RESOLUTION NO. 2109

A RESOLUTION ADOPTING THE CITY OF HILLSBORO EMERGENCY MANAGEMENT PLAN.

WHEREAS, in March 1997 the Hillsboro City Council adopted Ordinance No. 4490, establishing an Emergency Management Program, authorizing the preparation of an Emergency Management Plan, appointment of an Emergency Program Manager and creating Chapter 2.46, Emergency Management, of the Hillsboro Municipal Code; and

WHEREAS, Section 2.46.010 of the City of Hillsboro Municipal Code defines the Emergency Management Plan as the management plan adopted by the Hillsboro City Council which addresses the possible emergencies that might occur within the City; and

WHEREAS, Section 2.46.040 of the City of Hillsboro Municipal Code requires the Hillsboro City Council adopt, by resolution, and may from time to time amend, an Emergency Management Plan; and

WHEREAS, in April 1999 the Hillsboro City Council adopted Ordinance No. 1967, adopting the Emergency Management Plan; and

WHEREAS, the Emergency Management Plan has been revised and updated by the City's Disaster Planning Team, including changes which must be approved by Hillsboro City Council;

NOW, THEREFORE BE IT RESOLVED by the Hillsboro City Council that the Emergency Management Plan dated January 2004 is adopted as attached hereto, Marked "Exhibit A," and by reference incorporated into this resolution as though fully set forth herein in accordance with ORS 401.
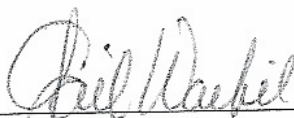
BE IT FURTHER RESOLVED that the Hillsboro City Council may, from time to time by resolution amend the Plan, by changing, adding to, or deleting any of its provisions.

Introduced and passed this 2nd day of March 2004.

_____
Mayor

ATTEST: _____
City Recorder

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EXECUTIVE SUMMARY

I. PURPOSE

This Emergency Management Plan, hereafter referred to as "the Plan," describes the roles and responsibilities of city leadership and staff during an emergency or disaster. It sets forth a strategy and documents the procedures to effectively track our situation and resource status as an integrated, comprehensive emergency response.

II. AUTHORITY

This Plan is promulgated by the Hillsboro City Council pursuant to:
A. City of Hillsboro Municipal Code Chapter 2.46, Emergency Management. (See full text at Section 1-C)
B. Oregon Revised Statutes (ORS) Chapter 401.015 to 401.105, 401.260 to 401.325, and 401.335 to 401.580. (See excerpts at Section 1-D)

III. DESCRIPTION

The Plan is divided into seven (7) major sections:
A. Section 1 – Emergency Management Policy and Authority: emergency management policy, emergency management authority, and emergency management-related citations from the Hillsboro Municipal Code and Oregon Revised Statues**. *This Section, including its subsections, must be approved by the Hillsboro City Council; and all other sections of the Plan must comply with it.***
B. Section 2 – Hazard Analysis: analyzes the degree of risk present within the City of Hillsboro from each of the different types of natural and manmade hazards to which we are vulnerable. Examples include: earthquake, flood, and terrorism.
C. Section 3 - Planning Responsibilities: "spreadsheet" listing of primary and support responsibilities, by department, for mitigation, preparedness, response, and recovery functions related to emergency management.
D. Section 4 – Incident Command System Position Checklists
E. Section 5 – Common Management Functions: specific functional and Incident Command System checklists for those activities which may be common to all emergencies, regardless of hazard or cause. Examples include: Emergency Operations Center activation, resource management, and damage assessment.
F. Section 6 – Hazard-Specific Guidelines: specific functions and guidelines which are hazard-specific. Includes Incident Command System position checklists. Examples include: windstorm, earthquake, and flood.
G. Section 7 – Related Documents: references related, stand-alone plans that are published under separate cover. Examples include: Emergency Operations Center Position Checklists, Washington County Emergency Alert System Activation Plan, and City of Hillsboro Volunteer Center Activation Plan.
H. Section 8 – Attachments: reference materials included as part of this Plan. Examples include the city's communications plan and vital services list.

SECTION 1-A

EMERGENCY MANAGEMENT POLICY

I.   PURPOSE

This section sets forth the policies of the City of Hillsboro related to emergency management. This Section, together with the other sections included in the "Administrative Overview," must be approved by the City Council; and all other sections of the Plan must comply with the policies contained herein.

II.   AUTHORITY

Emergency Management policy is set forth by the Hillsboro City Council pursuant to:
A. Oregon Revised Statutes (ORS) Chapter 401.015 to 401.105, 401.260 to 401.325, and 401.335 to 401.580. (See excerpts at Section 1-D.)
B. City of Hillsboro Municipal Code Chapter 2.46, Emergency Management. (See full text at Attachment 6-B)

III.   DESCRIPTION

A. Continuity of Government

A line of succession, also known as "continuity of government," is necessary to ensure the legal continuation and leadership of city government during an emergency. The line of succession within the City of Hillsboro during an emergency is:
   i.   Mayor
   ii.   Council President
   iii.   City Manager
   iv.   Deputy City Manager
   v.   Assistant City Manager

B. General Policy Statements

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

   i.   The City of Hillsboro will take an all-hazards approach to emergency planning and preparedness, whenever practical.
   ii.   Vital city services will be maintained as long as possible. (See Attachment 8-D, Vital Services.)
   iii.   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.

SECTION 1-D

OREGON REVISED STATUTES CHAPTER 401

2001 EDITION - Relevant Excerpts

EMERGENCY MANAGEMENT AND SERVICES

401.015 Statement of policy and purpose. (1) The general purpose of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 is to reduce the vulnerability of the State of Oregon to loss of life, injury to persons or property and human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of such occurrences.

(2) It is declared to be the policy and intent of the Legislative Assembly that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local government level. The state shall prepare for emergencies, but shall not assume authority or responsibility for responding to such an event unless the appropriate response is beyond the capability of the city and county in which it occurs, the city or county fails to act, or the emergency involves two or more counties. [1983 c.586 §1]

401.035 Responsibility for emergency services systems. (1) The Governor is responsible for the emergency services system within the State of Oregon.

(2) The executive officer or governing body of each county or city of this state is responsible for the emergency services system within that jurisdiction.

(3) In carrying out their responsibilities for emergency services systems, the Governor

and the executive officers or governing bodies of the counties or cities may delegate any administrative or operative authority vested in them by ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 and provide for the subdelegation of that authority. [1983 c.586 §3]

401.055 Declaration of state of emergency procedure. (1) The Governor may declare a state of emergency by proclamation at the request of a county governing body or after determining that an emergency has occurred or is imminent.

(2) All requests by a county governing body that the Governor declare an emergency shall be sent to the Office of Emergency Management. Cities must submit requests through the governing body of the county in which the majority of the city's property is located. Requests from counties shall be in writing and include the following:

(a) A certification signed by the county governing body that all local resources have been expended; and

(b) A preliminary assessment of property damage or loss, injuries and deaths.

(3)(a) If, in the judgment of the Superintendent of State Police, the Governor cannot be reached by available communications facilities in time to respond appropriately to an emergency, the superintendent shall notify the Secretary of State or, if the Secretary of State is not available, the State Treasurer that the Governor is not available.

(b) After notice from the superintendent that the Governor is not available, the elected state official so notified may declare a state of emergency pursuant to the provisions of subsections (1) and (2) of this section.

(c) If the Superintendent of State Police is unavailable to carry out the duties described in this subsection, such duties shall be performed by the Director of the Office of Emergency Management.

(4) Any state of emergency declared by the Secretary of State or State Treasurer pursuant to this section has the same force and effect as if issued by the Governor, except that it must be affirmed by the Governor as soon as the Governor is reached. However, if the Governor does not set aside the proclamation within 24 hours of being reached, the proclamation shall be considered affirmed by the Governor.

(5) Any proclamation of a state of emergency must specify the geographical area covered by the proclamation. Such area shall be no larger than necessary to effectively respond to the emergency.

401.085 Management of resources during emergency; rules. Whenever the Governor has declared a state of emergency under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, the Governor shall be authorized to issue, amend and enforce rules and orders to:

(1) Control, restrict and regulate by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation or other means, the use, sale or distribution of food, feed, fuel, clothing and other commodities, materials, goods and services;

(2) Prescribe and direct activities in connection with use, conservation, salvage and prevention of waste of materials, services and facilities, including, but not limited to, production, transportation, power and communication facilities training, and supply of labor, utilization of industrial plants, health and medical care, nutrition, housing, rehabilitation, education, welfare, child care, recreation, consumer protection and other essential civil needs; and

(3) Take any other action that may be necessary for the management of resources following an emergency. [1983 c.586 §7]

401.115 Additional powers during emergency. During the existence of an emergency, the Governor may:

(1) Assume complete control of all emergency operations in the area specified in a proclamation of a state of emergency issued under ORS 401.055, direct all rescue and salvage work and do all things deemed advisable and necessary to alleviate the immediate conditions.

(2) Assume control of all police and law enforcement activities in such area, including the activities of all local police and peace officers.

(3) Close all roads and highways in such area to traffic or by order of the Governor limit the travel on such roads to such extent as the Governor deems necessary and expedient.

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

(5) Require the aid and assistance of any state or other public or quasi-public agencies in the performance of duties and work attendant upon the emergency conditions in such area. [Formerly 401.530]

401.125 Authority concerning federal financial assistance to political subdivision. Whenever, at the request of the Governor, the President of the United States has declared a major disaster to exist in this state, the Governor is authorized:

(1) Upon determination that a political subdivision of the state will suffer a substantial loss of tax and other revenues from a major disaster and has demonstrated a need for financial assistance to perform its governmental functions, to apply to the federal government, on behalf of the political subdivision, for a loan; and to receive and disburse the proceeds of any approved loan to any applicant political subdivision.

(2) To determine the amount needed to restore or resume its governmental functions, and to certify the same to the federal government, provided, however, that no application amount shall exceed 25 percent of the annual operating budget of the applicant political subdivision for the fiscal year in which the major disaster occurs.

(3) To recommend to the federal government, based upon the review of the Governor, the cancellation of all or any part of repayment when, in the first three full fiscal year period following the major disaster, the revenues of the political subdivision are insufficient to meet its operating expenses, including additional disaster-related expenses of a municipal operation character. [Formerly 401.630]

401.280 Federal grants for emergency management and services; authority of office. (1) The Office of Emergency Management is designated as the sole agency of the State of Oregon for the purpose of negotiating agreements with the Federal Emergency Management Agency or other appropriate federal agency, on behalf of the state, for the acquisition of federal funds for the purpose of providing emergency program management and emergency services. All city or county emergency management programs, emergency service agencies and state agencies applying for such funds shall coordinate with the Office of Emergency Management on development of proposals and shall submit applications to the agency to be reviewed or processed, or both.

(2) The office is authorized to accept and receive on behalf of the state, counties and cities federal funds for purpose of emergency program management and emergency services, to deposit such funds in the Emergency Management Revolving Account and to authorize the disbursement and distribution of these funds in accordance with the applicable agreement. [1983 c.586 §22; 1993 c.187 §6]

401.305 Emergency management agency of city or county; emergency program manager; coordination of emergency management functions. Each county of this state shall, and each city may, establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the county or city. The executive officer or governing body of each county and any city which participates shall appoint an emergency program manager who shall have responsibility for the organization, administration and operation of such agency, subject to the direction and control of the

county or city. The local governing bodies of counties and cities that have both city and county emergency management programs shall jointly establish policies which provide direction and identify and define the purpose and roles of the individual emergency management programs, specify the responsibilities of the emergency program managers and staff and establish lines of communication, succession and authority of elected officials for an effective and efficient response to emergency conditions. Each emergency management agency shall perform emergency program management functions within the territorial limits of the county or city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the county or city. Such emergency management functions shall include, as a minimum, coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities, and establishment of an incident command structure for management of a coordinated response by all local emergency service agencies. [1983 c.586 §12; 1993 c.187 §9]

401.309 Declaration of state of emergency by local government; procedures; mandatory evacuations. (1) Each county, city or other municipal corporation in this state may, by ordinance or resolution, establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. The ordinance or resolution shall describe the conditions required for the declaration of a state of emergency within the jurisdiction and the agency or individual authorized to declare that a state of emergency exists.

(2) An ordinance or resolution adopted under this section may designate the emergency management agency, if any, or any other agency or official of the county, city or municipal corporation as the agency or official charged with carrying out emergency duties or functions under the ordinance.

(3) A county, city or municipal corporation may authorize an agency or official to order mandatory evacuations of residents and other individuals after a declaration of a state of emergency within the jurisdiction is declared. An evacuation under an ordinance or resolution authorized by this section shall be ordered only when necessary for public safety or when necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency.

(4) Nothing in this section shall be construed to affect or diminish the powers of the Governor during a state of emergency declared under ORS 401.055. The provisions of ORS 401.015 to 401.105, 401.115 and 401.125 to 401.145 supersede the provisions of an ordinance or resolution authorized by this section when the Governor declares a state of emergency within any area in which such an ordinance or resolution applies.

(5) As used in this section, "emergency" has the meaning given that term in ORS 401.025. [1997 c.361 §2]

401.315 City or county authorized to incur obligations for emergency services; county determination of emergency. In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, counties or cities may enter into contracts and incur obligations necessary to mitigate, prepare for, respond to or recover from emergencies or major disaster. A

county shall assess whether an emergency exists. [1983 c.586 §13; 1991 c.418 §2]

401.325 Emergency management agency appropriation; tax levy. (1) Each county and city may make appropriations, in the manner provided by law for making appropriations for the expenses of the county or city, for the payment of expenses of its emergency management agency and may levy taxes upon the taxable property within the county or city.

(2) An appropriation made under subsection (1) of this section shall be budgeted so that it is possible to identify it as a distinguishable expense category. [1983 c.586 §14]

401.335 Temporary housing for disaster victims; political subdivision's authority. Any political subdivision of this state is expressly authorized to acquire, temporarily or permanently, by purchase, lease, or otherwise, sites required for installation of temporary housing units for disaster victims, and to enter into arrangements necessary to prepare or equip such sites to utilize the housing units. [Formerly 401.620]

401.480 Cooperative assistance agreements. The state, counties and cities may, in collaboration with public and private agencies, enter into cooperative assistance agreements for reciprocal emergency aid and resources. [1983 c.586 §15]

401.485 Leaves of absence for 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. [1995 c.70 §1]

Note: 401.485 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.490 Mutual use of supplies and services. In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, the Governor and the executive officers or governing bodies of the counties and cities may request and utilize the services, equipment, supplies and facilities of existing departments, offices and agencies of the state and of local governments. The officers and personnel of all local government departments, offices and agencies may cooperate with, and extend such services and facilities to the Governor, to the Office of Emergency Management and to emergency management agencies and emergency service agencies upon request. [1983 c.586 §16]

401.500 Reimbursement by state for services provided by local government employees. The state shall reimburse a local

government for the compensation paid and the actual and necessary travel, subsistence and maintenance expenses of employees of the local government while actually serving at the direction of the Governor or the Director of the Office of Emergency Management in a state function or capacity. [1983 c.586 §17]

401.505 Acceptance of aid for emergency services. Whenever any organization, agency, person, firm, corporation or officer thereof offers to the state or to any county or city, services, equipment, supplies, material or funds by way of gift, grant or loan for purposes of emergency program management or emergency services, the state, acting through the Governor, or the county or city, acting through its executive officer or governing body, may accept the offer. Upon acceptance, the Governor or executive officer or governing body of a county or city, as the case may be, may authorize any officer thereof to receive the services, equipment, supplies, materials or funds on behalf of the state, county or city, subject to the terms of the offer and any rules of the agency making the offer. [1983 c.586 §19]

401.515 Nonliability for emergency services; exception. (1) During the existence of an emergency, the state and any local government, any agent thereof or emergency service worker engaged in any emergency services activity, while complying with or attempting to comply with ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 or any rule promulgated under those sections, 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.

(2) There shall be no liability on the part of a person who owns or maintains any building or premises which has been designated by any emergency management agency or emergency service agency or any public body or officer of this state or the United States as a fallout shelter or a shelter from destructive operations or attacks by enemies of the United States for the death of or injury to any individual or damage to or loss of property while in or upon the building or premises as a result of the condition of the building or premises or as a result of any act or omission, except willful misconduct, gross negligence or bad faith of such person or the servants, agents or employees of the person when the dead or injured individual entered or went on or into the building or premises for the purpose of seeking refuge therein during or in anticipation of destructive operations or attacks by enemies of the United States or during tests ordered by lawful authority.

(3) The provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 shall not affect the right of any person to receive benefits or compensation to which the person would otherwise be entitled under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, under ORS chapter 656, under any pension or retirement law or under any act of Congress.

(4) Emergency service workers, in carrying out, complying with or attempting to comply with any order or rule issued under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 or any local ordinance, or performing any of their authorized functions or duties or training for the performance of their authorized functions or duties, shall have the same degree of responsibility for their actions and enjoy the same immunities as officers and employees

of the state and its local governments performing similar work.

action. See Preface to Oregon Revised Statutes for further explanation.

(5) Nothing in this section shall excuse any governmental agency from liability for intentional confiscation or intentional destruction of private property.

(6) There shall be no liability incurred by any person who complies with an order of the Governor under ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580 for damages resulting from compliance. [1983 c.586 §20]

401.538 State and local agency emergency response drills. (1) Each state or local agency shall drill agency employees working in office buildings on emergency procedures so that the employees may respond to an earthquake emergency without confusion or panic. The agencies shall conduct the drills in accordance with Office of Emergency Management rules. The drills must include familiarization with routes and methods of exiting the building and methods of "duck, cover and hold" during an earthquake. An agency shall conduct the drills annually. The Office of Emergency Management may, by rule or on application, grant exemptions from the drill requirement for good cause.

(2) As used in this section, "state or local agency" means a state or local office, department, division, bureau, board or commission that is assigned, renting, leasing, owning or controlling office space for carrying out its duties. "State or local agency" includes the Legislative Assembly when in regular session. [2001 c.366 §1]

Note: 401.538 to 401.546 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 401 or any series therein by legislative

CITY OF HILLSBORO MUNICIPAL CODE
ON
EMERGENCY MANAGEMENT

Hillsboro Municipal Code
Chapter 2.46

EMERGENCY MANAGEMENT
Sections:

2.46.010 Definitions.

As used in this chapter, the following words and phrases mean:

"Emergency" means and includes any manmade or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes but is not limited to fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or release of oil or other hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, crisis influx of migrants unmanageable by the city, civil disturbance, riot, sabotage and war.

"Emergency management plan" means the management plan adopted by the city council which addresses the possible emergencies that might occur within the city. The term "plan," includes the emergency management plan along with all individual hazard-specific plans, resource lists and call lists and any changes or additions thereto.

