property directly involved.
- Determine the extent of impact on surrounding people, environment, and property.
- Determine whether there is potential for further damage.
- Determine the best means to mitigate impacts.
- Determine the need for search and rescue.
- Determine required resources, personnel, personal protective equipment:
 - Regional Hazardous Materials Team

HA G. Industrial Transportation Incident

- Technical Rescue Team
- Confined space rescue personnel
- Heavy equipment
- Coordinate with Police, Fire, and Public Works to develop evacuation plans, emergency access routes, and alternate traffic routes, if necessary.
- Determine whether immediate protective actions must be taken by the public:
 - May trigger use of the Emergency Alert System or Community Notification System
 - See FA A – Alert and Warning.

1.4 Implementation

- Conduct life safety operations, as necessary.
- Assist the public with protective actions, if necessary.
- Preserve any “crime scene” evidence, to the extent possible.
- Mitigate further impact on the surrounding area, to the extent possible.
- Cooperate with any regulatory or inspection personnel assigned to the incident.
- Provide water for responders; provide food for responders, if needed.

1.5 Demobilization

- Prepare demobilization plan, if needed (Planning Section):
 - Release resources as they are no longer needed (Incident Command)
 - Ensure food and rest before travel, if appropriate.
- Participate in post-incident analysis.

1.6 Related Documents

- Port of Portland Hillsboro Airport Response Plan.
- Hillsboro Fire Department Mass Casualty Response Plan.
- Washington County Mass Fatality Incident Response Plan.

HA G. Industrial Transportation Incident

2 Incident Command System Position Summary

2.1 Incident Command

- Establish an Incident Command Post.
- Determine adequacy of available resources.
- Request additional resources, if necessary.
- Establish priorities for resource allocation.
- Allocate resources, as necessary, to protect life, environment, and property.
- Provide Mayor and City administration with periodic updates, as appropriate.

2.2 Public Information Officer

- Coordinate with media to broadcast road closures or restrictions, traffic rerouting, traffic delays, etc.
- Setup a media information area, if necessary, to keep them safe and/or to prevent them from interfering on-scene.
- Draft a two-minute message for broadcast over the Emergency Alert System, if criteria are met (see Functional Annex [FA] A – Alert and Warning).
- Draft a message to record for the Community Notification system, if necessary, to deliver broad area message via telephone (see FA A – Alert and Warning).

2.3 Safety Officer

- Ensure that appropriate personal protective equipment is used.
- Ensure that appropriate safety briefings are provided.
- Ensure that personnel have been trained for assigned tasks.
- Ensure that Safety Officers are posted on site, as necessary.

2.4 Operations Section

- Notify Incident Command if additional resources are needed.
- Conduct search and rescue operations, if necessary.
- Conduct traffic control operations, if necessary:

HA G. Industrial Transportation Incident

- Coordinate with Police and Public Works to establish emergency access routes and site security
- Coordinate with Fire, Police, Public Works to control/divert traffic, as needed.

2.5 Planning Section

- Recommend activation of the Mass Casualty Plan or Mass Fatality Plan, as appropriate.
- Determine the area impacted by the event.
- Track the impact area as part of Situation Status.
- Ensure that appropriate notifications are made for road closures.
- Ensure that resource and Situation Status are maintained throughout the incident.
- Recommend appropriate protective action strategies.
- Coordinate actions with utilities, as needed.

2.6 Logistics Section

- Provide communications and maps, as needed.
- Provide staging of medical aid for responders if necessary.
- Provide adequate water for responders.
- Provide food for responders, if needed.

2.7 Finance Section

- Initiate measures for potential cost recovery (e.g., from Responsible Party).

3 Appendices

- None at this time.

H

**HA H – Utility Failures and
Resource Shortages**

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HA H. Utility Failures and Resource Shortages

Lead Agency	Public Works Department
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1 Functional Summary

1.1 Description

- Mitigate and respond to utilities failure for an extended time period, including drinking water, sanitary sewer services, electrical power, natural gas, telephone, cable TV, and internet.
- Mitigate and respond to a widespread resource shortage for an extended time period, including food supplies, gasoline, heating oil, building supplies, etc.