"Emergency program manager" means the city manager or the city manager's designee. (Ord. 4490 § 1 (part), 1997)

2.46.020 Emergency management program.

Pursuant to ORS Chapter 401, the city of Hillsboro establishes an emergency management program. The city council shall be responsible for setting policy direction for emergency management through the adoption of an emergency management plan ("plan"). Subject to the direction of the city manager, the emergency program manager shall have 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. (Ord. 4490 § 1 (part), 1997)

2.46.030 Emergency program manager.

Subject to the direction of the city manager, the emergency program manager shall be responsible for carrying out the responsibilities of that position provided for

in this chapter and ORS Chapter 401. The emergency program manager shall be authorized to negotiate, prepare and present for city council approval, any agreements between the city and other governmental entities or private parties that are deemed to be necessary and proper for the furtherance of the policies set forth in the emergency management plan. (Ord. 4490 § 1 (part), 1997)

2.46.040 Emergency management plan.

The plan shall address the emergencies likely to afflict the city and the appropriate procedures and responses for each type of emergency. The city council shall by resolution adopt, and may from time to time amend, the plan, together with any hazard-specific plans, resource lists and call lists. (Ord. 4490 § 1 (part), 1997)

2.46.050 Incident command system.

The city council adopts the incident command system ("ICS") of the National Incident Management System ("NIMS") as a model for managing emergencies within the city's jurisdiction. (Ord. 4490 § 1 (part), 1997)

2.46.060 Declaration of emergency.

When circumstances so warrant and subject to the direction of the city manager, the emergency program manager shall prepare a report and make a recommendation to the city council, at a regular or special meeting, requesting the declaration of an emergency. The city council shall consider the emergency program manager's recommendation and may declare an emergency. Such a declaration shall:

A.   Describe the nature of the emergency;

B.   Designate the geographic boundaries of the area where the emergency is deemed to exist, and that portion of the affected area lying within the city limits;

C.   Estimate the number of individuals at risk, injured or killed;

D.   Describe the actual or likely damage;

E.   State the type of state, county and city assistance or resources required to respond to the emergency;

F.   Estimate the length of time during which the designated area shall remain in an emergency status; and,

G.   State the specific regulations or emergency measures imposed as a result of the declaration of emergency. (Ord. 4490 § 1 (part), 1997)

2.46.070 Authority of city manager.

Whenever an emergency is declared under Section 2.46.060 of this chapter, the city manager may authorize specific emergency powers for the duration of the emergency period and the specific areas or portions of the city wherein the emergency is declared to exist and over which the city has authority, 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 which fixes the hours during which all persons, other than public officers and officials, 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 city manager may prohibit or restrict the sale of alcoholic beverages and the sale of gasoline or other flammable liquids;

E.   The city 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. (Ord. 4490 § 1 (part), 1997)

2.46.080 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 chapter commits a civil infraction under Hillsboro Municipal Code Section 1.08.010 and shall be subject to prosecution in municipal court. (Ord. 4490 § 1 (part), 1997)

2.46.090 Authority to enter property.

During an emergency declared under Section 2.46.060 of this chapter, 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 land will allow the person to take steps to alleviate the emergency and prevent or minimize danger to lives or property from the declared emergency. (Ord. 4490 § 1 (part), 1997)

2.46.100 Suspension of procurement requirements.

When an emergency is declared under Section 2.46.060 of this chapter, and consistent with the plan and applicable state law, the city 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. (Ord. 4490 § 1 (part), 1997)

2.46.110 Nonliability for emergency services.

Pursuant to ORS 401.515, during the existence of a declared or undeclared emergency, the city and any agent of the city engaged in any emergency services activity, while complying with or attempting to comply with the plan, ORS 401.015 to 401.105 and 401.260 to 401.325 and 401.355 to 401.580 shall not, except in cases of wilful 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. (Ord. 4490 § 1 (part), 1997)

SECTION 1-B

EMERGENCY MANAGEMENT AUTHORITY

I.   PURPOSE

The purpose of this section is to define the membership and authorities of the:
A   Emergency Management Group
B   Policy Group

II.   AUTHORITY

Oregon Revised Statutes 401.305 and 401.335 and the City of Hillsboro Municipal Code give the city responsibility and authority to direct activities which mitigate, prepare for, respond to, and recover from emergencies or major disasters.

III.   DESCRIPTION

A. The City of Hillsboro Emergency Management Group consists of:
   i.   City Manager (Chair)
   ii.   Police Chief
   iii.   Fire Chief
   iv.   Public Works Director
   v.   Water Director
   vi.   Emergency Manager

Members of the Emergency Management Group have the authority to:
   i.   Call for activation of the Emergency Operations Center to support emergency response efforts
   ii.   Begin the Declaration of Emergency process in order to:
      a. Implement special emergency powers or
      b. Request additional resources from Washington County (outside and/or in addition to our normal mutual aid requests).
   iii.   Convene the Policy Group to request additional budgetary authority or to make policy decisions. (See paragraph III.B, below, for a description of the Policy Group.)

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.

B. The City of Hillsboro Policy Group consists of
   i.   Mayor (voting member, as provided by City Council procedure)
   ii.   City Councilors (voting members)
   iii.   Emergency Management Group (advisory capacity)

iv. Others might be included, as needed, such as the Risk Manager and City Attorney (advisory capacity)

Voting members have the authority to:
v. Approve a declaration of emergency, which may:
a. 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
b. Request additional resources from Washington County (outside and/or in addition to normal mutual aid requests)
vi. Allocate additional budgetary authority required to respond to or recover from the disaster
vii. 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.

iv.   The City will use all available local and mutual aid resources prior to requesting additional assistance from Washington County or other outside sources.

v.   Assistance from Washington County or other outside sources (beyond mutual aid) will be requested through the emergency declaration process. (See Section 5-E, Emergency Declaration Process.)

vi.   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.

vii.   City Departments shall activate their staff in support of this Plan and their respective Department procedures, as necessary or directed to support the emergency.

viii.   On-scene incident management, Emergency Operations Center staff, and city departments shall provide situation and resource status reports to the Incident Commander, as requested. (See Section 5-N, Status Reporting.)

ix.   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.

x.   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 Section 1-B, Emergency Management Authority, for a description of the Policy Group)

xi.   The Incident Commander 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/lessons learned and to identify any necessary policy or procedural changes.

xii.   The 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 Section 5-A, Alert and Warning, for Emergency Alert System activation criteria. See Section 1-B, Emergency Management Authority, for a list of whom that includes.)

C. Operational Policy Statements

i.   Levels of Activity. Activation of this Plan is based upon the following definitions and criteria:
   a.   Level I (Low): An incident that can be handled within the normal organization and procedures of the responding department(s). The Emergency Operations Center is not activated.
   b.   Level II (Medium): An incident that has special or unusual characteristics requiring a coordinated response by more than one city department. Department Operations Centers will usually be activated, at the discretion of the Department Manager. The Emergency

Operations Center may or may not be activated, at the discretion of the Incident Commander.

    c. Level III (High): An incident that requires the coordinated response of all levels of government to save lives and protect the property of a large portion of the population. Department Operations Centers and the Emergency Operations Center will be activated. A State of Emergency will usually be declared.

ii. Response Actions

    a. 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 Emergency Operations Center functions.

        1. These Departments shall activate a Department Operations Center (DOC) to dispatch their resources according to the priorities set by Incident Command.

        2. The DOCs shall report their situation and resource status to the Emergency Operations Center.

    b. 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. (See each Hazard-Specific Guideline in Section 6 to identify lead agency assignments.)

    c. The Incident Command System will be used to manage response and recovery actions.

iii. All Departments will perform these common management functions in support of this Plan:

    a. Participate in training and exercises.

    b. Provide a representative to the Disaster Planning Team.

    c. Provide staff to the Emergency Operations Center, as available or directed.

    d. Develop plans and procedures to activate a Department Operations Center, if needed. (See paragraph C.ii.a, above.)

    e. Establish internal lines of succession of authority.

    f. Protect department vital records, materials, facilities, and services.

    g. Develop and exercise procedures to warn department personnel of impending emergencies and actions to be taken.

    h. Develop and maintain mutual aid agreements and a department-specific resource list.

    i. Promote disaster preparedness and training, and encourage employees to develop a family disaster plan.

iv. In consideration of the health and welfare of its employees, the City of Hillsboro sets the following standards for disaster preparedness:

a. Each Department which operates a Department Operations Center will stock sufficient non-perishable food, water, and basic supplies to sustain its DOC staff for a minimum of 72 hours.

　　　b. Each Department that expects its employees to respond during a disaster will stock sufficient non-perishable food, water, and basic supplies to sustain its responders for a minimum of 72 hours, and will also promote personal preparedness for the employees' families.

　　　c. The Emergency Manager will stock the Emergency Operations Center with sufficient non-perishable food, water, and basic supplies to sustain the EOC staff for a minimum of 72 hours.

　　　d. Each Department will prepare 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. They will also encourage each employee to supplement those supplies with personal items, such as additional food, toiletries, a change of clothing, and sturdy shoes.

v.　The City Manager has the authority and responsibility for the direction and control of city resources during a declared emergency. (See Hillsboro Municipal Code Chapter 2.46, Section 2.46.070.)

　　　a. Department Managers provide day-to-day management of assigned resources.

　　　b. Emergency responders activate an on-scene Incident Command System to manage assigned resources.

　　　c. The lead agency for the type of incident retains operational control of the incident scene. (See each Hazard-Specific Guideline in Section 6 to identify lead agency assignments.)

　　　d. The City Manager may assume Incident Command at the Emergency Operations Center if, in his or her judgment, emergency response will be enhanced by this action.

　　　e. The City Manager may authorize specific emergency powers for the duration of the emergency period, consistent with the declaration of emergency. (See Hillsboro Municipal Code Chapter 2.46, Section 2.46.070.)

D. Emergency Management Policy Statements

i.　The city will conduct an annual exercise of the Emergency Operations Center function. There may also be other exercises of specific functions within the Incident Command System.

ii.　When practical, emergency management training and exercises will be scheduled in conjunction with Washington County and surrounding jurisdictions and special service districts.

iii.　Where appropriate, this Plan will reference applicable sections of the Washington County Emergency Plan for services provided by Washington County. Examples include: Mass Fatalities Incident Plan, Public Health Annex, and Mental Health Annex.

iv.   The Emergency Manager is responsible for reviewing this plan for updates, with assistance from the Disaster Planning Team and other subject matter experts. Any changes to Section 1 of this plan must be adopted by Hillsboro's City Council.

E. Mitigation Policy Statements

i.   The City of Hillsboro will, through land use planning, building and fire codes, ordinances, and public education, work to mitigate hazards in the community.
ii.   The City of Hillsboro will seek partners in developing and implementing a Hazard Mitigation Plan. Possibilities include, but are not limited to, businesses, special districts, non-profit organizations, civic organizations, and citizen groups.
iii.   The City of Hillsboro will seek mitigation grant funding, when possible.
iv.   The City of Hillsboro will encourage residents and businesses to purchase flood and earthquake riders to their property insurance policies, as appropriate.
v.   The City of Hillsboro promotes protection of city employees and property through the use of non-structural earthquake mitigation measures in employee-occupied workspaces.

SECTION 2
HAZARD ANALYSIS

2-A   Introduction

This Emergency Management Plan (EMP) is based on an analysis of the natural and technological hazards that can affect Hillsboro residents and businesses. With a clear understanding of the hazards, we can prepare appropriate mitigation, response, and recovery policies, plans, and procedures.

This hazard analysis is the foundation upon which the City's Emergency Management Plan (EMP) and departmental implementing procedures are developed. The method used to analyze the hazards facing the city does not predict the occurrence of a particular event; but, rather, it serves to provide a sense of hazard priorities or relative risk. By quantifying and comparing the risks of various hazardous events, the city can focus its planning efforts in those areas of greatest concern.

The hazard analysis is formatted to provide background information on the city's geography, demography, and hazards; a description of the analysis methodology; and a summary of the hazards, listed in order of risk rating. A Hazard Analysis Worksheet is attached at the end of the document.

2-B   Geographic and Demographic Description

The City of Hillsboro is located in central Washington County, Oregon, 17 miles west of the city of Portland. Hillsboro is bordered on the north by the city of North Plains and unincorporated areas, on the east by the city of Beaverton and incorporated areas, on the south by unincorporated areas, and on the west by the city of Cornelius and unincorporated areas.

Incorporated in 1876, Hillsboro occupies an area of 22 square miles and, with a 2002 population of 73,236, is the second largest city in Washington County and the sixth largest in Oregon. Hillsboro is also the County Seat. Washington County has a 2000 population of 445,342, about 58% of which live in the 16 incorporated cities within the county.

Hillsboro and eastern Washington County are heavily developed, with light manufacturing and retail industries dominating. Hillsboro is the heart of the "Silicon Forest," with high technology companies as its largest employers. Washington County is very rural to the west of Hillsboro, with agriculture as the dominant industry.

Washington County is bordered by Tillamook County on the west, Yamhill and Clackamas Counties on the south, Clackamas and Multnomah Counties on the east, and Columbia County on the north. Washington County, together with Clackamas, Multnomah, and Columbia Counties in Oregon, and Clark County, Washington, form the Portland metro area, which has a population of about 1.5 million people.

The city's location is Latitude: N 45" 31' 23", Longitude: W 122" 59' 18". The Hillsboro airport sits at an elevation of 204' above sea level, and the downtown area sits at 196' above sea level. The monthly average low temperature is 33°F, and the monthly average high is 81°F. The average humidity is 62% on a July afternoon and 82% on a January afternoon. Annual Precipitation is 37.39". The coldest month is January; the warmest month is August; and the wettest month is December.

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 Coastal Range is visible off 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.

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, which is 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') 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 Rose Festival 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.

Hillsboro is home to a research facility associated with Oregon Health and Sciences University, which includes the Regional Primate Center.

2-C   Hazard Identification and Classification

The hazards that exist can be identified by:
      A. Reviewing the State, County, and adjacent jurisdictions' hazard analyses;
      B. Interviewing city leadership, first responders, and long-time residents;
      C. Driving around the area and conducting a "windshield assessment;"
      D. Searching local newspaper archives;
      E. Researching internet websites of local, state and federal agencies; and
      F. Recognizing that certain hazards can drift with wind or water from adjacent jurisdictions.

Hazard identification is an on-going process and is never fully complete. The hazard identification and vulnerability assessment may need to be amended to accommodate new industry, development-related changes, improved knowledge of earthquake fault lines, etc.

The mere existence of a hazard does not, by itself, put the community at risk. We must identify the people, environment, property, and economic sectors that may be susceptible to each hazard. Therefore, it is important to understand the demographics of the community, the physical effects of the hazards, and the proximity of the hazards. It is also important to note both the primary and secondary effects of a hazard, as well as any active or passive mitigation actions that have been taken to lessen the effects. For example, a fire in a commercial building is bad enough; but, when it burns through a petroleum storage area, it is much worse.

All areas of the city may be subject to the effects of natural and technological (human-caused) hazards. This hazard analysis seeks to identify, evaluate, and categorize the hazards that are most likely to have a disastrous impact on the citizens and property of Hillsboro. These hazards include:

A. Natural Hazards

1. Weather – Weather hazards include flood, windstorm, drought, severe winter storm, and tornado.
2. Geologic – Geologic hazards include earthquake and volcanic eruption.
3. Fire – Natural fire hazards include wildfire and urban interface fire.

B. Technological Hazards

1. Utility Failures – Utility hazards include failure or disruption of electrical, telephone, water, gas, fuel oil, sewer or sanitation systems.
2. Hazardous Materials – HAZMAT hazards include the uncontrolled release of gases, explosives, corrosives, flammable liquids and solids, oxidizers, poisons, or radioactive materials at fixed sites or during transportation.
3. Transportation – Transportation hazards include incidents involving aircraft, rail systems, watercraft, motor vehicles, or pipelines.
4. Civil Disturbance – Civil disturbance hazards include unlawful demonstrations, riots, acts of terrorism, or sabotage.
5. Dam Failure – Dam failure hazards include the uncontrolled release of water from natural or human-made impoundments.

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

A. People
   i. Elderly
   ii. Children
   iii. Disabled
   iv. Non-English Speaking

B. Pets
     i.   At Home
     ii.   Veterinarians
     iii.   Animal Shelters/Pet Stores

C. Facilities and Property
     i.   Agricultural Fields
     ii.   Businesses
     iii.   Childcare
     iv.   Confinement Facilities
     v.   Factories
     vi.   Healthcare Facilities (Group, Foster, Hospice, Retirement, Assisted Living, Nursing, etc.)
     vii.   Offices
     viii. Residents
     ix.   Retail Outlets
     x.   Schools
     xi.   Sporting Facilities
     xii.   Wholesale Suppliers

D. Infrastructure
     i.   Transportation (Roads, Bridges, Rail Lines, Airport, Overpasses, Culverts)
     ii.   Utilities (Gas, Electric, Telephone, Water, Sewage, Garbage, Cable TV, Internet Service Providers)

E. Critical Facilities
     i.   City Hall
     ii.   Fire Stations
     iii.   Hospitals
     iv.   Police Stations

F. Environment
     i.   Air, Water, Soil
     ii.   Wildlife
     iii.   Parks
     iv.   Wetlands
     v.   Lakes, rivers, creeks

2-D   Hazard Analysis Methodology

Although we recognize that many hazards occur together or may have a cause-effect relationship (e.g., dam failures cause flooding and windstorms may cause power outages), the methodology used in this hazard analysis addresses each hazard as a singular event.

Each of the hazards examined by this analysis is "scored" using a formula that incorporates three levels of severity, four rating criteria, the three and weight factors. For every hazard, scores for the four rating criteria (i.e., Event History, Vulnerability, Maximum Threat, and Probability) are determined by multiplying each criterion's severity rating by its weight factor. The rating criteria scores for the hazard are then summed to provide a total score for that hazard. Definitions and values for the severity criteria, rating criteria, and weight factors are noted below.

For the rating criteria of History, Vulnerability, and Probability, only major emergencies and disasters are considered. A major emergency or disaster is an incident that necessitates the activation of a jurisdictional EOC or the issuance of a local Declaration of Emergency.

A. Severity Criteria

High	=	10 points
Moderate	=	5 points
Low	=	1 point

B. Rating Criteria and Weight Factors

1. Event History addresses the record of previous major emergencies or disasters. Weight Factor is 2.

High	=	4 or more events in last 100 years
Moderate	=	3 events in last 100 years
Low	=	1 or no events in last 100 years

2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5.

High	=	More than 10% affected
Moderate	=	1-10% affected
Low	=	Less than 1% affected

3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10.

High	=	More than 25% could be affected
Moderate	=	5-25% could be affected
Low	=	Less than 5% could be affected

4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7.

High	=	One incident within a 10 year period
Moderate	=	One incident within a 50 year period
Low	=	One incident within a 100 year period

2-E   Hazard Analysis

Based on the analysis methodology outlined above, the following hazards present the greatest risk to the City of Hillsboro. For a breakdown of the total point values, please see the "Hazard Analysis Worksheet" on the last page of this section.

The natural hazards listed below also include a description of potential mitigation activities which would eliminate or lessen the impact of the disaster upon life, property, and the environment.

A. Severe Winter Storm   240 points

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. The event is also typified by a need to shelter and care for adversely impacted individuals. The characteristics of the hazard are determined by a number of meteorological factors including the amount and extent of snow or ice, air temperature, wind speed, and event duration.

The City of Hillsboro experienced severe winter storms with substantial snowfall in 2004, 1950, 1937, 1919, 1909, and 1892. Hillsboro has also experienced numerous, but less severe, ice storms that have significantly impacted power and transportation. Given the growth in population and development that has occurred since 1950, any severe winter storm of the magnitude that struck in 1950 would have major impacts today.

B. Windstorm   240 points

A windstorm is generally a short duration event involving straight-line winds and/or gusts in excess of 50 mph 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. Unlike a tornado, a windstorm generally has broader, but less destructive impact.

Hillsboro has suffered several destructive windstorms in the past, most notably the Columbus Day storm in 1962 and the windstorm of December 12, 1995. Both caused extensive damage to public and private property and the 1995 event led to a Presidential Disaster Declaration for Washington County.

Straight-line and cyclonic winds both occur in Washington County. Straight-line winds, which originate as a downdraft of rain-cooled air, and reach the ground and spread out rapidly, are the most common and can produce gusts of up to 100 mph. Hillsboro is susceptible to direct impacts on the infrastructure and property, and indirect costs stemming from business closures and lost work time. Infrastructure damages might include collapsed or damaged buildings; damaged or blocked roads and bridges; or damaged traffic signals, streetlights, and parks. Roads blocked by fallen trees may block

access for emergency service vehicles. Historically, fallen trees have been the major cause of power outages; 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. A tornado did touch down near the city of Sherwood in 1993, but its impacts were minimal.

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.

C. Flood   165 points

Hillsboro's flood hazard includes:
- o Rapid-rise flooding of creeks tributary to the Tualatin River;
- o Slow-rise flooding of the main stem Tualatin River;
- o Flooding of streets and buildings caused by plugged culverts and storm drains or overloaded storm water systems; and/or
- o Flooding of individual properties due to improper or inadequate drainage practices.

The 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 flood event typically causes property damage and significant transportation and economic disruptions. It may also require short-term shelter and care support for citizens displaced from their homes.

Hillsboro has suffered several flood events in the past. The most notable were the Christmas flood of 1964 and the flood of February 1996. The 1996 event caused substantial damage to private property, agriculture, and government infrastructure in Washington County, and it led to a Presidential Disaster Declaration. Within Hillsboro, the property damage due to flooding was concentrated in just a couple of neighborhoods. The major problem for the majority of the population is road closures due to flooding, which makes travel difficult.

The City of Hillsboro has about 75 residents who have purchased National Flood Insurance Program (NFIP) policies as economic protection in the event of flood damage. During the February 1996 floods, there were ten claims against NFIP policies within the 97123 and 97124 ZIP Codes. During the January 1997 flooding event, there was one claim in the 97123 ZIP Code.

A number of land development and building codes that have been put in place over the last 30 years will help to mitigate the impacts of future flood events. Those codes affect building/construction near floodplains, stream setbacks, cut and fill, and surface water management. A number of non-profit groups have also done extensive work to enhance stream flow and water quality that will help to mitigate future flood events.

D. Utility Failure   162 points

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 (PGE), 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 System. A short duration event involving a widespread loss of telephone service may also rise to the level of a major emergency if it hampers the public's ability to access the 911 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 non-profit services. Utility failures of significant proportion typically arise from other hazard events such as floods or earthquakes, but may occur as standalone events.

Hillsboro does not have a history of standalone utility failure incidents; however, the 1993 West Coast brownout did have impacts within the city.

Telephone System Failure: There are two general modes of communication system failure to consider. In a hurricane the first to occur is usually "call volume overload", followed by infrastructure damage and failure. A tornado will likely produce the same two results, but in the opposite order. This is significant for two reasons. In the hurricane example, you will have time to "ramp up" your support as the communication systems deteriorate. In the tornado example, the maximum effect will be almost immediate. For planning purposes, these two situations could be characterized as having "gradual" and "immediate" needs.

Telephone network overload occurs when the number of attempted calls exceeds the system's simultaneous call capacity. Most telephone networks are designed so that at normal peak loads, your probability of being able to make a call is 90% to 95%. When a disaster occurs, the call volume can increase more than a hundred-fold beyond the normal peak load, and the probability of being able to complete a telephone call drops tremendously.

Cellular telephone networks fail for the same reasons wireline networks do, with the additional liability of a more fragile infrastructure. Antennas and towers can fail, and microwave links between cells and switching centers can be damaged quite easily. Add in call volume overload, and you can quickly understand why cellular networks should never be relied upon as a replacement for landline (wired) networks in a disaster situation.

Public safety communication networks suffer from the same general modes of failure as telephone systems. In addition, public safety agencies are labor-intensive operations, and quickly run short of personnel to do the communicating. Available personnel work around the clock with adrenaline pumping, they become physically exhausted, tempers grow short, and the ability to cope with the disaster diminishes.

Organizations like the American Red Cross and Salvation Army have minimal communication systems of their own, and are not equipped to deal with the large volume of message traffic a disaster brings. American Red Cross has limited national communication assets that can be moved into a large disaster area as needed, but this takes considerable time and is seldom enough. Since they are generally dependant on telephone service and very limited radio systems in a disaster situation, these organizations are almost automatically in "overload" mode without outside radio communication support.

E. Earthquake   162 points

The Earth's crust is broken into massive pieces called tectonic plates, that ride on semi-fluid 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 Ring of Fire - an area that experiences frequent earthquake and volcanic activity. Although Oregon's recorded history is relatively free of large magnitude earthquakes, it's geologic history shows ample evidence of past periodic, large-scale events.

Like most of Oregon, Hillsboro has little recorded data of significant earthquake activity. The "Spring Break Quake," a 5.7 Richter magnitude crustal earthquake centered near Molalla, shook Hillsboro in March of 1993 and caused limited damage. The Nisqually earthquake, a 6.8 magnitude deep, intra-plate earthquake centered near Olympia, Washington, shook Hillsboro on February 28, 2001; however, it, too, caused only minor damage locally. A number of smaller magnitude events have also occurred near Hillsboro, but few, if any, have produced noticeable impacts.

Despite the record, several earthquake faults are known to run in or near Washington County; and the Cascadia Subduction Zone is known to run just off the coast, stretching from British Columbia to northern California. The Cascadia Subduction Zone, where the Juan de Fuca Plate is diving beneath the North American Plate, is capable of producing great quakes of up to 9.5 Richter Scale magnitude. Adding to the earthquake hazard within Washington County are other geological conditions that would serve to magnify the degree of shaking and the consequent damages the shaking would create. These conditions include clay/silt/loam soils and high water tables. Although recent upgrades in the Oregon Building Codes will reduce the extent of property damage from future earthquakes, any quake of over 7.0 magnitude within Washington County can be

expected to cause widespread damage to public and private facilities, mass casualties, and significant disruption of lifeline services.

F. Volcanic Eruption (Ash Fallout)   159 points

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 based on a volcanic scenario impacting the Bull Run Water 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/clogged; buildings can become structurally threatened from the weight (especially when wet); and the economy takes a major hit.

Such an event was experienced by the city of Yakima, Washington, following the 1980 eruption of Mount St. Helens. Fortunately for Hillsboro, prevailing westerly winds carried most of the ash clouds to the east; however, we did experience some ash fallout from that event, despite the prevailing winds. Any future eruption of a nearby volcano (e.g., Hood, St. Helens, Jefferson, or Adams) occurring during a period of easterly winds would likely have adverse consequences for Hillsboro.

Volcanic eruptions are often accompanied by seismic activity and electrical storms. Responding to and recovering from such an incident would require a concerted effort on the part of the city and its emergency response agencies.

G. Drought/Water Shortage   134 points

A water shortage may arise from a number of causes, but it would most likely derive from drought or a significant diversion/interruption of water supplies supporting Hillsboro. Drought involves a period of prolonged dryness resulting from a lack of precipitation. A severe drought could require that strict conservation measures be implemented to assure an adequate supply of potable water for Hillsboro citizens. Long term drought conditions typically have devastating consequences for agricultural and other businesses dependent on a good supply of water, and place large areas surrounding Hillsboro are at risk for wildland or urban interface fires.

Although Hillsboro has suffered periods of drought in the past, the impacts have not been severe enough to reach major emergency or disaster proportions. The drought of 2000-01 is the worst on record in the County. Hagg Lake, the reservoir behind Scoggins Dam, fell to a record low of 9%. A combination of effective water management, significant conservation on the part of local irrigators, and adequate potable water supplies from the Bull Run system helped the County avert a major water crisis that year.

Diversions/interruptions of water supplies supporting Hillsboro could stem from failed reservoirs or wells, ruptured pipelines, or contaminated water sources. Significant redundancy exists in most of the County water systems; however, an incident impacting multiple sources or suppliers could pose serious risks for Hillsboro residents. Damage to two of the Bull Run water system's primary pipelines during the flood of 1996 did impact the amount of water the system was able to deliver to Washington County's water purveyors during that event.

H. Hazardous Materials Release   112 points

This hazard 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 a transportation accident (highway, rail, waterway, or pipeline), but it may also arise from accidents at fixed facilities.

Hazardous materials are used extensively within Hillsboro, particularly in high technology and manufacturing applications. Hillsboro has over 300 companies/facilities that annually report their hazardous materials inventory to the Office of the State Fire Marshal. About 20 of these facilities handle various amounts of twenty-two types of chemicals classed by the Environmental Protection Agency as Extremely Hazardous Substances (EHS). A risk identification study found that 15 facilities possess quantities of five different EHS or materials regulated under the Clean Air Act (112r) that meet or exceed the designated planning quantities under the Federal regulations. The Hillsboro Fire Department includes details of those facilities in their site-specific hazardous materials response plans.

Hillsboro 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 might impact the city are those that would involve 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 actions to evacuate and shelter large numbers of people.

Hillsboro has a history of minor hazardous materials incidents, but none that have risen to the level of major emergency or disaster. However, the increased use of hazardous materials in all aspects of daily life, their increased presence within Hillsboro, and the proximity of commercial and residential developments to hazardous material facilities raise the probability of a significant future event. This probability is offset somewhat by stricter regulations, more frequent deliveries of smaller amounts of hazardous materials, and tougher regulatory enforcement for facilities and companies that manufacture, transport, or store hazardous materials.

I. Wildland/Urban Interface Fire   112 points

Approximately 13% of the land within Washington County is public forestland, managed by the U.S. Bureau of Land Management and Oregon Department of Forestry. A larger percentage of land is woodland used for recreation or private commercial purposes. Most of these lands lie on the County's extreme north, west, and south boundaries. In addition to these lands, there are many pockets of forested land scattered throughout Washington County. Whether lying in rural, undeveloped areas or alongside heavily developed commercial or residential properties, these lands pose a significant wildland/urban interface fire threat.

Although Washington County has no history of fires rising to the level of major emergency or disaster, the potential will remain well into the future.

J. Civil Disturbance   112 points

This hazard 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. In the case of terrorist incidents, the use of chemical, biological, or nuclear weapons as well as conventional explosives is possible. As an example, the city of Tualatin received numerous bomb threats and three threats involving the use of biological materials (i.e., Anthrax) in the 1998-99 time period.

While there has been no history of terrorism or other instances of civil disorder rising to the level of major emergency or disaster in Washington County, the potential for such an incident exists. Terrorism has been prevalent on the international level for many years and has been on the rise domestically for the past few years. The attacks against the World Trade Center and The Pentagon; the mailed Anthrax attacks in Florida, New York, and Washington D.C.; the Oklahoma City and New York City bombings; the Rodney King riots in Los Angeles; and the WTO riot in Seattle are but a few examples of the potential that exists within the country. A number of large national and international companies are based in Washington County and at least one of those companies (Nike) has been the target of protests over foreign labor practices. Additionally, a number of animal rights demonstrations/protests have been staged at the Regional Primate Center.

While the history and probability of a conventional or unconventional (nuclear, biological, chemical) attack on the United States is low, the threat posed by such an event is extremely high. Government infrastructure and public and private services and supplies could all be severely disrupted and hundreds, if not thousands, of injuries or deaths could occur.

K. Dam Failure   84 points

Scoggins Dam is the only dam within Washington County capable of producing a major emergency or disaster event. It is an earthfill 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 county area about 7 miles southwest of Forest Grove. Scoggins Creek drains into the Tualatin River just downstream from the city of Gaston.

A catastrophic failure of Scoggins Dam with a full or near full reservoir would impact low-lying areas and roadways along the Tualatin River, Dairy Creek, McKay Creek, and Rock Creek in Hillsboro. Inundation levels would be dependent upon the river and creek levels at the time of the dam failure. During times of low water levels, impact would be minimal. The Bureau of Reclamation estimates that it would take approximately 3.5 hours for the leading flood wave to reach State Highway 219 at Jackson Bottoms Wetlands.

Scoggins Dam has never experienced a catastrophic failure or any other event where its integrity was placed in question. Although the dam is aging, it has a good system to detect both seepage and earth movement. That system should provide sufficient warning of a problem to allow the reservoir to be drawn down to mitigate the threat.

L. Transportation Accident   52 points

This hazard includes 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 elsewhere in this analysis. Excluding accidents involving hazardous materials, the primary risk from this hazard is an aircraft or light rail crash creating a mass casualty or mass fatality incident.

Hillsboro has no history of a transportation accident rising to the level of a major emergency or disaster; however, a number of factors have combined to increase the potential for such an incident in the future. Hillsboro's location relative to the flight path for Portland International Airport, a large increase in the number and frequency of flights into and out of the Hillsboro Airport, and the operation of light rail trains with capacity for 600 passengers, all combine to place it at greater risk than in the past.

1) 2-F Hazard Analysis Worksheet

Hazard	Rating Criteria and Weight Factors				Total Score
	History WF=2	Vulnerability WF=5	Max Threat WF=10	Probability WF=7	
Winter Storm	High (20)	High (50)	High (100)	High (70)	240
Windstorm	High (20)	High (50)	High (100)	High (70)	240
Flood	High (20)	Moderate (25)	Moderate (50)	High (70)	165
Utility Failure	Low (2)	Moderate (25)	High (100)	Moderate (35)	162
Earthquake	Low (2)	Moderate (25)	High (100)	Moderate (35)	162
Ash Fallout	Low (2)	High (50)	High (100)	Low (7)	159
Drought/Water Shortage	Low (2)	Moderate (25)	High (100)	Low (7)	134
HazMat Release	Low (2)	Moderate (25)	Moderate (50)	Moderate (35)	112
Wildland/Urban Interface Fire	Low (2)	Moderate (25)	Moderate (50)	Moderate (35)	112
Civil Disturbance/ Terrorism	Low (2)	Moderate (25)	Moderate (50)	Moderate (35)	112
Dam Failure	Low (2)	Moderate (25)	Moderate (50)	Low (7)	84
Transportation Accident	Low (2)	Low (5)	Low (10)	Moderate (35)	52
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					

2-G: Potential Mitigation Opportunities

The hazard identification and vulnerability analysis highlights many opportunities to increase our city's resilience with respect to disasters. In addition, the rising cost of disaster response has renewed interest in identifying ways to reduce vulnerability to disasters. Listed below are mitigation activities which are designed to reduce risk, prevent loss, and protect life, property, and the environment from future natural hazard events. They are divided into hazard-specific and multi-hazard mitigation activities.

Mitigation activities can be conducted before, during, or after disaster strikes. The most effective is, of course, pre-disaster, which hopefully cuts down on the damage suffered. Some of these activities come at the cost of staff time, while others would incur significant cost in engineering and construction. Some can be done by city staff, some must be done by residents or businesses, and some require a collaboration of public and private partners to be most effective.

More specific recommendations, and the process used to prioritize and implement the mitigation activities, are discussed in the City of Hillsboro Natural Hazard Mitigation Plan (still under development).

Hazard-specific mitigation activities might include:
    Winter Storm
        o   Increase public awareness of severe winter storm mitigation activities
        o   Develop and implement programs to keep trees from threatening lives, property, and public infrastructure from severe winter storm events
        o   Map and publicize locations around the county that have the highest incidence of extreme weather
        o   Support/encourage electrical utilities to use underground construction methods where possible to reduce outages from severe winter storms
        o   Develop and implement, or enhance, strategies for debris management for severe winter storm events
    Wind Storm
        o   Increase public awareness of windstorm mitigation activities
        o   Develop and implement programs to keep trees from threatening lives, property, and public infrastructure during windstorm events
        o   Map and publicize locations around the county that have highest incidence of extreme weather
        o   Support/encourage electrical utilities to use underground construction methods where possible to reduce power outages from windstorms
        o   Develop and implement or enhance strategies for debris management for windstorm events
    Flood
        o   Identify critical public infrastructure and facilities located in flood hazard areas and highlight those facilities as a focus for mitigation and preparedness measures
        o   Identify floodway obstructions

- Develop strategies to enhance the use of open space within the floodplain for flood mitigation, fish habitat, and water quality issues
- Develop outreach programs to business organizations that must manage for flood protection
- Integrate a flood hazard component into local watershed education programs
- Enhance data and mapping for floodplain information within the city, and identify and map flood-prone areas outside of designated floodplains

Earthquake
- Identify funding sources or establish tax incentives to retrofit structures that are identified as seismically vulnerable
- Encourage purchase of earthquake hazard insurance
- Pursue regulatory mandates for structural mitigation of critical facilities for the earthquake threat
- Develop public/private partnerships with building contractors and architects to pursue specific retrofitting projects
- Reduce nonstructural hazards in homes, schools, businesses, and government offices
- Ensure schools and universities, government infrastructures, and critical facilities meet current seismic standards
- Improve local capabilities to perform earthquake building safety evaluations and to record and manage building inventory data

Volcano
- Identify critical facilities and industries that may be affected by ash falls and collaborate with them on ash fall emergency response
- Collaborate with the USGS's Cascade Volcano Observatory and related agencies to create ash fall warning messages that are more appropriate for Hillsboro
- Increase understanding of volcanic eruptions and their potential impact to Hillsboro through a visual guide
- Strengthen response and recovery programs and develop and implement public education programs for volcanic eruption hazards

Wildfire/Urban Interface
- Educate staff on federal cost-share and grant programs, Fire Protection Agreements, and other related federal programs, so the full array of assistance available to local agencies is understood
- Inventory alternative firefighting water sources and encourage the development of additional sources
- Encourage creation and adoption of wildland interface maps to direct development requirements that assist wildfire mitigation
- Develop and implement, or enhance existing, outreach and education programs aimed at mitigating wildfire hazards and reducing or preventing the exposure of citizens, public agencies, private property owners, and businesses to natural hazards
- Increase communication, coordination, and collaboration between wildland/urban interface property owners, city and county planners, and fire prevention crews and officials to address inherent risks in wildland/urban interface areas, available prevention/protection measures, and federal mitigation assistance programs

o Implement fire mitigation activities in a manner consistent with the goals of promoting sustainable ecological management and community stability