1.2 Authority

- Oregon Revised Statutes 401
- Hillsboro Municipal Code Chapter 2/46, Emergency Management
- Washington County Natural Hazard Mitigation Plan
- Hillsboro Capital Improvement Plans
- Joint Water Commission Management/Curtailment Plan
- Hillsboro Public Works Standard Specifications
- Hillsboro Water Department Standard Specifications
- Oregon Petroleum Contingency Plan (Oregon Department of Energy)

1.3 Assessment

- Verify whether utility outages and/or resource shortages are isolated or widespread.
- Verify, if possible, the expected duration of outage and/or shortage.
- Verify the list of industries, facilities, and special populations that might be impacted by or vulnerable in this event.
- Determine the need for warming shelters or other forms of mass care and feeding.
- Determine coordination needs with other Washington County and Portland metro region jurisdictions, including such issues as:
 - Public information campaign

HA H. Utility Failures and Resource Shortages

- Possible disaster declaration
- Restoration priorities
- Evacuation and sheltering
- Sanitary waste disposal.

1.4 Implementation

- Keep the public apprised of progress toward service restoration.
- Work with the Washington County Emergency Operations Center (EOC) and utility company representatives to ensure appropriate prioritization of restoration activity.
- Work with Washington County EOC and American Red Cross representatives to activate mass care and feeding, as needed.
- Develop an plan for emergency response and public outreach.

1.5 Demobilization

- Develop a plan for lifting voluntary or mandatory conservation/curtailment measures.

2 Incident Command System Position Summary**2.1 Incident Commander**

- Verify the expected extent and duration utility failure or resource shortage.
- Determine the need for mitigation actions or response measures.
- Prioritize emergency response and restoration activities.
- Seek legal advice from the City Attorney, as needed.

2.2 Safety Officer

- Determine actions or behaviors that are at risk due to utility failures or resource shortages.
- Coordinate safety messages with the Public Information Officer (PIO) for public release.

2.3 Public Information Officer

- Determine media outlets for public information.
- Coordinate the dissemination of information:

HA H. Utility Failures and Resource Shortages

- Keep the City Council and all departments informed of developing conditions and corresponding ramifications
- Keep the public informed, as appropriate.
- Conduct “rumor control” efforts and verify information with the Planning Section.

2.4 Operations Section Chief

- Allocate resources for restoration efforts, as determined by Incident Command priorities.
- Monitor for compliance with mandatory conservation/curtailment actions, if needed.
- Monitor vulnerable populations, if needed.
- Implement response and restoration actions, based upon Incident Commander’s priorities.

2.5 Planning Section Chief

- Verify the list of industries, facilities, and special populations that might be impacted by or vulnerable in this event:
 - See Functional Annex (FA) I - Protective Action Strategies for list of critical and vulnerable facilities
 - See the Water Department’s list of Northeast Industrial Users to identify major water users.
- Determine the need for conservation or curtailment planning:
 - Determine planning partners: Washington County, adjacent jurisdictions, utility providers, social service agencies, community representatives, business representatives, etc.
 - Determine whether resource cutbacks/curtailments will be voluntary or mandatory
 - Determine minimum utility and resource needs for Public Safety, delivery of emergency services, and continuity of government
 - Determine the potential for price gouging and need for anti-price gouging ordinance
 - Determine the need for disaster declaration or other action by City Council to implement mandatory conservation or curtailment actions or to request additional resources.

HA H. Utility Failures and Resource Shortages

- Determine the need for evacuation and shelter planning for the affected population:
 - Work with Police, Fire, Washington County EOC, and the American Red Cross
 - See FA I – Protective Action Strategies
- Determine the need for monitoring compliance with mandatory conservation/curtailment measures, and develop a plan for accomplishing it.
- Determine the need for volunteers to assist in operations:
 - Existing City volunteer groups may be easiest to activate
 - See FA O – Disaster Volunteer Management for a listing of existing volunteer groups and a Volunteer Center Activation Plan.
- Coordinate response and restoration priorities with Washington County EOC and utility representatives.
- Develop a phased plan to implement mitigation and response activities, according to the severity of the incident, with trigger points for implementing each of the phases:
 - Identify actions needed to preserve delivery of emergency services and continuity of government
 - Identify any resulting security or safety issues, and actions to deal with them
 - Coordinate the plan with the EOC staff, then submit it to the Policy Group for approval
 - Submit the plan to the City Attorney for review, then to City Council for adoption.
- Notify regulatory agencies of actions, as appropriate.

2.6 Logistics Section Chief

- Identify additional sources of scarce resources.
- Coordinate with the Incident Commander to allocate scarce resources.

2.7 Finance Section Chief

- Document incident actions and costs incurred.

HA H. Utility Failures and Resource Shortages

- Assist in determining whether “price gouging” is occurring within the City:
 - See FA L – Resource Management for a sample price gouging ordinance

3 Appendices

- None at this time.

HA H. Utility Failures and Resource Shortages

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HA I – Volcanic Eruption

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Lead Agency	Public Works Department
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1 Functional Summary

1.1 Description

- Describe response measures specific to a volcanic eruption scenario.
- Identify populations and resources that may be particularly impacted.

1.2 Authority

- Oregon Revised Statutes 401.
- Hillsboro Municipal Code Chapter 2.46.

1.3 Assessment

- Determine when ash fall might end, so clean-up can begin.
- Determine the extent and impact of damage from the volcanic eruption:
 - Which equipment and facilities are inadequately protected?
 - How will you protect vulnerable equipment and facilities from ash?
 - Which facilities must be kept open and which can be closed during and after ash fall (according to the availability of protective measures and resources)?
- Determine a public information strategy for protective measures and cleanup.
- Determine the status of communications systems.
- Develop a plan and procedures for notifying employees of potential ash fall warnings, reducing or shutting down operations, and accelerating maintenance of buildings and machinery during cleanup operations.
- Determine safe, efficient, and effective means of ash removal.
- Determine whether ash disposal sites are required.
- Determine whether a declaration of emergency is warranted.
 - To request additional resources from Washington County
 - To implement specific emergency measures for public safety

- To authorize additional budgetary authority.

1.4 Implementation

- Call off-duty personnel in to assist, if needed.
- Split staffing for 24-hour coverage, if needed.
- Determine appropriate uses for existing City-sponsored volunteer groups (firefighters, reserve police officers, Community Emergency Response Team [CERT] members, etc.).
- Activate the Volunteer Center, if needed, to recruit and train volunteers.
- Work through the Washington County Emergency Operations Center (EOC) to access support from:
 - American Red Cross Oregon Trail Chapter
 - Utilities – Verizon, NW Natural, Portland General Electric Company (PGE), Comcast Cable
 - National Weather Service
 - Washington County Amateur Radio Emergency Service (ARES)
 - Washington County Consolidated Communications Agency (WCCCA)
 - Washington County Information Hotline
 - Washington County Donations Management and Volunteer Hotlines

2 Incident Command System Position Summary

2.1 Incident Commander

- Determine who should be represented in a unified command structure.
- Consider activating the EOC.
- Determine restoration priorities for City communications systems.
- Determine restoration priorities for utilities.
- Determine restoration priorities for streets.
- Appoint a Liaison Officer to the Policy Group to discuss policy issues.

2.2 Public Information Officer

- Provide press releases and status updates to the media.
- Provide the public with personal protective measures and ash cleanup instructions:
 - Provide guidance on respiratory protection
 - Provide suggestions for protecting homes, vehicles, and electronic equipment
 - Request that people separate volcanic ash from normal garbage for collection or disposal at designated locations—mixing ash with normal garbage can damage collection vehicles and take up space in landfills. (Small amounts of ash have been disposed of successfully in household gardens and lawns.)
 - Coordinate with Public Works to publicize the street cleanup schedule
 - Coordinate with Public Works to publicize the schedule to remove ash collected from yards, roofs, gutters, etc. (similar to leaf pick-up process).
- Coordinate with the Washington County Joint Information Center (JIC), if activated.
- Work with Planning and Logistics to determine need for a call center for questions from the public and assist with call taker training, if needed.
- Brief the Policy Group, as needed, on situation and resource status.
- Prepare elected officials and City management for media interviews, if needed.

2.3 Safety Officer

- Provide personal protective equipment (particulate masks, goggles, gloves) and safety briefing for emergency workers.
- Determine which activities can be safely performed by volunteers and what level of training, safety gear, and supervision is required.
- Include respiratory protection measures in the Incident Action Plan's safety message.
- Assist the Public Information Officer (PIO) with safety information for public service announcements, if needed.

2.4 Liaison Officer

- Provide a Liaison Officer to the Policy Group to discuss policy issues.
- Work with the PIO to brief the Policy Group, as needed, on situation and resource status.