Multi-hazard mitigation activities might include:
- o Identify and pursue funding opportunities to develop and implement mitigation activities
- o Establish and City of Hillsboro Natural Hazards Mitigation Committee to facilitate implementation, monitoring, and evaluation of mitigation activities
- o Present the mitigation plan to appropriate stakeholders to discuss and plan for implementation of specific action items.
- o Identify, improve, and sustain collaborative programs focusing on the real estate and insurance industries, public and private sector organizations, and individuals
- o Develop public and private partnerships to foster natural hazard program coordination and collaboration
- o Develop benchmarks for a disaster-resistant community
- o Develop inventories of at-risk buildings and infrastructure, and prioritize mitigation projects based on those providing the most benefit (at the least cost) to the population of the City of Hillsboro
- o Strengthen emergency services by maintaining the City of Hillsboro Emergency Management Plan, linking emergency services with hazard mitigation programs, and enhancing public education
- o Develop, enhance, and implement education programs aimed at mitigating natural hazards and reducing their risk to citizens, public agencies, private property owners, businesses, and schools
- o Increase technical knowledge of natural hazards and mitigation strategies, and implement policies and programs on the basis of that knowledge
- o Use technical knowledge of natural ecosystems and events to link natural resource management and land use organizations to mitigation activities and technical assistance

MITIGATION MATRIX

City of Hillsboro — City Departments/Other Agencies

Local Plan Annex — FUNCTIONS: P = Primary, S = Support, I = Information

FUNCTIONS	Admin	Aquatic Center	Building	Municipal Court	Emergency Mgmt	Emergency Ops Ctr	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Jackson Bottom	Library	Light Rail	Maintenance	Parks & Rec	Planning	Police	Public Works	Utility Billing	Water Treatment	Other - DPT	Other - Risk Manager
MITIGATION MANAGEMENT			S		S					S								S	S				S	P
LEGAL PROGRAM MGT	P																							S
FINANCIAL MANAGEMENT					S				P															
PRESERVATION OF RECORDS	P																							
CORRECTIVE MEASURES																								
- Acquisition	S						S	S																P
- Commercial Bldg & Site Mods			P							S														
- Commercial Bldg Non-Struct. Mit.			P		S					S														
- Public Bldg & Site Mods			S					P																
- Public Bldg Non-Structural Mit			S		S			P		S														
- Redevelopment and Renewal			S				S											P						S
- Relocation			S															P						S
PUBLIC WORKS MEASURES																								
- Hazard Modification Measures							S											S		P				I
- Land Treatment							S											S		P				I
- Physical Modifications							S											S		P				I
- Structural Measures							S											S		P				I
IDENTIFICATION, NOTIFICATION, & PROTECTIVE MEASURES																								
- Alert and Warning					P					S									S	S				
- Hazard Forecasting and Predict.					P																			
- Public Protection			S		S		S			P								S	S	S				
PLANNING AND REGULATORY MEASURES																								
- Building codes			P															S						
- Building Moratoria			S				S											P						
- Environmental Regulations							S											P						

Local Plan Annex	FUNCTIONS P = Primary S = Support I = Information	Admin	Aquatic Center	Building	Municipal Court	Emergency Mgmt	Emergency Ops Ctr	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Jackson Bottom	Library	Light Rail	Maintenance	Parks & Rec	Planning	Police	Public Works	Utility Billing	Water Treatment	Other - DPT	Other - Risk Manager		
	- Erosion & Sediment Regulations							S											P								
	- Housing and Sanitary Codes			P							S								S								
	- Land Use Planning							S											P								
	- Open Space Planning								I									S	P						S		
	- Subdivision Regulations							S											P								
	- Transfer of Development								S									S	P								
	- Zoning Ordinances																		P								
	PUBLIC PERSUASION & ENCOURAGEMENT MEASURES																										
	-Financial Incentives & Disincentives	S								S															P		
	- Public Facility Sighting								S										P						I		
	PUBLIC EDUCATION & AWARENESS MEASURES																										
	- Community/Public Relations				P						S									S							
	- Public Education				P						S									S							
	- Public Information				P						S																
	- Public Hearings				P						S																
	- Surveys and Polls				P						S																

PREPAREDNESS MATRIX

CITY OF HILLSBORO

Local Plan Annex	Fed ESF	FUNCTIONS Primary I = Information	P = S = Support	Admin	Aquatic Center	Building	Municipal Court	Emergency Mgmt	Engineering	Finance	Fire	Human Resources	Info Services	Jackson Bottom	Library	Light Rail	Maintenance	Parks & Rec	Planning	Police	Public Works	Water	Water Treatment	Other - DPT
		CITY PREPAREDNESS																						
		* Assess Hazards, Risks, Vulnerabilities						P																S
		* Define Survivability Requirements						P																S
		* Assess Existing Capabilities						P																S
		* Identify and Rank Deficiencies						P																S
		* Develop Comprehensive Plan						P																S
		* Develop Contingency Plan						P																S
		* Train						P																S
		* Exercise						P																S
		* Evaluate						P																S
		EMPLOYEE PREPAREDNESS																						
		* Family Prep Plan and Supplies		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
		* Disaster Kit - Desk, Home, Vehicle		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
		* Emergency/Disaster Taskings		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
		EMERGENCY OPERATIONS CENTER																						
		* Viable EOC Facility						P		P*		S								P*	P*			S
		* Viable EOC Communications						P		P*		S								P*	P*			
		* Identify EOC Staff		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
		* Train EOC Staff		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
		RESIDENT PREPAREDNESS																						
		* Family Prep Plan and Supplies						P			S										S			
		* Special Needs Populations						P			S													
		* Institutional Prep Plan and Supplies						P			S									S	S			
		CITY PLANS																						
		* Emergency Public Information						P			S													S
		* Continuity of Government		S				P																S
		* Emergency Operations		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
		* Hazard Mitigation		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
		* Volunteer Management		S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
		* Disaster Communications		S				P		S		S							S	S				S
		P* Each Departments is responsible for maintaining the EOC/alternate EOC and communications capability in their facility																							

RESPONSE MATRIX

City of Hillsboro — City Departments/Other Agencies

City Plan Annex	Federal ESF	FUNCTIONS (P = Primary, S = Support, I = Information)	Admin	Aquatic Center	Building	Municipal Court	Emergency Mgmt	Emergency Ops Ct	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Jackson Bottom	Library	Light Rail	Parks & Rec	Planning	Police	Public Works	Utility Billing	Water Treatment	Other - Water Mast	Other - ARC	Other - TriMet	Other - Co. Health	Other - Animal Con
		Administration	P								S																	
		Continuity of Government	P		S						S									S	S							
		Legal Program Management	P		S						S									S	S							
		Financial Management	S								P																	
		Environmental Services					P		S		S				S			S			S			S	S			
	7	Human Resource Management	I				S	P			S		S															
		Dignitary / VIP Coordination	I				S				S									P	S							
	6	Missing Persons Locator																		P					S			
	6	Volunteer Coordination					S				S								P	S	S				S			
6, 11		Donations Management						S			P														S			
	2	Alert & Warning	I				S					P*								P*	P*							
	2	Direction and Control	I					S				P*								P*	P*							
		Incident Command										P*								P*	P*							
		EOC Management					P					S																
	2	Communications/Automation	I		S		S	S				S		P						S	S	S	S					
		Emergency Public Information	I		S		S	P	S			S								S	S							
	7	Resource Management	I	S			S	P		S	S	S	S	S		S		S		S	S							
		Evacuation	I									S								P	S					S		
		Law Enforcement	I																	P								
	9	Search and Rescue	I									P								S	S							
	9	Heavy Rescue	I									P								S	S							
	4	Fire Suppression	I									P								S								
	10	Hazardous Materials	I									P								S	S							
	8	Emergency Medical	I									P								S								
	3	Infrastructure Maint/Repair	I		S				S					S							P	S						
	3	Engineering / Construction	I		S				P	S											S							
	3	Damage Assessment	I		P		I		S	I	I									I	S							
	1	Transportation	I				S	P																		S		
	8	Health	I					P													S				S		S	
6,11		Shelter and Care	I				S	P																	S		S	
	8	Mortuary	I					P	S		S									S	S				S		S	
		Animal Control/Sheltering						P																				S
	12	Utilities	I					P	S					S							S	S	S					
		Preservation of Records	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S					

P* - Primary responsibility assigned according to the primary hazard; others assume a support role.

RECOVERY MATRIX

City of Hillsboro

City Departments/Other Agencies

FUNCTIONS
P = Primary
S = Support
I = Information

City Plan Annex	Federal ESF	FUNCTIONS	Admin	Aquatic Center	Building	Municipal Court	Emergency Mgmt	Emergency Ops Ctr	Engineering	Facilities Manager	Finance	Fire	Human Resources	Info Services	Jackson Bottom	Library	Light Rail	Parks & Rec	Planning	Police	Public Works	Water Treatment	Other - Water Master	Other - ARC	Other - TriMet	Other - Co. Health	Other - Animal Control	Other - USA
		Administration	P								S																	
		Continuity of Government	P																	S								
		Legal Program Management	P				S				S																	
		Financial Management	S				S				P																	
		Environmental Services					P	P*	S					S						S	S	S	S					S
	7	Human Resource Management	I				S	P*			S		P	S														
		Dignitary / VIP Coordination	S				S				S									P	S							
	6	Volunteer Coordination					S	P*				S	S					P		S	S			S				
	6, 11	Donations Management					S				P										S							
	2	Direction and Control	P	I	I	I	S	S*	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
		Recovery Management	P				S	P*			S		S															
		EOC Management	I				P				S																	
	2	Communications/Automation	I				S				S	S		P														
		Public Information	P	S			S	P*	S		S									S	S							
	7	Resource Management	I	S			S	P*	S	S	S	P**	S	S		S		S	S	P**	P**	S						
		Law Enforcement	I																	P	S							
	3	Public Building Management	I	S					S	P	S			S							S							
	3	Engineering / Construction	I	S					P	S	S										S							
	3	Damage Assessment	I	P			S	S	S	S	S										S							
		Debris Management	I				S				S										P							
		Demolition	I	P				S			S									I	S							
		Rezoning and Land Use	I	S				S											P									
		Transportation						P*													S				S			
		Mental Health/Counseling						P*			S		S													S		
		Temporary, Long Term Housing	I					P*											P					S				
		Animal Control/Sheltering						P*													S						S	
		Disaster Assistance	I				P	P*			S	I								I								
		Business Resumption	P	S			S		S		S																	
	12	Utilities	I					P*	S						S						S	S						S
		Preservation of Records	P	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*	S*						

P* - Primary responsibility in EOC until deactivated

p** - Primary after EOC deactivation, according to the primary hazard

S* - Support responsibility assigned to disaster-affected departments

MITIGATION MATRIX DEFINITIONS

Mitigation - Actions carried out before, during and after an emergency or disaster which are intended to reduce the degree of risk or vulnerability to hazards present in the area.

Mitigation may be approached from a number of directions:

a) Preventing or limiting development in hazard prone areas.
b) Altering design or construction to reduce hazard vulnerability.
c) Using structural measures to shield people and property from harm.
d) Acting upon the hazard itself.
e) Developing systems to alert people to a quickly developing hazard, protect them from the hazard, and/or move them to less vulnerable areas.
f) Encouraging/requiring the public to participate in programs which reduce risks, minimize liability, or reduce dependence on government assistance.

SPECIFIC MITIGATION MEASURES:
(Functional Definitions)

1. **Mitigation Management** - Provides for overall management of mitigation activities. Develops goals and policy directives in support of a comprehensive mitigation plan. Ensures accurate public and employee information is disseminated.

2. **Legal Program Management** - Provides legal guidance and assistance for mitigation activities. Includes rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g. state or federal).

3. **Financial Management** - Provides guidance and procedures for cost documentation of mitigation projects and coordinates cost recovery activities including grant applications.

4. **Preservation of Vital Records** - Provides guidance and procedures for the safeguarding and preservation of vital City/County and Department records and documents. Includes, but is not limited to, records and documents that are required to be maintained by law, are essential for the continuation of services, and of a historical nature. Procedures may include transferring archival information to computer or microfiche formats, and establishment of off-site or safe storage locations for back-up files.

5. **Corrective Measures** - When structures and communities are located in hazardous areas, corrective actions are directed at working with current conditions.

   a) **Acquisition** - Acquiring developed properties that are vulnerable to damage from local hazards. Acquisition may be achieved through purchase, donation, lease, or easement. Following acquisition, land uses more appropriate to the degree of risk are chosen.

MITIGATION MATRIX DEFINITIONS

b) **Commercial Building and Site Modifications** - Making existing commercial structures more resistant to damage through retrofitting (e.g., flood proofing, structural bracing, etc.).

c) **Commercial Building Non-Structural Mitigation** - Making non-structural improvements to commercial buildings to protect people and resources in the event of a disaster (e.g., securing bookshelves to walls, anchoring computers to desks, etc.)

d) **Public Building and Site Modifications** - Making existing public structures more resistant to damage through retrofitting (e.g., flood proofing, structural bracing, etc.).

e) **Public Building Non-Structural Mitigation** - Making non-structural improvements to public buildings to protect people and resources in the event of a disaster (e.g., securing bookshelves to walls, anchoring computers to desks, etc.)

f) **Redevelopment and Renewal** - Rebuilding damaged areas in such a way that future damages are reduced or eliminated.

g) **Relocation** - Permanent evacuation of hazard prone areas through movement of people and structures to safer areas. Movement may come through physical removal or substitution. Physical relocation converts hazard prone areas to permanent open space while substitution replaces existing uses with others which are less vulnerable to the hazard.

6. **Public Works Measures** - Common engineering measures used to contain or redirect natural hazards away from developed areas.

   a) **Hazard Modification Measures** - Taking steps to eliminate hazards or modify their magnitude, duration, or location by acting on the hazard itself.

   b) **Land Treatment** - Steps intended to reduce hazard impacts by modifying the natural environment (e.g., contour plowing, grading, soil stabilization, reestablishing ground cover, fire breaks, tree shelter belts, etc.).

   c) **Physical Modifications** - Changing physical conditions to eliminate or reduce hazard impacts (e.g., avalanche control).

   d) **Structural Measures** - Building structures that directly protect resources at risk (e.g., dams, levees, retaining walls, dikes, etc.).

7. **Identification, Notification, and Protective Measures** - Developing systems to detect hazards, alert the public, and quickly protect or move people to less vulnerable areas.

   a) **Alert and Warning** - Developing/enhancing systems used to alert and/or warn the public of immediately hazardous conditions (e.g., EAS, weather radio, audible and visual alarms, etc.).

b) **Hazard Forecasting and Prediction** - Developing/enhancing systems used to forecast, predict, or detect hazardous conditions (e.g., earthquake and volcanic eruption prediction, river gauge monitors, weather radar, etc.).

c) **Public Protection** - Developing systems, providing services, or installing or providing equipment designed to protect the public from hazards or to move them quickly to less vulnerable areas (e.g., sprinkler systems, smoke detectors, personal protective equipment, identified evacuation routes, etc.).

8. **Planning and Regulatory Measures** - The use of government powers and resources to guide and influence the location, type, and amount of development within a jurisdiction and to minimize the public's reliance on government-provided financial assistance following a disaster.

a) **Building Codes** - Using performance and specification codes to establish standards for construction materials, design, and procedures.

b) **Building Moratoria** - Delaying reconstruction after a disaster until mitigation priorities have been established.

c) **Environmental Regulations** - Protecting sensitive natural areas by reducing hazard impact or guiding development away from the areas.

d) **Erosion and Sediment Regulations** - Requiring the construction of catch basins and the use of soil management practices designed to minimize soil erosion and sedimentation.

e) **Housing and Sanitary Codes** - Establishing occupancy and waste disposal codes for hazard prone areas.

f) **Land Use Planning** - Identifying hazard areas and the types of development activity which will be permitted.

g) **Open Space Planning** - Lessening the potential for disaster by acquiring vulnerable undeveloped areas.

h) **Subdivision Regulations** - Establishing requirements and standards for converting raw land into building sites. Includes requirements for storm water management.

i) **Transfer of Development Rights** - Preventing development in hazard prone areas by swapping safer land with the owner.

j) **Zoning Ordinances** - Regulating the use of land and structures to ensure public health and safety.

9. **Public Persuasion and Encouragement Measures** - Discouraging new development in hazardous areas and encouraging practices consistent with mitigation goals.

MITIGATION MATRIX DEFINITIONS

a) **Financial Incentives and Disincentives** - Using tax incentives, mortgage standards, and insurance credits to encourage conformance.

b) **Public Facility Sighting** - Discouraging private development in hazardous areas by establishing clear and consistent governmental policy aimed at preventing the construction of public buildings in those areas.

10. **Public Education and Awareness Measures** - Informing and reminding the public about an area's hazards and the measures necessary to minimize potential damage and injury.

a) **Community/Public Relations** - Providing general hazard information and mitigation steps through a formal or informal public relations program.

b) **Public Education** - Educating target audiences about hazard mitigation through workshops, seminars, etc.

c) **Public Hearings** - Providing hazard information and allowing/seeking public comment on mitigation efforts through public forums.

d) **Public Information** - Distributing hazard information and mitigation information through the media.

e) **Surveys and Polls** - Gathering information and seeking public support through the use of surveys or polls.

PREPAREDNESS MATRIX DEFINITIONS

City Preparedness

Assess Hazards, Risks & Vulnerabilities Identify the hazards that threaten the city, determine the risk the hazards pose, and assess the vulnerability of the city to these hazards. Combining these three elements - hazards, risks, and vulnerabilities - will produce a profile of the city that is basic to defining the requirements for an all-hazards emergency management capability.

Define Requirements Based on the assessment of hazards, risks and vulnerabilities, determine the requirements for directing, controlling, coordinating and managing emergency operations. Basic requirements usually include at least the following 10 items: (1) comprehensive concept of operations, (2) well-defined emergency management organization, (3) current, complete, and tested emergency operations plan, (4) designated, qualified and trained personnel, (5) survivable primary and alternate emergency operations centers, (6) survivable warning and communications systems, (7) survivable records and data bases needed to conduct emergency operations, (8) survivable vital records needed to reconstitute the government and for recovery, (9) comprehensive training and exercise programs, and (10) a continuity-of-government plan.

Assess Existing Capabilities Conduct a self-assessment of current jurisdiction capabilities (staff, plans, facilities, and equipment) to meet the requirements defined above. The product of this assessment should be a list of capabilities, with each rated as "adequate," "inadequate," or "insufficient information." Be sure to identify all possible resources.

Identify and Rank Deficiencies Conduct a careful comparison of existing capabilities with the defined requirements to identify gaps that must be filled or problems that must be remedied to achieve a comprehensive capability. Some of the identified deficiencies obviously pose more serious risks than others; so rank the deficiencies in descending order of seriousness.

Develop a Comprehensive Plan with Proposals The comprehensive plan should use the deficiencies ranking in order of importance, outline proposed remedies for each, prioritize levels of effort and funding needed to make the indicated additions or improvements, and establish a schedule for completing remedial actions. This then serves as a guide for directing available or future funds and resources to areas that yield the greatest improvement per dollar spent.

Develop Contingency Plans with Proposals An emergency may occur before the comprehensive plan has been implemented. However, contingency plans for working around the deficiencies, such as borrowing equipment from private sources or mutual aid agreements with other jurisdictions, may serve until new capabilities are in place. It is important to know the deficiencies and to plan how you will operate without a given capability.

Train, Exercise and Evaluate Once a certain level of capability is achieved, sustaining these capabilities is a continuing, iterative process of training, exercising, and evaluating.

A systematic review of each of the above steps is also required to incorporate changes in hazards or risks, new requirements, lessons learned, or new demands and knowledge.