2.5 Operations Section Chief

- Establish communications with any Department Operations Centers (DOCs) that have been activated.
- Allocate assigned resources to meet defined strategy (as defined by Incident Command or contained in the Incident Action Plan).
- Coordinate with the Planning Section to maintain current traffic and road status displays for evacuation or emergency access routes.
- Assist Planning with the Initial Damage Assessment.
- Initiate protective actions for City resources, as appropriate:
 - Keep ash out of buildings, machinery, vehicles, gutters, downspouts, water supplies, and wastewater systems (e.g., storm drains) as much as possible
 - Check heating, ventilation, and air conditioning (HVAC) filters in City-owned facilities
 - Check air and fuel filters on city-owned vehicles and equipment.
- Coordinate cleanup activities with neighborhoods and community-wide operations.
- Coordinate with Fire DOC, as needed, to:
 - Dampen ash in streets to reduce suspension of ash to maintain emergency access routes, if required
 - Prepare for increase in respiratory medical calls
 - Determine resources available to assist the public with ash removal/disposal.
- Coordinate with the Police DOC, as needed, to:
 - Assist in damage assessment
 - Control traffic to minimize the suspension of ash or if ash has covered roadway markings, as required. Actions might include

HA I. Volcanic Eruption

- ⌘ Close roads
 - ⌘ Reroute travel
 - ⌘ Reduce speed limits to 10–20 miles per hour
 - ⌘ Limit the number of vehicles allowed on the road (e.g., one per minute)
 - ⌘ Clear roadways of stalled vehicles, as required.
- Coordinate with the Public Works DOC, as needed, to:
- Assist in damage assessment
 - Repair street, traffic signal, and storm/sewer line damage, in accordance with restoration priorities
 - Clean ash from roadways or dampen ash, if possible.
 - Work with the PIO to:
 - ⌘ Provide guidance to residential and commercial property owners on how to remove ash from their roof, gutters, and property
 - ⌘ Provide instructions for placement of ash for removal/disposal; include warning to keep ash piles away from wastewater drains and gutter downspouts that enter the road to avoid blockages
 - Coordinate the various road, residential, and building cleanup efforts to prevent the need for more than one ash-cleaning sweep in each area
 - Coordinate street cleaning routes to maintain emergency access
 - Maintain current traffic and road status for evacuation or emergency access routes
 - Remove ash from drainage ditches to prevent it from entering the wastewater or storm drains, as able
- Coordinate with the Water DOC, as needed, to:
- Assist in damage assessment
 - Repair water supply damage, in accordance with restoration priorities
 - Work with regional water providers to maintain supply
 - Monitor water use in cleanup efforts to maintain supply.

2.6 Planning Section Chief

- Coordinate with Washington County EOC technical specialists:
 - National Weather Service representative for continuing weather updates
 - American Red Cross Oregon Trail Chapter for sheltering or mass care
 - Utility company liaisons for utility restoration updates
 - Public Health representatives for population protection
- Initiate City-wide damage assessment procedures, if appropriate:
 - See Functional Annex (FA) D – Damage Assessment
 - Forward the completed Initial Damage Assessment Form to the Washington County EOC.
- Identify “vulnerable facilities” that could be a high priority for medical responses and notify Operations.
- Determine whether to draft a declaration of emergency for City Council approval:
 - See FA E – Emergency Declaration Process
 - Determine the need for a price-gouging ordinance as an emergency measure.
- Maintain current traffic and road status for evacuation or emergency access routes.
- Provide status updates to Operations on water supply for cleanup efforts, as needed.
- Coordinate with the Washington County EOC to determine the need for ash disposal sites.
- Assign a Recovery Technical Specialist to monitor and direct the long-term mitigation and recovery process.

2.7 Logistics Section Chief

- Inventory supplies, and purchase more, as needed:
 - Personal protective equipment for emergency workers (particulate masks, goggles, gloves)
 - Filters for vehicles, equipment, and HVAC systems

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- Medical supplies for respiratory ailments.
- Implement accelerated maintenance schedules, if needed:
 - Change filters on vehicles, equipment, and facility HVAC systems
 - Inspect pumps, valves, reservoirs, catch basins, storm drains, roadways, utility distribution systems, and other utility components.
- Assess damage to City communications systems and equipment:
 - Repair or replace equipment in accordance with restoration priorities
 - Provide additional communications capability, as needed
 - Determine the need for ongoing protection of electronic equipment.
- Implement procedures to check on families of on-duty staff, as requested.
- Determine which DOCs have been activated, and provide them communications with the EOC
- Coordinate with City departments to determine what staff are available for response efforts.
- Establish communications with the Washington County EOC and cooperating jurisdictions, as needed.
- Activate volunteers, if needed:
 - Request Washington County ARES support
 - Activate CERT members
 - Provide volunteer staffing needs to Washington County's "Information and Volunteer Hotline" for their assistance in recruiting.
- Activate a call center, if needed for damage assessment reports and "rumor control."
 - Work with the PIO and Planning to determine need
 - Provide staffing and communications, if needed.

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- Coordinate with the WCCCA to ensure continued dispatch capability for Fire and Police.
- Assist with mapping of damage assessment.
- Work with Incident Command, Operations, and Finance to establish guidelines and procedures for lease or purchase of emergency supplies and equipment.

2.8 Finance Section Chief

- Assess financial tracking needed to facilitate potential cost recovery, and provide guidelines to Logistics and Operations.
- Ensure that responder actions are documented, including incident location, times, equipment, etc., to facilitate potential cost recovery, and provide guidelines to Operations and Logistics:
 - Use existing department forms (log books, trouble tickets, incident reports, etc.), if they provide sufficient information and can be kept up during heavy workload
 - Use Incident Command System (ICS) Form 214, Unit Log, if another method of documentation is needed.
- Ensure that volunteer hours are documented sufficiently for both worker insurance coverage and for use as “in-kind” matching funds in potential cost recovery.
- Consider implementing emergency purchasing and contracting procedures.
- Oversee preparation of necessary damage and cost recovery reports.

2.9 Department Operations Centers

- Establish communications with the Operations Section in the EOC:
 - Test all available means (e.g., 800 MHz, very high frequency [VHF], amateur radio).
- Prioritize response efforts (as defined by Incident Command or contained in the Incident Action Plan).
- Dispatch and track department resources (non-Fire and Police).
- Maintain communications with field personnel.

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- Ensure that responder actions are documented, including incident location, times, equipment, etc., to facilitate potential cost recovery, according to guidelines provided by Finance:
 - Use existing department forms (log books, trouble tickets, incident reports, etc.), if they provide sufficient information and can be kept up during heavy workload
 - Use ICS Form 214, Unit Log, if another method of documentation is needed.
- Provide situation and resource status reports to the EOC, as requested.
- Request additional resources through the EOC.
- Participate in post-incident analysis.

2.10 Policy Group

- Sign a declaration of emergency, if warranted:
 - Include any emergency measures necessary to protect life and safety (e.g., anti-price-gouging or curfew).
 - Ensure that all City resources have been expended prior to requesting additional support from Washington County.
- Approve emergency funding beyond budgeted amounts, if necessary.

3 Appendices

- Appendix A – Collection and Disposal of Volcanic Ash

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Appendix A Collection and Disposal of Volcanic Ash**METRO**600 NORTHEAST GRAND AVENUE PORTLAND, OREGON 97232-2736
TEL 503-797-1700 FAX 503-797-1797**Collection and Disposal of Volcanic Ash**

November 16, 2004

Given recent seismic activity at Mt. St. Helens and the possibility of a volcanic eruption, Metro staff has researched the potential for ash accumulation and the characteristics of volcanic ash. In addition, staff described two disposal scenarios, answered frequently asked questions, and identified potential landfills that may accept ash.

Potential for Metro area ash accumulation

The U.S. Geological Service does not anticipate significant (measurable) quantities of ash from Mt. St. Helens during the current eruption event. It is expected that ash releases from recent volcanic activity are and will be much smaller than the ash releases that occurred during the 1980 eruptions. In 1980, less than 1/4 inch of ash fell in the Metro region over the two-month period following the May 18 major eruption. Although this amount of ash was a health hazard and a nuisance, and created transportation and mechanical problems, the effects on the solid waste system were minimal. In 1980, residents left most of the ash on-site to be incorporated into landscaping. Ash swept up by municipal crews and contract sweeping crews was disposed at the St. Johns Landfill, several inert fills, and on vacant land in the Delta Park area.