Employee Preparedness

Family Preparedness Plan and Supplies Disasters usually strike without warning and, therefore, without time to prepare. Until employees are certain that their families are safe during a disaster, they cannot turn their full attention to their departmental response and recovery responsibilities. By taking the time now to store emergency food, water supplies, extra clothing and safety equipment, and discussing their family preparedness plans, they can be assured their family can cope with disaster.

Disaster Kits - Desk, Home, Vehicle A sudden disaster can confine you to your home, vehicle, or work place. Each employee should have sufficient emergency food and water at home, in their vehicle(s), and at their desk/work site/work area to sustain them for a minimum of 72 hours following an emergency. In some work areas, it may make sense to do bulk storage of supplies for all employees.

Emergency/Disaster Taskings Each employee should know what is expected of him/her during disasters and emergencies. All employees should be specifically tasked and trained for the duties they are expected to perform.

Emergency Operations Center (EOC)

Viable EOC Facility An EOC that is self-contained and capable of sustained operation: a fixed and/or mobile facility designed and equipped for management of the range of anticipated emergency, constructed with sufficient space to house EOC staff and equipment for day-to-day and sustained continuous operation, sited and designed to avoid or minimize threats from hazards, and equipped with primary and backup power, fuel, and life support.

Viable EOC Communications Equipped with survivable communications for warning and emergency broadcast; has connectivity with other EOCs, other jurisdictions, State and Federal governments, and key response and recovery organizations.

Identify EOC Staff Identify EOC staff from across all departments to fill out the EOC Incident Command System (ICS) structure. EOC staffing should be sized to handle both emergency activities and critical (day-to-day) services that must be continued. Sufficient personnel should be identified to staff each EOC position three-deep, to allow for illness, vacations, or other emergencies.

Train EOC Staff Identified EOC staff must attend the appropriate ICS classes, according to the training standard for the position they are identified to fill. In addition, they must be adequately trained in using the operational procedures and be tested and exercised in their position regularly.

Resident Preparedness

PREPAREDNESS MATRIX DEFINITIONS

<u>Family Preparedness Plan and Supplies</u> Families should be prepared to support themselves with emergency food, water, and first aid/medical supplies for the first 72 hours after a disaster, when emergency services may not be available. Additional tools, equipment, and protective clothing may be necessary to respond to or recover from the most probable hazards (flood, wind storm, earthquake, etc.). Residents should also be trained to recognize hazards in their homes and workplaces, then take steps to reduce potential damage to the extent possible.

<u>Special Needs Populations</u> Elderly, non-ambulatory, hearing- or visually- impaired, young children, and others, may require special planning to reduce the potential threat from disaster. These populations should be identified before disaster strikes, since they can create the largest demand for city resources during disasters. Their best source of assistance could be as near as their neighbors, if planning is done beforehand.

<u>Institutional Preparedness Plans and Supplies</u> (Includes public and private schools, day care facilities, health care facilities, group homes, etc.) Institutions should be prepared to support themselves and their residents (students, clients, patients, etc.) with emergency food, water, and first aid/medical supplies for the first 72 hours after a disaster, when emergency services may not be available. Additional tools, equipment, and protective clothing may be necessary to respond to or recover from the most probable hazards (flood, wind storm, earthquake, etc.) Residents should also be trained to recognize hazards in their homes and workplaces, then take steps to reduce potential damage to the extent possible.

City Plans

<u>Emergency Public Information Plan</u>   Procedures for distributing hazard predictions, warnings, alerts, and other emergency information to city departments through internal communications systems and the public through the media. This becomes part of the city's Emergency Management Plan.

<u>Continuity of Government Plan</u>   Provides for the preservation, maintenance and/or reconstitution of the city's capability to carry our daily functions, operations and services under the threat or occurrence of any emergency condition that could disrupt such processes and services. This becomes part of the city's Emergency Management Plan.

<u>Emergency Management Plan</u> Provides a framework to guide the city's effort to mitigate against, prepare for, respond to, and recover from major emergencies or disasters. Assigns responsibilities to each city department during each of the four phases of emergency management. Sets forth a strategy and documents the guidelines and agreements that have been reached in order to integrate all emergency response systems into a program for comprehensive emergency management.

<u>Hazard Mitigation Plan</u>   Strategy for completing actions carried out before and after an emergency or disaster which are intended to permanently reduce the degree of risk or vulnerability to hazards present in the area. This becomes part of the city's Emergency Management Plan.

PREPAREDNESS MATRIX DEFINITIONS

<u>Volunteer Management Plan</u> Strategy for recruiting, training, registering, certifying, assigning, and recognizing volunteers for disaster service, including both emergent and organized volunteer groups. Plan will encompass entire county, with annex for city of Hillsboro-specific procedures. City procedures must include provisions for Worker's Compensation Insurance Program, for registration as emergency service workers according to ORS 401, and caring for workers' children while they volunteer.

<u>Disaster Communications</u> Strategy for continuing communications capability in light of power failures, common carrier service overload, traffic saturation on the available radio and telephone circuits, etc. Will include annex for amateur radio operations. Plan will encompass entire county, with annex for city of Hillsboro-specific procedures.

RESPONSE MATRIX DEFINITIONS

Response - Activities that occur during or immediately after a disaster which are designed to save lives, protect property, and restore essential services. Such activities may include:

    a)   Fire suppression
    b)   Search and rescue
    c)   Emergency medical treatment and transportation of victims
    d)   Clearing of critical roads
    e)   Emergency shelters
    f)   Evacuation and traffic control

SPECIFIC RESPONSE FUNCTIONS:
(Functional Definitions)

1.   Administration: Provides policy and guidance for administration and management of departmental and response functions during disasters and emergencies.

2.   Continuity of Government: Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services.

3.   Legal Program Management: Ensures all of the City's criminal and legal obligations are met. Provides legal guidance and assistance for disaster response activities. Includes assistance with preparation of disaster-related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g., state or federal).

4.   Financial Management: Provides guidance and procedures for disaster cost documentation and contingency funding for response activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships.

5.   Environmental Services: Provides environmentally-based technical information and support to emergency responders and managers for use in disaster response activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and river levels.

6.   Human Resource Management: Provides for coordination of human resource support during disaster response operations. Includes assistance with staffing of the Emergency Operations Center (EOC) and other coordination centers (e.g. phone banks, volunteer staging areas), payroll continuation, coordination of employee volunteers (including multi-lingual services), and implementation of employee assistance and family contact/support programs (may include child care for on-shift employees).

7.   Dignitary/VIP Coordination: Provides for coordination of dignitary/VIP visits during disaster response activities. Arranges schedules and logistics, provides escort, ensures appropriate protocols are followed, and coordinates with impacted/interested staff.

RESPONSE MATRIX DEFINITIONS

8. <u>Missing Persons Locator</u>: Documents reports of missing persons and responds to requests for information concerning missing/found persons. Coordinates with other agencies and organizations (including law enforcement, volunteer organizations, and hospitals).

9. <u>Volunteer Coordination</u>: Provides for recruitment, training, registration, certification, assignment, supervision, and recognition of emergent volunteers. May also ensure child care is provided for on-shift volunteers. (Lead agency may not perform all these functions, such as certification and supervision, but would ensure all functions are properly performed by the various city departments using the volunteers.)

10. <u>Donations Management</u>: Provides for the coordination of donations to disaster victims, including informing the general public, through the PIO, of specific items needed. Works with businesses, private non-profit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services. May work with the county donations manager to coordinate a county-wide program.

11. <u>Alert and Warning</u>: Provides warning, emergency information, and guidance to the public.

12. <u>Direction and Control</u>: Provides for activation of emergency operations plans and procedures, enables direct initiation of actions required to carry out emergency management, and provides for the assignment and coordination of responsibilities for immediate response to an emergency situation. Develops and implements tactical goals for incident response, as well as policies and procedures for maintaining City daily operations and services.

13. <u>Incident Command</u>: Provides for overall management of response operations/activities. Develops strategic goals and policy directives for management of the emergency. Keeps elected officials informed of the situation and provides advice on required decisions and appropriate actions. Ensures accurate public information is disseminated. Provides for the safety and welfare of the public and response personnel.

14. <u>EOC Management</u>: Provides for management of the EOC and coordination with other jurisdictions. Includes development and implementation of EOC policies and procedures, preparation of staffing plans, and management of the EOC staff.

15. <u>Communications/Automation</u>: Provides the communications and automated data processing abilities for direction and control of emergency operations as well as for continued daily operations. This includes: identifying actions to protect current resources, procedures for prioritizing and sharing limited resources, and maintaining procedures for procurement of additional resources during emergencies. Communications/Automation resources include, but are not limited to, city and amateur radio equipment and operations, facsimile machines, telephones, cellular phones, copiers, and computers.

16. <u>Emergency Public Information</u>: Provides for increased public awareness of existing and potential emergency conditions and provides channels for educating the public on actions to take before and during the emergency. Collects, controls, and disseminates information to advise the public of the emergency conditions and available assistance. Minimizes the impact of misinformation, rumors, etc. Coordinates with own agency staff, other agencies, the EOC, public information phone centers, and the media.

17. <u>Resource Management</u>: Provides for coordination of the materials, personnel, equipment, and facilities for a disaster response mission.

18. <u>Evacuation</u>: Provides for evacuation of the public whenever required. Includes alert and notification, transport, traffic control, and sheltering.

19. <u>Law Enforcement</u>: Provides for the protection of lives and property by maintaining law and order. Also provides for traffic and crowd control, access control, and security.

20. <u>Search and Rescue</u>: Provides for ground, water, and airborne operations to locate, identify, and remove lost, trapped, or stranded persons from a stricken area. Also provides for treatment of the injured to make them ready for transport.

21. <u>Heavy Rescue</u>: Provides for the rescue of victims trapped in collapsed structures or under other similar circumstances which require the use of heavy or specialized equipment, specially trained personnel, or other unique resources.

22. <u>Fire Suppression</u>: Provides for management, conduct, and coordination of fire fighting activities including the use of mutual aid agreements with neighboring jurisdictions.

23. <u>Hazardous Materials</u>: Provides for protection of personnel and the environment from the effects of actual or potential hazardous materials releases. Includes procedures for monitoring and predicting the effects of a release, abatement, and decontamination of personnel and the environment.

24. <u>Emergency Medical</u>: Provides for triage and initial treatment of emergency medical cases and for transportation of victims to medical care facilities.

25. <u>Infrastructure Management</u>: Prioritizes critical public facilities and provides for effective emergency repairs to and maintenance of them. Includes inspection of critical facilities, debris removal necessary to reestablish critical services, clearance of key transportation routes, repair of traffic signals, lighting, and sanitation facilities, and relocation and/or restoration of other critical government functions/services. Initiates activities for locating and leasing temporary office and storage space for, and the retrieval of needed resources from, critical government buildings.

26. <u>Engineering/Construction</u>: Provides technical advice and evaluations, engineering services, construction management and inspection, and emergency contracting services for public facilities during a disaster.

27. <u>Damage Assessment</u>: Provides for preliminary financial estimates and comprehensive descriptions of the nature and extent of damage.

28. <u>Transportation</u>: Provides transportation (road, rail, water, and air) for personnel, equipment, and supplies to perform disaster assistance missions. Also provides for public transport during evacuations and coordination of public transportation systems during response activities. Includes maintenance and repair of transport vehicles.

RESPONSE MATRIX DEFINITIONS

29. Health: Coordinates the delivery of health care to the civilian population and addresses broad public health issues including vector control, solid waste disposal, potable water/wastewater, worker health and safety, emergency pharmaceuticals, and medical/health equipment and supplies.

30. Shelter and Care: Provides emergency public services during a disaster including shelter, food, water, clothing, and counseling. Includes the development and implementation of management and transportation plans for food and potable water. Works closely with the American Red Cross to provide for these services.

31. Mortuary: Provides for victim identification, temporary morgue facilities, and the processing, preparation, and disposition of human remains.

32. Animal Control/Sheltering: Provides policies and procedures addressing animal control and sheltering following a disaster. Includes capture, transportation, sheltering, and feeding of pets, livestock, and wild animals. Also includes the disposal of animal remains.

33. Utilities: Provides for the facilitation and coordination of efforts to restore critical utility services following a disaster. Includes phone, power, water, cable, and sanitation.

34. Preservation of Records: Provides guidance and procedures for the safeguarding and preservation of vital records and documents. Includes, but is not limited to, records and documents that are required to be maintained by law, are essential for the continuation of services, and of a historical nature. Procedures may include transferring archival information to computer or microfiche formats, and establishment of off-site or safe storage locations for back-up files.

Note: As appropriate, all functions address the needs of special populations including, but not limited to, persons with disabilities, the elderly, and non-English speakers.

RECOVERY MATRIX DEFINITIONS

Recovery - Actions carried out during or after an emergency which are required to return the jurisdiction to a normal or better than normal condition. This could include reconstruction of roads and government buildings as well as securing financial aid for disaster victims.

a)   Short-term recovery returns vital life support systems to at least minimum operating standards.

b)   Long-term recovery may go on for years until the entire disaster area is completely redeveloped, either as it was before the disaster or for entirely new purposes.

SPECIFIC RECOVERY FUNCTIONS:
(Functional Definitions)

1.   Administration: Provides policy and guidance for administration and management of departmental and recovery functions during disasters and emergencies.

2.   Continuity of Government: Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services.

3.   Legal Program Management: Ensures all of the City's criminal and legal obligations are met. Provides legal guidance and assistance for disaster recovery activities. Includes assistance with preparation of disaster related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions (e.g., state or federal).

4.   Financial Management: Provides guidance and procedures for disaster cost documentation and contingency funding for recovery activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships. Also assesses disaster impacts on municipal bonds and insurance, examines taxation issues such as property reassessment and coordination of cost recovery activities including grant applications for government entities.

5.   Environmental Services: Provides environmentally based, technical information and support for management of recovery activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and river levels and advice on solid waste disposal and environmental permitting.

6.   Human Resource Management: Provides for coordination of human resource support during disaster recovery activities. Includes assistance with staffing of the Emergency Operations Center (EOC) and other coordination centers (e.g., phone banks), payroll continuation, coordination of employee volunteers (including multi-lingual services), continuation of employee assistance and family contact/support programs, and employee education regarding disaster reimbursement policies.

RECOVERY MATRIX DEFINITIONS

7.   Dignitary/VIP Coordination: Provides for coordination of dignitary/VIP visits during disaster recovery activities. Arranges schedules and logistics, provides escort, ensures appropriate protocols are followed, and coordinates with impacted/interested staff.

8.   Volunteer Coordination: Provides for recruitment, training, registration, certification, assignment, and recognition of volunteers.

9.   Donations Management: Provides for the coordination of donations to disaster victims, including informing the general public, through the PIO, of specific items needed. Works with businesses, private non-profit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services.

10. Direction and Control: Provides for the assignment and coordination of responsibilities for management of disaster recovery activities. Develops and implements tactical goals for recovery operations and procedures for maintaining city daily operations and services. Organizes incident debriefings and critiques.

11. Recovery Management: Provides for overall management of recovery activities. Develops strategic goals and policy directives to guide both short and long term recovery. Keeps elected officials informed of the situation and provides advice on required decisions and appropriate actions. Ensures accurate public information is disseminated. Provides for the safety and welfare of the public and recovery personnel.

12. EOC Management: Provides for management of the EOC and coordination with other jurisdictions. Includes development and implementation of EOC policies and procedures, preparation of staffing plans, and management of the EOC staff.

13. Communications/Automation: Provides the communications and automated data processing abilities for direction and control of recovery activities as well as for continued daily operations. This includes: identifying actions to protect current resources, procedures for prioritizing and sharing limited resources, and maintaining procedures for procurement of additional resources during emergencies. Communications/Automation resources include, but are not limited to, city and amateur radio equipment and operations, facsimile machines, telephones, cellular phones, copiers and computers.

14. Public Information: Provides channels for educating the public on actions to take during the recovery period. Collects, controls, and disseminates public safety, public service, and general assistance information. Minimizes the impact of misinformation, rumors, etc. Organizes "Town Hall" meetings. Coordinates with own agency staff, other agencies, the EOC, public information phone centers, and the media.

15. Resource Management: Provides for coordination of the materials, personnel, equipment, and facilities for disaster recovery activities.

16. Law Enforcement: Provides for the protection of lives and property by maintaining law and order. Also provides for traffic and crowd control, access control, re-entry, and security.

RECOVERY MATRIX DEFINITIONS

17. Infrastructure Management: Prioritizes essential public facilities and provides for coordination of personnel and resources necessary to make temporary or permanent repairs to them. Also includes locating and leasing temporary office and storage space and the retrieval of needed resources from damaged public buildings.

18. Engineering/Construction: Provides technical advice and evaluations, engineering services, construction management and inspection, and contracting services during the disaster recovery period.

19. Damage Assessment: Ensures that procedures and expertise are available to assess the safety and serviceability of essential government facilities (e.g., EOCs, shelters, hospitals, police and fire stations, schools, highways, bridges, airports, public works, etc.), commercial buildings, and residential occupancies. Establishes building/structure accessibility/usability.

20. Debris Management: Provides for the removal, temporary storage, and disposal of disaster-related debris including hazardous and other contaminated materials. Coordinates with waste haulers, transfer stations, landfill sites, and other disposal facilities.

21. Demolition: Ensures that appropriate policies, agreements, and procedures are in place to facilitate the demolition of public and private structures considered unsafe for habitation or declared an imminent hazard.

22. Rezoning and Land Use: Ensures ordinances, policies, and procedures are in place to allow expeditious zoning and land use decisions following a disaster. Includes procedures for building moratoria, fast-track permitting, permit restrictions, and fee waivers and coordination and oversight of repairs to historic buildings.

23. Transportation: Provides transportation (road, rail, water, and air) for personnel, equipment, and supplies to perform disaster recovery activities. Also provides for public transport for dislocated citizens and for coordination of public transportation systems during recovery activities. Includes maintenance and repair of transport vehicles.

24. Mental Health/Counseling: Provides for social and psychological counseling for disaster victims, emergency service workers, and disaster recovery workers.

25. Temporary and Long Term Housing: Provides for relocation of citizens displaced by a disaster and ensures that housing is available throughout the recovery period.

26. Animal Control/Sheltering: Provides policies and procedures addressing animal control and sheltering following a disaster. Includes sheltering, feeding, and release of pets, livestock, and wild animals.

27. Disaster Assistance: Provides policies and procedures for and information concerning federal, state, local, private, and non-profit disaster assistance programs.

28. Business Resumption: Provides policies and procedures to facilitate the re-establishment of normal commercial business activities following a disaster. Includes policies/procedures for

deferral of taxes and fees, availability and use of grants, disaster assistance applications, and relocation guidance.

29. <u>Utilities</u>: Provides for the facilitation and coordination of efforts to fully restore utility services following a disaster. Includes phone, power, water, cable, and sanitation.

30. <u>Preservation of Records</u>: Provides guidance and procedures for the salvaging of damaged vital records and documents as well as the restoration of information and record systems.