Characterization/analysis of ash

- Data available from the USGS indicate that wet ash from the 1980 Mt St. Helens eruption has a pH of around 6.
- Dry ash can weigh between 670 and 1,180 lbs./cubic yard, and wet ash can weigh up to 3,350 lbs./cubic yard.
- Other than a slightly lower than neutral pH, the ash as it falls on the ground is essentially inert.
- The inert nature of ash is likely to change, however, as the ash is collected and becomes mixed with debris and chemicals found in municipal street sweepings and storm drain vector-truck loads that will be used to collect the ash. From a disposal perspective, ash does not appear to contaminate street sweepings, and its presence in street sweepings should not change the existing accepted practices for the disposal of street-sweepings. The current practice of sorting or screening of street sweepings to recover aggregate and sort out organic debris may need to

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be reevaluated due to the dust and accelerated wear on machinery that comes in contact with volcanic ash mixtures.

- Although the USGS promotes the use of volcanic ash as a clean fill material, the presence of street sweepings may make this option less viable. Contamination levels should be verified through lab analysis to determine if all or some mixtures of ash and street sweepings could be used as clean fill. If contamination levels are judged too high by Metro or DEQ, it is likely that most ash/sweepings mixtures will need to be disposed at lined MSW or dry waste landfills. In addition, if the eruption and ash removal were to occur in the October to – January period, ash/sweeping loads will typically contain large quantities of fallen leaves, making clean fill options even less preferable.

Removal and disposal

According to the USGS, volcanic ash that falls on landscapes and lawns can be left in place to become “absorbed” into the soil.

The remainder of this document deals with safe removal and disposal of ash that has landed or blown onto roads, sidewalks, driveways, parking lots and building roofs, or into large drifts against buildings. Volcanic ash/street sweeping mixtures should not be composted in backyards or set out for yard debris or recycling collection.

Regardless of the type and length of special collection and disposal programs implemented for volcanic ash, it is likely that incidental quantities of volcanic ash will be a part of the solid waste stream for months or years after an ash-generating eruption.

Disposal scenario #1:

Less than 1/16” of measurable ash accumulates on streets and sidewalks in the Metro region during a one-week period.

Municipal crews, storm drain cleaning crews and contract sweeping services are the only parties likely to collect small quantities of sweepable ash that will need to be disposed.

Households and most businesses are not likely to have significant sweepable quantities of ash, and what is collected is likely to be mixed with garbage in regular municipal solid waste collection. Large business owners with significant parking lot or roof square footage may generate significant quantities of ash from their properties. It is likely that commercial property owners will use a mixture of sweeping services, drop box, dump truck and self-haul methods to transport ash to disposal sites.

Although it is inevitable that some small quantities of ash will come to Metro transfer stations mixed with municipal solid waste, Metro transfer stations are not equipped to handle homogenous loads of ash. Public and private generators should make arrangements to take these loads directly to one of the landfills listed in Appendix A.

Scenario #2:

More than 1/16” of measurable ash accumulates on streets and sidewalks in the Metro region during a one-week period.

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Municipal crews, large private property owners, contract sweeping services and home owners are all likely to collect sweepable and problematic quantities of ash that will need to be disposed.

Municipalities and large private businesses should make arrangements to take ash loads directly to the same landfills identified in Scenario #1 above.

Due to the physical characteristics of volcanic ash, it is likely that homeowners and businesses will request assistance from Metro, local governments and waste haulers to collect and dispose of ash from their homes and businesses. Unless state or federal assistance is anticipated, local jurisdictions are responsible for decisions related to the planning, setup, operation and handling of ash mixtures resulting from neighborhood collection programs or neighborhood drop sites. (See the attached Metro Executive Order on Metro financial assistance for disaster debris.)

In the event of a large ashfall, Metro will activate the Regional Debris Coordination Center and local governments are likely to activate their local Emergency Operations Centers (EOCs). The RDCC is staffed by Metro and will coordinate the flow of information about debris management between governments and the public.

Although Metro transfer stations are not equipped to handle homogenous loads of ash, Metro staff may need to make provisions to accept ash from homeowners and businesses or provide an alternative location for the reloading of ash.

Metro staff should be prepared to carry out the Metro portion of an ash management plan that includes:

- Establish and maintain recordkeeping procedures for potential federal reimbursement.
- Coordinate press releases and information dissemination programs coordinated with local government programs and messages.
- Under a worst-case scenario, ensure the availability of staffing and equipment suitable for the reloading and transport of ash from Metro South and Metro Central transfer stations to disposal locations.

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Landfills that may take volcanic ash:

Note: Depending on the quantities of ash and street-sweepings present in the ash mixtures collected, Metro will work with DEQ to make a general determination about the required level of analysis prior to ash disposal.

- Coffin Butte Landfill - Brian Stone, General Manager
28972 Coffin Butte Rd., Corvallis, OR 97330
541-745-2018

\$38/ton (without Metro fees).

Looked at as a special waste. Coffin Butte wants analytical work on street sweepings and would probably want the same analysis on ash/sweepings mixtures. Wet or dry ok.

- Hillsboro Landfill - Dan Wilson, District Manager
6405 SE Minter Bridge Rd., Hillsboro, OR 97123
503-640-9427

\$58/ton.

Will probably be seen as a special waste if mixed with street sweepings and require a special waste permit. Hillsboro Landfill wants analytical work on street sweepings and would probably want it on ash/sweepings mixtures. Wet or dry ok.

- Lakeside Reclamation - Howard Grabhorn, Owner
14930 SW Vandermost Rd., Beaverton, OR 97007
503-628-1866

\$3/yard or \$13.80/ton.

Might accept ash as a clean fill or yard debris (if it is mostly leaves). Acceptance and rate depends on how clean the ash is. Does not take street sweepings. If ash is contaminated with sweepings, Lakeside is likely to turn it down unless the material is accompanied with analytical data showing the levels of contamination. Wet or dry ok.

- Wasco County Landfill
2550 Steele Rd., The Dalles, OR 97058
541-296-4082

- Woodburn incinerator ash monofill, Woodburn, Oregon. See web site:
<http://publicworks.co.marion.or.us/es/PDF/North%20Marion%20County%20Transfer%20Station%20Update%2005-22-03.pdf>.

Frequently Asked Questions:

- **Q: Should ash be mixed into curbside yard debris programs?**
A: No. Homeowners wanting to dispose of small quantities of ash should include it with their trash. However, in small quantities (several pounds collected with organic debris or accidentally placed in a curbside yard debris container), it should not be a problem. The ash does not add to the quality of finished compost, but if small quantities arrive mixed with yard debris or waste wood, it should not be a problem. Yard debris or wood waste processors do not want to receive ash.
- **Q: Are all ash/sweepings mixtures classified as special wastes? And how will this determination be made, case-by-case/load-by-load?**
A: Difficult to tell until we have some ash mixtures to analyze.
- **Q: Under what circumstances can ash/sweepings be disposed of as inert materials and which inert fills will take this material?**
A: Most inert fill operators that accept dirt will take clean ash (ash free of contaminants, such as street sweepings, leaves, etc.); however, they do not want street sweepings or any ash collected in street sweepers. If the ash accumulation is such that it is collected with front-end loaders, as it was in Eastern Washington in 1980, they may be interested in this material.
- **Q: Will the private material recovery facilities and transfer stations accept ash?**
A: Troutdale transfer station will take loads of material mixed with ash, but homogenous dropbox quantities of ash should go to Hillsboro directly. Still checking on others.
- **Q: What about ash disposal at Ross Island Sand and Gravel?**
A: Not recommended at this time.
- **Q: How will private sweeping services deal with ash they collect from private parking lots?**
A: Seventeen private firms advertise in the Yellow Pages under sweeping. Metro staff contacted two; staff has more information about the types of services and equipment that they could use for ash collection from hard surfaces. Contact Bryce Jacobson at 503-797-1663 for more information.

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EXECUTIVE ORDER NO. 67
EFFECTIVE DATE: March 28, 1997
SUBJECT: CONDITIONS FOR METRO REGIONAL DISASTER DEBRIS
DISPOSAL ASSISTANCE

PURPOSE:

The purpose of this Executive Order is to identify the conditions under which Metro will provide regional disaster debris disposal assistance. No formal criteria currently exist to guide Metro on the level of response to events that generate substantial amounts of debris in short periods of time. In the past, this has hindered the timely coordination of response among local governments, haulers, and residents in the region. It has also caused delays in Metro's ability to provide assistance.

The criteria in this Executive Order will be followed by Metro in the event of a disaster or other emergency that produces a substantial amount of debris. These criteria are to be incorporated into a set of standard operating procedures for managing emergencies by Regional Solid Waste and Recycling (SW&R) as those procedures are developed.