<u>Note</u>:   As appropriate, all functions address the needs of special populations including, but not limited to, persons with disabilities, the elderly, and non-English speakers

Section 4-A
Incident Command Position Checklist

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┌──────────┐                    ┌──────────────────┐      ┌──────────────────┐
│ You are  │ ─────────────────▶ │ Incident Command │──────│   Policy Group   │
│ Here!    │                    └──────────────────┘      └──────────────────┘
└──────────┘              ┌─────────────────────┐   ┌─────────────────┐
                          │ Information Officer  │───│  Safety Officer  │
                          └─────────────────────┘   └─────────────────┘
                          ┌─────────────────────┐
                          │   Lisiaon Officer    │
                          └─────────────────────┘
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Operations	Planning	Logistics	Finance
Staging	-- Status Unit	-- Supply Unit	-- Time Unit
Branches	-- Documentation Unit	-- Food Unit	-- Cost Unit
Divisions/Groups	-- Demobilization Unit	-- Medical Unit	-- Comp/Claims Unit
Units	-- Technical Specialists	-- Facilities Unit	-- Procurement Unit
		-- Communications Unit	
		-- Ground Support Unit	

Functional Description:
- Responsible for the overall management of the emergency
- Responsible for the development and implementation of strategic goals and objectives
- Responsible for approving the ordering and release of resources
- Responsible for any functions not assigned/delegated
- May be single (one person from one agency), or unified (shared with other personnel from other city department, agencies or jurisdictions who share authority for the incident)
- May be assumed by the City Manager, who has responsibility for operations within the City of Hillsboro under the Municipal Code

IC Reports to: **City Manager or Policy Group**
Reports to IC: **Command Staff (Information, Liaison, and Safety Officers)**
                            General Staff (Operations, Planning, Logistics, and Finance
                            Section Chiefs)

The following checklist should be considered as minimum requirements for this position. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Supervise Command and General Staff; ensure welfare and safety of incident personnel.

☐ Obtain initial briefing (ICS 201 and/or EOC Staff Briefing Form).

☐ Assess incident situation.
   ○ Review the current situation status and initial strategic objectives.
   ○ Ensure that all County, State and Federal agencies impacted by the incident are notified.

☐ Determine need for/establish Unified Command (see Planning Process for information on Command Meeting for Unified Commanders).

☐ Authorize evacuation request, as necessary.

☐ Determine appropriate reception area and/or work with American Red Cross to determine shelter locations.

☐ Authorize use of the Emergency Alerting System (EAS) and/or the Community Notification System (CNS) to alert and warn public.
   ○ Confirm that an *imminent, life-threatening situation* requires immediate protective action instructions to the general public using EAS/CNS. (If not, work through "normal" news media contacts and *do not activate EAS*.)
   ○ Review and approve protective action statement. (EAS technology requires the message be less than 2 minutes of audio.)
   ○ Ensure that City Manager and EOC staff have been informed of EAS/CNS activation. Provide a written copy of the protective action statement.
   ○ Ensure that EAS/CNS resources are informed when their services are no longer needed.
   ○ Complete and sign Warning Log

☐ Request activation of Emergency Operations Center (EOC). Ensure key personnel are aware of the location and status of EOC.

☐ Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents.
   ○ Confirm dispatch and arrival times of activated resources.
   ○ Confirm work assignments.

☐ Direct the call back of off-duty personnel as needed (keep in mind the possible need to staff additional shifts).

☐ Brief staff
   ○ Identify strategic incident goals and any policy directives for the management of the incident.
   ○ Provide a summary of current organization.
   ○ Provide a review of current incident activities.
   ○ Determine the time and location of first planning meeting.

○ Define required level of operational security.
○ Define rules of engagement and conditions for aborting mission.

☐ Determine information needs and inform staff of requirements.

☐ Notify Mayor and City Council of incident, and keep them informed as to incident status and activities. Include Mayor or Council President in planning meetings as appropriate.
○ Determine status of Disaster Declaration

☐ Establish parameters for resource requests and releases.
○ Review requests for critical resources.
○ Confirm who has ordering authority within the organization.
○ Confirm those orders which require Command authorization.

☐ Authorize release of information to the media.
○ If operating within a Unified Command, ensure all IC's sign release.

☐ Establish level of planning to be accomplished.
○ Written Incident Action Plan
○ Contingency Planning
○ Formal planning meeting

☐ Ensure planning meetings are conducted as indicated:

Planning Process Checklist

Task	**Primary Responsibility**
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/Medical/traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information
13. Finalize/approve/implement plan	Incident Command/All

☐ Approve and authorize implementation of the Incident Action Plan.
○ Review IAP for completeness and accuracy

   ○ Verify that objectives are incorporated and prioritized.
   ○ Sign ICS 202
☐ Ensure Command and General Staff coordination.
   ○ Periodically check progress on assigned tasks of Command and General Staff personnel.
   ○ Approve necessary changes to strategic goals and action plan.
   ○ Ensure that Liaison Officer is making periodic contact with participating agencies.

☐ Review applicable hazard-specific annex(es).

☐ Declare state of emergency as necessary.
   o See City of Hillsboro Municipal Code Section 2.46 and Section I of the Emergency Management Plan.
   o Request a special session of the Council to ratify the declaration.
   o Ensure declaration is forwarded to the Washington County EOC.

☐ Review and approve Situation Status Reports and Damage Assessments from Planning Section prior to forwarding to Washington County.

☐ Document all significant actions and information on Unit Log (ICS214).

Section 4-B
Safety Officer Position Checklist
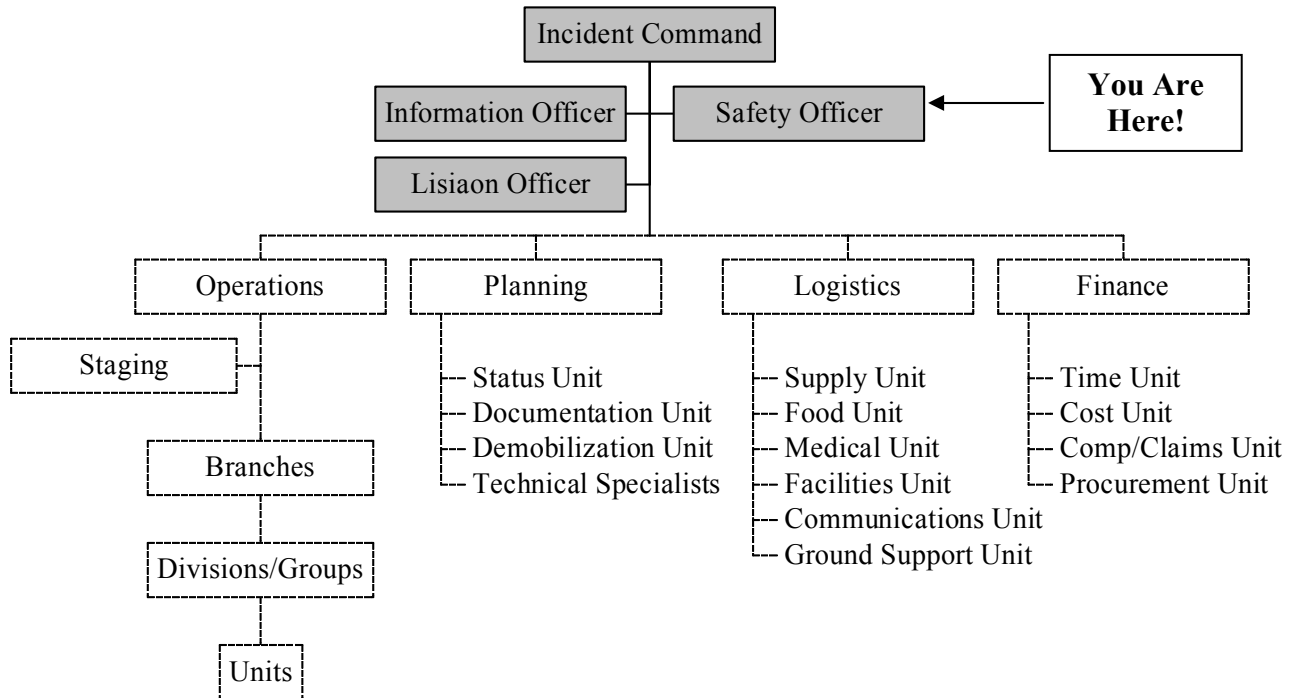
SAFETY OFFICER

The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will ordinarily correct unsafe strategies and tactics through the planning process, and unsafe acts through the regular chain of command, although the Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer approves the Medical Plan (ICS - 206), and includes safety messages in each Incident Action Plan. When the EOC is activated, the Supervisory Safety Officer will report to the EOC to provide overall safety oversight. Assistant Safety Officers will be assigned to high-risk on-scene operations (in the event of a hazardous materials incident, the Hazmat Team Safety Officer will be assigned as the scene Assistant Safety Officer, and will report to the Supervisory Safety Officer). Depending upon the needs of the incident, the Safety Officer may require additional staff from other disciplines, or special technical support.

Report to: **Incident Commander**
Reports to You: **Assistant Safety Officers, additional
                                                staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Incident Commander and/or from the initial on-scene Safety Officer.

☐　　Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.

☐　　Staff and organize function as appropriate. In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline. Multiple high-risk operations may require an Assistant Safety Officer at each site. Request additional staff from the appropriate lead agency.

☐　　Identify potentially unsafe acts.

☐　　Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations.

☐　　Ensure adequate sanitation and safety in food preparation.

☐　　Debrief Assistant Safety Officers prior to planning meetings.

☐　　Participate in planning and tactics meetings.
　　○　Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
　　○　Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

Planning Process Checklist

Task	**Primary Responsibility**
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information
13. Finalize/approve/implement plan	Incident Command/All

☐　　Participate in the development of Incident Action Plans.
　　○　Review and approve Medical Plan (ICS 206)
　　○　Provide safety message.
　　○　Assist in the development of "Special Instructions" block of ICS 204 as requested by the Planning Section.

☐   Investigate accidents that have occurred within incident areas.
  ○ Ensure accident scene is preserved for investigation.
  ○ Ensure accident is properly documented.
  ○ Coordinate with Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
  ○ Prepare accident report
  ○ Recommend corrective actions to IC and Department.

☐   Coordinate Critical Incident Stress, hazardous materials, and other debriefings as necessary.

☐   Review hazard specific annex.

☐   Maintain Unit Log (ICS - 214).

Safety Staff

<u>Assistant Safety Officer</u>

The Assistant Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations associated with high risk tactical operations, and developing measures for assuring personnel safety. The Assistant Safety Officer will ordinarily correct unsafe acts through the regular chain of command, although the Assistant Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

Report to: **Supervisory Safety Officers**
Reports to You: **Technical Specialists as assigned**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Supervisory Safety Officer.
  ○ Determine operational assignment.
  ○ Determine location of operational assignment

☐   Identify hazardous situations associated with the assigned operation(s). Ensure adequate and appropriate levels of protective equipment are available, and being used.

☐   Determine the need for additional Assistant Safety Officers, or for technical assistance. Request through the Supervisory Safety Officer.

☐   Identify potentially unsafe acts.

☐   Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations; report your actions to the Supervisory Safety Officer.

☐   Debrief Supervisory Safety Officer prior to planning meetings.

       ○ Discuss safety concerns on current and proposed tactics.
       ○ Identify corrective actions, or alternate tactics.
       ○ Assist in identifying appropriate levels of protective equipment.

☐   Participate in planning and tactics meetings as requested.

☐   Assist in the investigation of accidents that have occurred within incident areas.
       ○ Ensure accident scene is preserved for investigation.
       ○ Ensure accident is properly documented.
       ○ Coordinate with Supervisory Information Officer, Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
       ○ Assist in the preparation of accident reports.

☐   Maintain Unit Log (ICS - 214).

Section 4-C
Public Information Officer Position Checklist
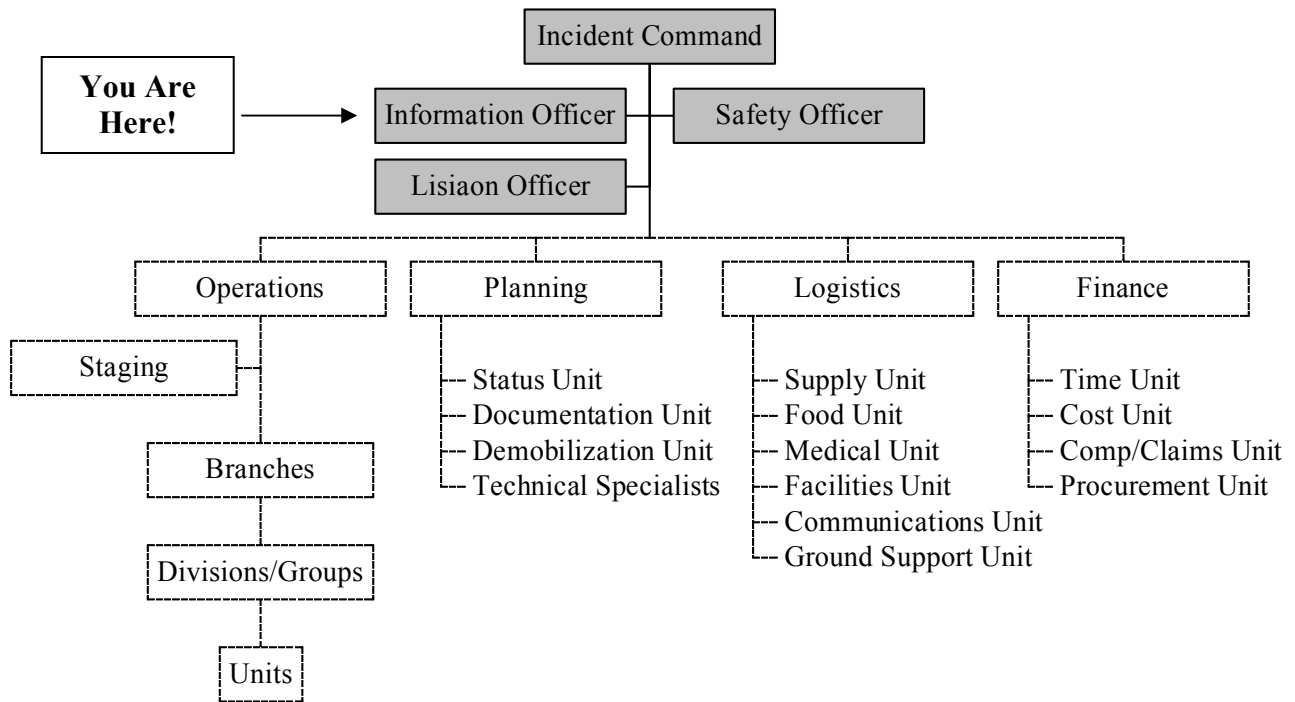
PUBLIC INFORMATION OFFICER

The Public Information Officer (PIO), a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media, the public, City employees, and other agencies and organizations. Depending upon the needs of the incident, the Lead PIO in the EOC may be assisted by additional public information staff in the EOC and/or on scene. **Any functions not assigned/delegated by the Incident Commander remain the responsibility of the Public Information Officer.**

Public Information Officer reports to:	**Incident Commander**
Reports to You:	**Protective Action Officer, JIC Officer, Internal Information Officer, Field Information Officer(s)**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Incident Commander.
  ○ Determine current status of Incident (ICS 209 or equivalent)
  ○ Identify current organization (ICS 201, ICS 203, t-cards)
  ○ Determine point of contact for media (PIO at scene or EOC)
  ○ Determine current media presence

☐ Determine status of alert and warning and use of the Emergency Alert System. With the IC, determine who will be responsible for managing alert and warning.
  ○ How often and under what conditions will the Emergency Alert System (EAS) be used.
  ○ What other impacted agencies or jurisdictions may also be using the EAS.

☐ Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance warning notice to shut down processes.

☐ Publicize evacuation plan and instructions to the public with the Emergency Alert System or local television and radio stations, in cooperation with Planning, Logistics, and Operations Sections, and with approval of the Incident Commander.

☐ Coordinate the development of public address and door-to-door protective action statements with Operations.

☐ Prepare initial information summary as soon as possible after activation. If no other information is available, consider the following general statement:

> **We are aware that an (accident/incident) involving (type of incident) occured at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will notify the press at least 1/2 hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.**

☐ Arrange for necessary work space, materials, telephones, and staff. Consider activating:
  ○ Protective Action Information Officer
  ○ Information Center Manager
  ○ JIC Officer
  ○ Internal Information Officer
  ○ Field Information Officer

☐ Establish contact with local and national media representatives as appropriate.

☐ Establish location of Information Center for media and public, away from EOC.

☐ Establish schedule for news briefings.

☐ Coordinate with Logistics the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

☐ Obtain current incident status reports from the Planning Section; coordinate a schedule for updates.

☐ Observe constraints on the release of information imposed by the Incident Commander, and according to guidance provided in Section 2-d, Public Information, of the Emergency Management Plan.

☐ Obtain approval for information release from Incident Commander.
  ○ Confirm details to ensure no conflicting information is released.
  ○ Identify site and time for press briefings, and confirm participation by other incident management team members.
  ○ Confirm who can authorize information releases in the absence of the IC.

☐ Release news to media, and post information in the EOC and other appropriate locations.

☐ Record all interviews and copy all news releases. Contact media to correct erroneous or misleading information being provided to the public via the media.

☐ Update City Departments on a regular basis. Electronic mail may be used for Department updates (use the "Department Managers" and "Departmental Information" e-mail groups for immediate, simultaneous messages); establish phone line in the EOC dedicated to internal communications to update the Switchboard and "rumor control." Provide standard statement to respond to the general public's requests for information.

☐ Coordinate information releases with Information staff from other impacted jurisdictions. Ensure that information provided to the public is consistent across jurisdictional boundaries when appropriate.

☐ Update Dispatch at WCCCA.

☐ Attend Planning meetings and participate in the planning process:

Planning Process Checklist

	Task	**Primary Responsibility**
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan	Planning, Logistics

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	requirements	
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

☐   Respond to special requests for information.

☐   Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

☐   Confirm the preferred method for release of information to evacuees and families.

☐   Confirm the process for the release of information on deceased names and numbers.

☐   Review hazard-specific annex.

☐   Document all activity on unit log (ICS 214).
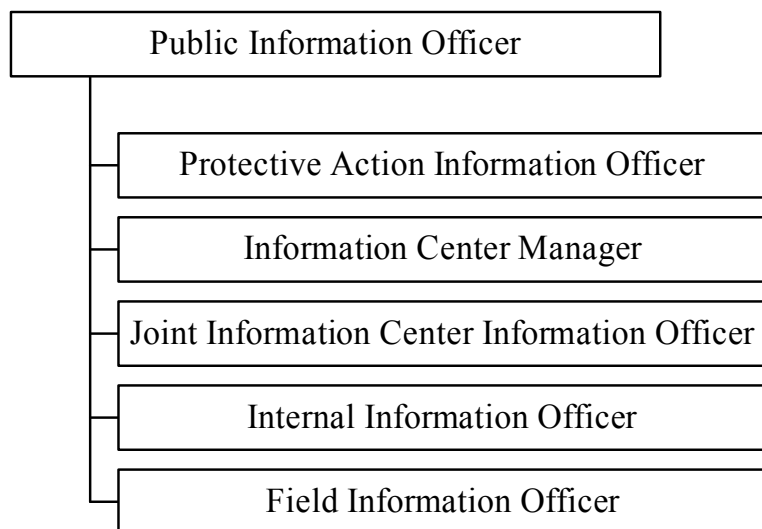
Information Staff

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┌─────────────────────────────────────┐
│      Public Information Officer      │
└─────────────────────────────────────┘
    │
    │   ┌─────────────────────────────────────┐
    ├───│  Protective Action Information Officer│
    │   └─────────────────────────────────────┘
    │   ┌─────────────────────────────────────┐
    ├───│      Information Center Manager       │
    │   └─────────────────────────────────────┘
    │   ┌─────────────────────────────────────┐
    ├───│ Joint Information Center Information Officer │
    │   └─────────────────────────────────────┘
    │   ┌─────────────────────────────────────┐
    ├───│     Internal Information Officer      │
    │   └─────────────────────────────────────┘
    │   ┌─────────────────────────────────────┐
    └───│       Field Information Officer       │
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Protective Action Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Protective Action IO reports to: **Supervisory Public Information Officer**

☐   Receive briefing from Supervisory Public Information Officer or Incident Commander.