CONDITIONS FOR METRO REGIONAL DISASTER DEBRIS DISPOSAL ASSISTANCE:

Metro desires to provide assistance for disaster debris disposal to citizens and local governments in the region in order to help protect public safety, health, and welfare and to minimize the hardships created by natural or man-made disasters that produce substantial amounts of debris. To enable Metro to provide this kind of assistance in a consistent and orderly manner, SW&R will be developing a set of standard operating procedures for emergency and disaster situations. These procedures will be used in conjunction with the Regional Disaster Debris Management Plan to guide and direct the decisions and actions of SW&R personnel during an emergency or disaster. When completed, the SW&R standard operating procedures will be incorporated into the Metro Emergency Operations Plan.

Until these standard operating procedures have been developed, at least one of the following conditions must occur before Metro may initiate disaster debris assistance. Different conditions will trigger the different levels of response that are described below. If one or more of these conditions have been met, SW&R may immediately mobilize an appropriate response, as described below. Unless one or more of these conditions have been met, no Metro disaster debris assistance may be initiated without prior recommendation of the Executive Officer and approval of Metro Council. The conditions and appropriate responses are:

1. Declaration of a disaster by an authorized official of a city or county within the Metro boundary. Without a governor-declared state of emergency or

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presidentially-declared disaster, upon request by the official declaring the disaster, Metro response will be limited to non-monetary assistance, such as provision of volunteers and information dissemination through Metro Recycling Information. The response may involve re-allocation or prioritization of work to address specific needs.

2. Governor declaration of a state of emergency in one or more of the three counties in the Metro region (Washington, Multnomah, Clackamas). Metro response may include monetary assistance. The exact nature and level of the response is to be assessed at the time of the event and each event will be assessed individually. Assistance efforts under a governor-declared state of emergency may be less restrictive than #1, above, but will be more restrictive than under #3, below.

3. Presidential declaration of a disaster area in one or more of the three counties in the Metro region (Washington, Multnomah, Clackamas). Metro response may include monetary assistance. The exact nature and level of the response is to be assessed at the time of the event and each event will be assessed individually. Assistance efforts under a presidential declaration may be more aggressive than #1 or #2 above, due to the potential of federal disaster relief.

When one or more of the above conditions have triggered a response, the SW&R Director or his designee will meet to determine the exact and immediate course of action SW&R should take. The intent is to allow SW&R to be able to respond quickly and decisively in these events. SW&R management will take the first possible opportunity to brief the Metro Executive Officer and Council on the specifics of the response. The Council must approve, and the Executive Officer must be consulted on commitments by Metro to long-term responsibilities or major expenditures, or that conflict with the above criteria for Metro disaster debris assistance.

Possible Services / Assistance Metro May Provide

The particular services or assistance Metro may choose to provide if one or more of the above conditions are met should always be determined at the time of the event. Each disaster event will be different. The needs particular to that disaster will become apparent at that time, and solutions appropriate to those needs are to be explored. However, any assistance implemented by Metro should recognize and be consistent with the implications of the following:

- Services and assistance to the region's residents should be provided through a partnership between local governments and Metro. As outlined in the Regional Disaster Debris Management Plan (RDDMP), local governments have primary responsibility for the collection and hauling of waste in their jurisdictions and ensuring that that collection is appropriate and adequate. Metro has primary responsibility for ensuring safe and adequate disposal options. Metro and local

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governments should strive to provide collection, hauling, and disposal services for disaster debris that are cooperative, efficient, and work well as a system.

- Controlling fraud is an important element in any kind of assistance or service provision. Fraud is best controlled when all of the service providers - Metro, local governments, haulers, and private disposal facilities - work together to ensure that the guidelines established for assistance or services are abided by. Control of fraud is also aided by the existence of clear guidelines for the allocation of any government assistance funds.

- The Federal Emergency Management Agency (FEMA) has issued guidelines that it uses to reimburse local and state government agencies for debris removal. If a disaster is presidentially declared, thereby making FEMA assistance available, services and assistance offered by local and state governments for disaster debris must follow these guidelines if FEMA reimbursement is expected. In general, FEMA views debris removal from private property as the responsibility of the individual property owner aided by insurance settlements and assistance from volunteer agencies. FEMA assistance is not available to private property owners for this purpose. However, local or state governments may pick up and dispose of disaster-related debris placed at the curb by those private individuals, as long as the service is carefully controlled with regard to extent and duration. Also, if the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of the community is threatened, the actual removal of debris may be eligible.

ORDERED by the Executive Officer this ____ day of ____ 1997.

Mike Burton, Executive Officer

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