☐   Determine status of the Emergency Alert System. If activated, obtain copy of current message.
   ○ Confirm how often and under what conditions the EAS should be used.
   ○ Confirm that use of the EAS has been coordinated with other impacted jurisdictions.

☐   Confirm information on current alert. Include:
   ○ Geographic boundaries of area affected.
   ○ Evacuation routes.
   ○ Traffic control points.
   ○ Reception or shelter area.
   ○ Protective actions.

The following may be used to assist in the formulation of protective action statements:

SHELTER IN-PLACE:

"At *(time)* today, City of Hillsboro public safety officials reported an industrial accident involving hazardous materials. The accident occurred at *(location and time)* today. The Incident Commander, City Manager, and the Fire and Police Chiefs request that all persons in *(names of areas)* should remain inside their houses or other closed building until public safety officials announce over radio or television that they can leave safely. If you are in the affected area, turn off heat, ventilation, cooling systems, and window or attic fans. Close all windows, doors, and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building,. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information."

PREPARE TO EVACUATE

"At *(time)* today, City of Hillsboro public safety officials reported a potentially serious condition involving *(description of situation)*. The incident is occurring at *(location)*. The Incident Commander, City Manager, and the Fire and Police Chiefs request all persons in *(affected area)* to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change."

EVACUATION

"At *(time)* today, City of Hillsboro public safety officials reported an incident involving *(description of situation)*. The incident occurred at *(location and time)*. The Incident Commander, City Manager, and the Fire and Police Chiefs request all persons in *(names of area)* to evacuate the area in an orderly manner.   Please take the following actions to secure your home before you leave *(instructions may include shutting off gas and water, etc.)*. Drive or walk toward *(evacuation route)*. Emergency personnel will be along this route to direct you out of the

area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

DEMOBILIZATION

"City of Hillsboro public safety officials have determined that the incident involving *(description of situation)* which occurred at *(location and time)* no longer presents a threat to public safety. Anyone who had previously been requested to evacuate or take other protective action may return home or leave shelter at this time. Thank you for your assistance and cooperation."

☐	Activate or update EAS as below: ANY CHANGES TO EAS MESSAGES MUST BE APPROVED BY COMMAND.

- o Develop statement
- o Obtain approval and signature on warning log from Command
- o Contact WCCCA and request system activation. Give your name as activating official and record the message.
- o Contact KUFO by telephone and inform the operator of system activation.

THIS PROCESS WILL CHANGE PRIOR TO THE NEXT REVISION OF THIS PLAN. CONFIRM PROCESS BEFORE ACTIVATION.

☐	Maintain warning log (form appears on 2-12) of messages released, provide copies to Documentation Unit.

☐	Keep Incident Commander and Information Officer updated on activities.

☐	Terminate use of alert systems as directed by contacting KBBT and requesting that broadcasts cease. Provide a demobilization statement.

WARNING LOG

1.   Date: _____   Time: _____am/pm Warning #_____

2.   Situation:

        Describe emergency incident. Include description of threat to life/safety, and
        specific geographic boundaries affected and covered by this warning.

        _____
        _____
        _____
        _____
        _____
        _____

3.   Content of Warning:

        Include exact wording of warning given.

        _____
        _____
        _____
        _____
        _____
        _____
        _____
        _____

4.   Method of Warning: EAS____
                                    Community Notification System _____
                                    Mobile Public Address____
                                    Door to Door Contact____

        Signature of authorizing official_____

5.   Warning Terminated: _____ Date: _____ Time: _____am/pm
6.
        **Ensure that all methods of alert and warning have been notified to terminate
        activities.**

        Signature of terminating official_____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

Information Staff

Information Center Manager

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Information Center Manager reports to: **Supervisory Public Information Officer**

Reports to You: **Information Center staff**

☐   Obtain briefing from Supervisory Public Information Officer.

☐   Determine location of Information Center; ensure that the location is relayed to the media and public.
○   Information Center may be co-located with the media briefing area
○   Should be easily accessible to citizens

☐   Ensure adequate staff and supplies.

☐   Post information, update maps, provide handouts as necessary.

☐   Confirm all information with Supervisory Public Information Officer prior to release.

☐   Respond to questions from media and public according to constraints established by Supervisory Public Information Officer.

☐   Be proactive in requesting information updates from Supervisory Public Information Officer.
○   Keep Supervisory Public Information Officer apprised on activity at media center.
○   Include numbers of people/media served, trends in information requested, etc.

☐   Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.

☐   Maintain Unit log (ICS214).

Information Staff

<u>Joint Information Center (JIC) Officer</u>

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Joint Information Center (JIC) Officer Reports to: **Supervisory Public Information Officer**

□   Receive briefing from Supervisory Public Information Officer.

□   Determine location and participants in Joint Information Center (JIC).

□   Determine constraints on information to be provided to the JIC.

□   Observe constraints established on information release.
  - Provide copies of JIC releases to Hillsboro EOC's Supervisory Information Officer.
  - Request that errors or misleading/confusing information be identified.

□   Be proactive in requesting updates on information from Hillsboro EOC.

□   Keep Hillsboro EOC Supervisory Public Information Officer apprised of activities of JIC.

□   Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.

□   Document action taken on Unit log (ICS214).

Information Staff

Internal Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Internal Information Officer Reports to: Supervisory Public Information Officer

☐   Obtain briefing from Supervisory Public Information Officer.

☐   Develop standard statement to be provided to communications points.
- City Switchboard
- Department Secretaries
- Police Records

☐   Obtain approval for statements from Supervisory Public Information Officer.

☐   Determine communications methods available.
- E-Mail and voice mail may be used to update all City staff simultaneously.
- Use "all users" distribution lists only with approval from the Incident Commander.

☐   Determine what telephone line has been established for internal updates
- Make sure City staff are apprised of the telephone number.

☐   Provide copies of statements to Communications Unit Leader for use by rumor control operators.

☐   Be proactive in requesting information updates from Supervisory Information Officer and other EOC staff.
- Planning Section for Incident updates
- Logistics Section for information on employee welfare and volunteer resource use.

☐   Update communications points on a regular schedule.

☐   Maintain copies of statements given; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.

☐   Maintain Unit Log (ICS214).

Information Staff

<u>Field Information Officer</u>

This checklist applies to the Field Information Officer when the Supervisory Public Information Officer is working out of the Emergency Operations Center. If the Field Information Officer is the only Information Officer on the Incident, the Public Information Officer checklist should be used in addition. The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Field Information Officer Reports to: **Supervisory Public Information Officer**

☐   Obtain briefing from the Supervisory Public Information Officer.

☐   Determine best location for on-scene information operations.

☐   Determine constraints on, and obtain approval for on-scene information operation.

☐   Advertise on-scene media location via response radio.

☐   Determine need for special protective equipment for self and media.

☐   Obtain necessary equipment and supplies.

☐   Determine parameters and constraints on the release of information from IC or Supervisory Public Information Officer prior to releasing information to on-scene press.

☐   Provide information to on-scene media according to constraints established.

☐   Provide photo opportunities and tours of area as practical and safe. Coordinate these activities with response personnel.
        ○   Consider media "pool."
        ○   Ensure that press does not enter any incident area without clearance from the IC.

☐   Refer requests for interviews of response personnel to Supervisory Public Information Officer.

☐   Provide updates to Supervisory Public Information Officer as conditions change. Be proactive in requesting information from Supervisory Public Information Officer.

☐   Document actions taken on Unit Log (ICS214).

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                            ┌─────────────────┐
                            │ Incident Command│
                            └─────────────────┘
              ┌─────────────────────┐  │  ┌─────────────────┐
              │ Information Officer  │──┼──│ Safety Officer  │
              └─────────────────────┘  │  └─────────────────┘
  ┌───────────┐    ┌─────────────────┐ │
  │ You Are   │───▶│ Lisiaon Officer │─┤
  │ Here!     │    └─────────────────┘ │
  └───────────┘
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Operations	Planning	Logistics	Finance
Staging	‑‑ Status Unit	‑‑ Supply Unit	‑‑ Time Unit
Branches	‑‑ Documentation Unit	‑‑ Food Unit	‑‑ Cost Unit
Divisions/Groups	‑‑ Demobilization Unit	‑‑ Medical Unit	‑‑ Comp/Claims Unit
Units	‑‑ Technical Specialists	‑‑ Facilities Unit	‑‑ Procurement Unit
		‑‑ Communications Unit	
		‑‑ Ground Support Unit	
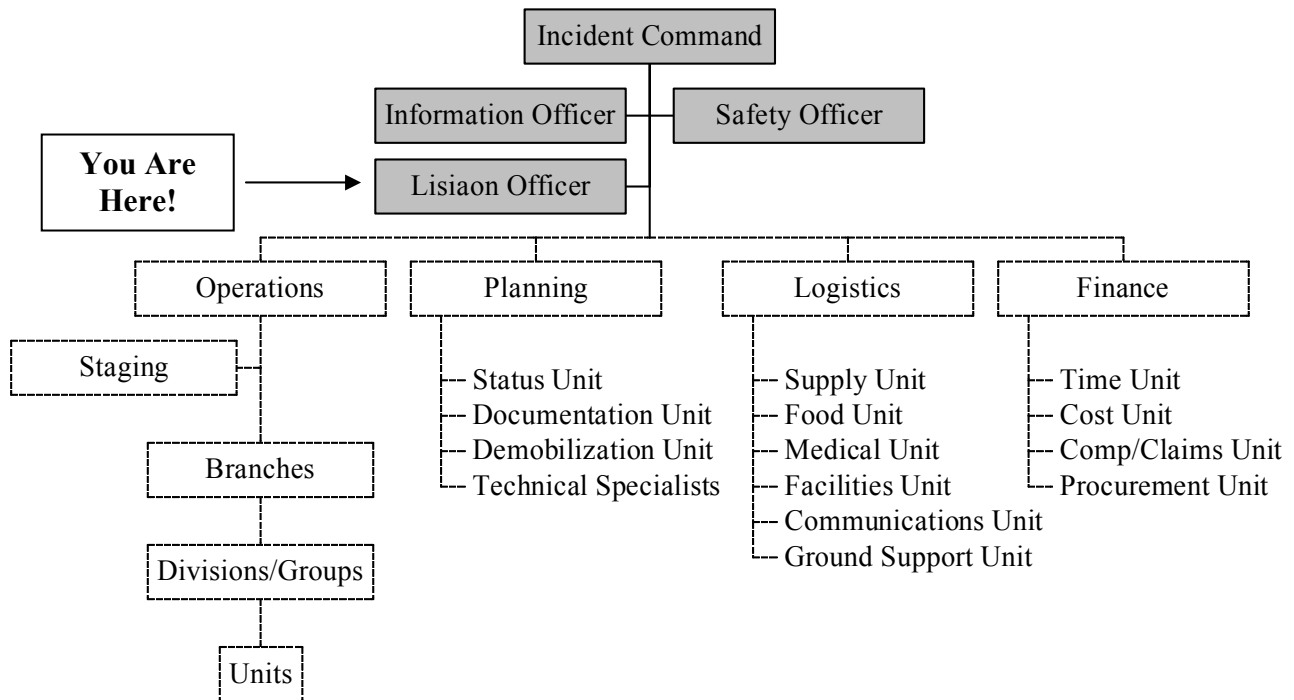
LIAISON OFFICER

The Liaison Officer, a member of the Command Staff, is the point of contact for assisting and cooperating agency representatives not part of a Unified Command organization. This may include representatives from other Police and Fire agencies, Red Cross, public works and engineering organizations, and others. It should be the policy of the organization to incorporate such entities into the actual operational organization of the incident, and to establish Command level communication at the Liaison Officer level.

Report to: **Incident Commander**
Reports to You: **Agency Representatives, additional**
                                                  staff as needed.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

____   Obtain briefing from Incident Commander.
- Obtain summary of Incident organization (ICS 201, 203)
- Determine companies/agencies already involved in the incident, and whether they are cooperating (operating in a support mode "outside" the organization), or assisting (have equipment and/or personnel assigned to the organization).

____   Establish workspace for liaison function. Notify agency reps of location.

____ Contact and brief assisting/cooperating agency representatives and mutual aid cooperators:

    ____ Fire - Washington County Fire Defense Board, Oregon Fire Marshal

    ____ Law Enforcement - Washington County Sheriff, Beaverton Police Department, Oregon State Police.

    ____ Public Works- Cornelius, Forest Grove, Beaverton, Washington County, Corps of Engineers, Oregon Department of Transportation.

    ____ Emergency Management- Washington County, Oregon Emergency Management.

    ____ Emergency Medical- Metro West Ambulance, HEAR.

____ Identify agency representatives from each agency, including communications link and locations.

____ Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

____ Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

____ Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues.

- Receive and bring to the attention of incident management team complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction.

____ Participate in Planning Meetings.

Planning Process Checklist

	Task	Primary Responsibility
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

____ Review applicable hazard specific annex(es).

____ Document action taken in unit log (ICS - 214).

Incident Command

Information Officer --- Safety Officer

Lisiaon Officer

You Are Here!

Operations | Planning | Logistics | Finance

Staging

— Status Unit
— Documentation Unit
— Demobilization Unit
— Technical Specialists

-- Supply Unit
-- Food Unit
-- Medical Unit
-- Facilities Unit
--- Communications Unit
--- Ground Support Unit

-- Time Unit
-- Cost Unit
-- Comp/Claims Unit
--- Procurement Unit

Branches

Divisions/Groups

Units
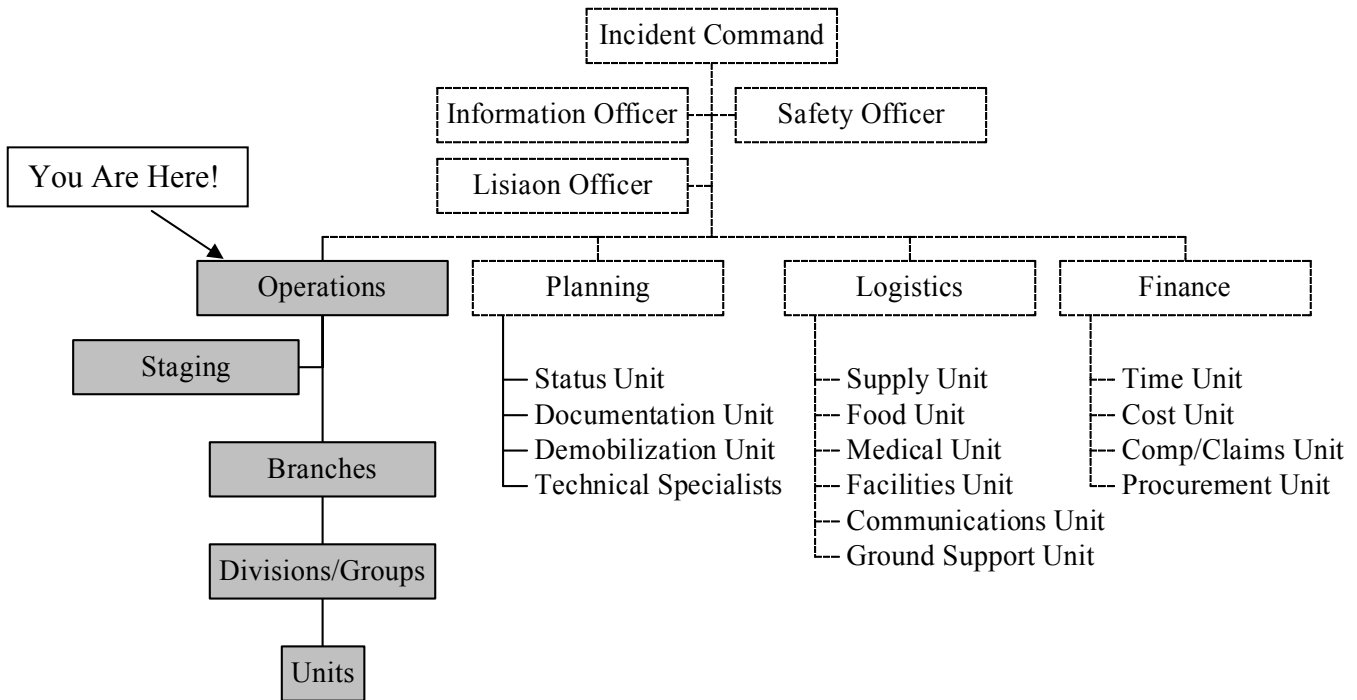
OPERATIONS SECTION CHIEF

The Operations Section Chief, a member of the General Staff, will be from the Department having lead agency responsibility for the emergency. This does not preclude the use of a unified approach to Operations, or of Deputy Operations Section Chiefs from other agencies or disciplines. Hillsboro's Incident Management Teams include three Operations Section Chiefs, one each from Police, Fire, and Public Works. It is the responsibility of the lead agency Operations Section Chief to determine the role of the assisting staff.

The Operations Section, which includes on-scene personnel, helps formulate and interprets strategy established by the Incident Commander, and implements it tactically according to Department operating guidelines and provisions of this plan. The Operations Chief activates and supervises organizational elements in accordance with the Incident Action Plan, and directs its execution. The Operations Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such changes to the Incident Commander. **All functions not assigned by the Section Chief remain the responsibility of the Section Chief.**

Reports to: **Incident Commander**
Reports to You: **Deputy Operations Section Chiefs, Staging Area Manager(s), Branch Directors, Division/Group Supervisors, Single Resources**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Incident Commander.
  ○ Determine incident objectives and recommended strategies.
  ○ Determine status of current tactical assignments.
  ○ Identify current organization, location of resources, and assignments
  ○ Confirm resource ordering process
  ○ Determine location of current Staging Areas and resources assigned there.

☐ Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control (see Appendix 3-A).

☐ Establish operational period.

☐ Establish and demobilize Staging Areas.

☐ Conduct Operations Briefing and assign Operations personnel in accordance with Incident Action Plan.
  ○ Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
  ○ Brief tactical units (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

☐ Develop and manage tactical operations to meet incident objectives.

☐ Assess life safety, adjust perimeters and evacuation plans as necessary.

☐ Evaluate and enforce use of appropriate protective clothing and equipment.

☐ Evaluate situation and provide update to Planning Section.
  ○ Location, status, and assignment of resources
  ○ Effectiveness of tactics
  ○ Desired contingency plans

☐ Determine need and request additional resources.

☐ Notify Resource Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

☐ Keep Resources Unit up to date on changes in resource status.

☐ With the Planning Section Chief, write formal Operations portion of Incident Action Plan if so directed by the Incident Commander.
  ○ Identify assignments by Division or Group
  ○ Identify specific tactical objectives
  ○ Identify resources needed to accomplish objectives

☐ Ensure coordination of the Operations Section with other Command and General Staff.
  ○ Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Finance.
  ○ Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
  ○ Notify Logistics of communications problems.
  ○ Keep Planning up-to-date on resource and situation status.
  ○ Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
  ○ Keep Safety Officer involved in tactical decision-making.
  ○ Keep IC apprised of status of operational efforts.
  ○ Coordinate media field visits with the PIO.

☐ Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the planning meeting to review strategy, discuss tactics, and outline organization assignments.

☐ Participate in Planning Meetings.

Planning Process Checklist

Task	**Primary Responsibility**
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information
13. Finalize/approve/implement plan	Incident Command/All

☐ Hold Section meetings as necessary to ensure communication and coordination among Operations Branches, Divisions, and Groups.

☐ Ensure that staff observe established level of operational security.

☐ Review Hazard-Specific Annex.

☐ Maintain Unit Log (ICS214).

Operations Staff
<u>**Branch Director**</u>

Branch Directors are responsible for the implementation of the portion of the Incident Action Plan assigned to the Branches, reporting on the progress of control operations, and providing information on the status of resources within the Branch. Branch Directors may also assist in the development of tactical assignments for the Branch. Branches for City Operations may be geographic or functional, and may include, but not be limited to, fire, emergency medical, hazardous materials, law enforcement, and public works. **All functions not assigned by the Branch Director remain the responsibility of the Branch Director.**

Reports to :	**Operations Section Chief or Incident Commander**
Reports to You:	**Division or Group Supervisors, Task Force or Strike-Team Leaders, Single Resources.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Operations Section Chief or IC.
  ○ Determine resources assigned to the Branch, current location, and activities.
  ○ Review assignments for Divisions and/or Groups within branch, modify based on effectiveness of current operations. If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or IC.
  ○ Determine general organizational structure, including identification of other Branches, Divisions and Groups operating on the incident.

☐ Attend Operations Briefing.

☐ With subordinates, develop tactical assignments for branch control operations.

☐ Assign specific work tasks to Division/Group Supervisors.

☐ Resolve logistical problems reported by subordinates.
  ○ Monitor radio transmissions to assess communications needs.
  ○ Ensure resources receive adequate food, liquids, and rehabilitation.
  ○ Request additional resources through approved ordering channels.

☐ Report to Operations Chief whenever:
  ○ Incident Action Plan is to be modified
  ○ Additional resources are needed
  ○ Surplus resources are available
  ○ Hazardous situations or significant events occur.

☐ Coordinate activities with other Branch Directors.

☐ Attend Planning Meetings at the request of the Operations Chief.

☐ Prior to leaving shift, debrief on shift activities with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

☐ Ensure Branch fiscal record-keeping.

☐ Maintain unit log (ICS 214).

Operations Staff

Division/Group/Supervisor

The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, management of resources within the Division or Group, and reporting on progress of control operations and status of resources within the Division or Group. **All functions not assigned by the Division/Group Supervisor remain the responsibility of the Division/Group Supervisor.**

Reports to: **Branch Director, Operations Section Chief or Incident Commander**

Reports to You: **Task Force/Strike Team Leaders, Single Resources**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Branch Director, Operations Chief or IC.
- ○ Determine resources assigned to the Division or Group.
- ○ Confirm geographic boundaries or functional responsibilities of Division or Group.
- ○ Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.
- ○ Confirm tactical assignment.
- ○ Confirm communication assignment
- ○ Receive and maintain Passports (if indicated)

☐ Attend Operations Briefing.

☐ Review assignments and incident activities with subordinates, and assign tasks.

☐ Implement Incident Action Plan for Division or Group.

☐ Submit situation and resource status information to Branch Director or Operations Section Chief.
- ○ Maintain Passport system (if indicated)

☐ Coordinate activities with adjacent Divisions/Groups.

☐ Determine need for additional resources; request through Branch Director or Operations Section Chief.

☐ Report special occurrences or events such as accidents or sickness to the Branch Director or Operations Section Chief.

☐ Resolve logistical problems within the Division and/or Group.
- ○ Monitor communications and assess communications needs.
- ○ Ensure adequate food, liquids, and rehabilitation.
- ○ Ensure personnel are aware of process for medical assistance.

☐   Debrief with Branch Director or Operations Section Chief prior to leaving shift.
- ○ Include work accomplished/left to be accomplished, operational difficulties, resource needs, etc.
- ○ Participate in the development of plans for the next operational period.

☐   Maintain Unit Log (ICS 214).

Operations Staff

<u>Strike Team/Task Force Leader</u>

The Strike Team/Task Force Leader is responsible for performing tactical assignments assigned to the Strike Team or Task Force.

Report to: **Division or Group Supervisor**
Reports to You: **Company Officers, Single Resources**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Division or Group Supervisor.
        ○ Determine/confirm resources assigned to Task Force or Strike Team
        ○ Confirm internal and external communications
        ○ Confirm tactical assignment
        ○ Deliver Passport to Supervisor (if indicated)

☐   Attend Operations Briefing as assigned.

☐   Review assignments with subordinates and assign tasks.

☐   Monitor work progress and make changes when necessary.

☐   Notify Division or Group Supervisor of expedient changes to tactical assignments.

☐   Coordinate activities with adjacent strike team, task forces, and single resources.

☐   Monitor safety of resources.

☐   Submit situation and resource status information and fiscal reports to Division or Group Supervisor.

☐   Maintain Unit Log (ICS 214).

Operations Staff

<u>Staging Area Manager</u>

The Staging Area Manager is responsible for managing all activities within a staging area. Depending upon the needs of the incident, there may be more than one staging area.

Reports to: **Operations Section Chief or Incident Commander**

Reports to You: **Resources assigned to Staging**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain a briefing from the Incident Commander or Operations Section Chief.
- ○ Determine types and numbers of resources to be maintained in staging.
- ○ Confirm process for requesting additional resources for staging
- ○ Confirm process for reporting status changes.

☐   Proceed to staging area; establish staging area layout (apparatus and vehicles in staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

☐   Ensure efficient check-in. Coordinate process with Planning Section-Resource Unit Leader.

☐   Identify and track resources assigned to staging.
- ○ Collect Passports (if indicated)
- ○ Update Resource Unit as resources enter and leave staging.

☐   Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

☐   Post areas for identification and traffic control.

☐   Respond to requests for resources.
- ○ Organize Task Forces or Strike Teams as necessary.
- ○ Return Passports to resources leaving Staging.

☐   Request additional tactical resources for staging through Logistics according to established staffing levels.

☐   Obtain and issue receipts for radio equipment and other supplies distributed and received at the staging area.

☐   Report resource status changes as required. Note: This may be direct to/from Operations or Command, or to/from the Resources Unit.

☐	Maintain staging area in orderly condition.

☐	Demobilize staging area in accordance with instructions.

☐	Maintain Unit Log (ICS 214).

Appendix 3-A
Organizing the Operations Section

There are basically three ways to organize the Operations Function:
1. Geographically
2. Functionally
3. Combination geographic and functional

1. A purely *geographic* organizational structure will be rare in City applications, but may be appropriate in very large, diffuse incidents, such as winter storms or floods. An example of a geographically organized incident appears below.

Branch I
  Div. A Div. C
  Div. B Div. D

Branch II
  Div. A Div. C
  Div. B Div. D

Branch IV
  Div. A Div. C
  Div. B Div. D

Branch III
  Div. A Div. C
  Div. B Div. D
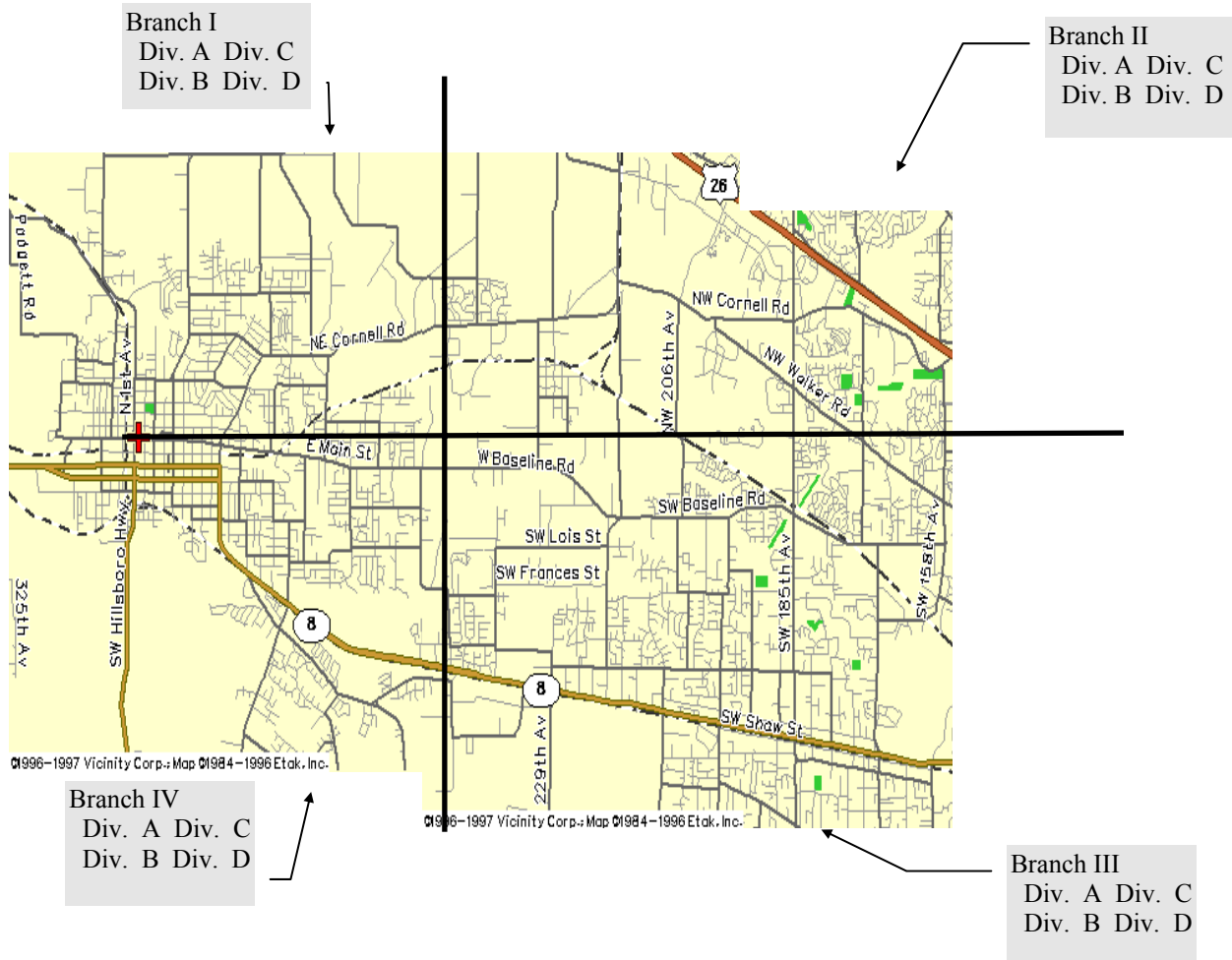
In this example, the City has been divided along logical geographic divisions (perhaps using Baseline/Main and Brookwood streets as the dividing lines). Within each Branch, geographic Divisions would be established. Operational resources assigned to these Divisions would be responsible for all tactical operations within them.

2. A *functional* organization will be common on incidents that involve more than one City Department, and which are not very large geographically. Organizing in this fashion preserves normal lines of communication and command by segregating Departmental

resources into Branches based on function. An example of a functionally-organized incident appears below:

```
                          ┌──────────┐
                          │    IC    │
                          └──────────┘
                                │
                        ┌───────────────┐
                        │ Operations SC │
                        └───────────────┘
                                │
        ┌───────────────────────┼───────────────────────┐
┌───────────────┐       ┌───────────────┐       ┌───────────────┐
│  Fire Branch  │       │ Police Branch │       │  DES Branch   │
│   Director    │       │   Director    │       │   Director    │
└───────────────┘       └───────────────┘       └───────────────┘
   ┌──────┴──────┐         ┌──────┴──────┐         ┌──────┴──────┐
 Entry Group  Rescue Group Evac Group Security Group Debris Group Trench Group
```
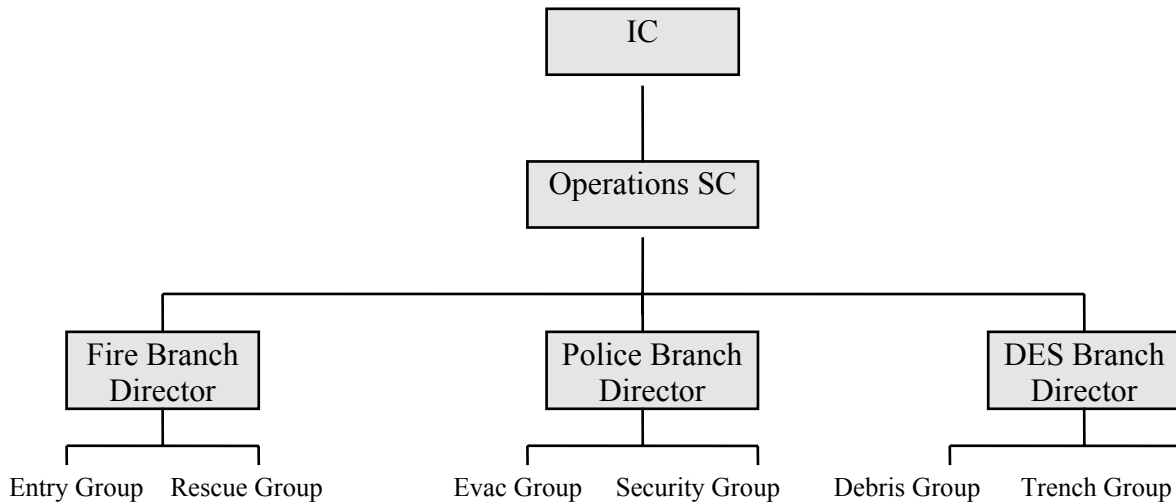
In this example, Branches correspond to Department responsibility. All Fire resources are assigned within the Fire Branch, under the control of a Fire Department Branch Director, Police and DES resources remain under the control of Branch Directors from those Departments. Under the Branch Directors, resources are divided into Groups, which have functional assignments with no geographic restrictions.

3. A combination of *geographic* <u>and</u> *functional* organizational elements provides the most flexible organizational structure. In combination organizations, three variations may be used as shown below:

A. Functional Branches with geographic Divisions:

```
                    ┌──────────────┐
                    │ Fire Branch  │
                    │   Director   │
                    └──────────────┘
                ┌──────────┼──────────┐
            Division 1  Division 2  Division 3
```
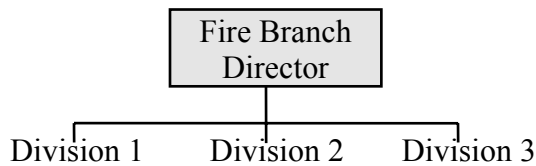
In this example, Fire and Emergency Services resources have been organized by function into a Fire Branch, but resources assigned to the Branch have been organized into three geographic areas-in this case floors of a building (Division numbers correspond to the floor number of the building).

B. Geographic Branches with functional Groups:

```
                    ┌──────────────┐
                    │  Branch II   │
                    │   Director   │
                    └──────────────┘
            ┌───────────────┼───────────────┐
        Sandbag Group    Rescue Group    Evac Group
```
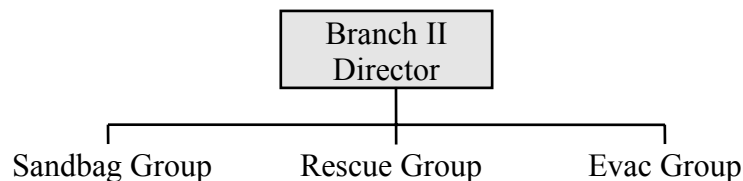
In this incident, the Branch Director has been assigned a specific geographic area of responsibility, but the resources within the Branch are organized by function, with no geographic restrictions except that they are confined by the perimeter of the Branch itself.

C. Combination-geographic and/or functional Branches with combination Divisions and Groups:

```
                    ┌──────────────┐
                    │  Branch II   │
                    │   Director   │
                    └──────────────┘
            ┌──────────────┼──────────────┐
  Sandbag Division A   Rescue Group   Sandbag Division B
```
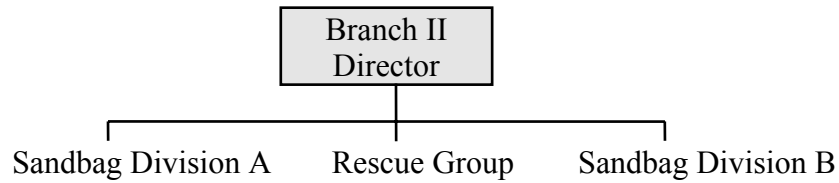
While this Branch Director has also been assigned a geographic area, the resources assigned to the Branch have a combination of geographically-specific assignments (the Sandbag Divisions) and functional assignments (the Rescue Group).

```
                   ┌──────────────┐
                   │ Fire Branch  │
                   │   Director   │
                   └──────────────┘
          ┌──────────────┼──────────────┐
     Division 1      Division 2      Vent Group
```
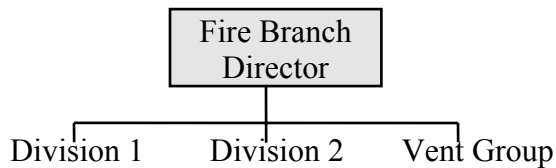
This Branch Director retains an overall functional assignment, while organizing the resources assigned to the Branch both geographically (by floor Divisions 1 and 2) and functionally (Ventilation Group).

```
                              ┌─────────────────┐
                              ┆ Incident Command ┆
                              └─────────────────┘
                                       ┆
  ┌──────────────────┐        ┌──────────────────┐         ┌─────────────────┐
  │  You Are Here!    │        ┆ Information Officer ┆┄┄┄┄┄┄┆ Safety Officer  ┆
  └──────────────────┘        └──────────────────┘         └─────────────────┘
                    ＼                  ┆
                      ＼      ┌──────────────────┐
                        ＼    ┆  Lisiaon Officer  ┆┄┄┄
                          ＼  └──────────────────┘
```

Operations	Planning	Logistics	Finance
Staging	— Status Unit	┄ Supply Unit	┄ Time Unit
Branches	— Documentation Unit	┄ Food Unit	┄ Cost Unit
	— Demobilization Unit	┄ Medical Unit	┄ Comp/Claims Unit
Divisions/Groups	— Technical Specialists	┄ Facilities Unit	┄ Procurement Unit
		┄ Communications Unit	
Units		┄ Ground Support Unit	
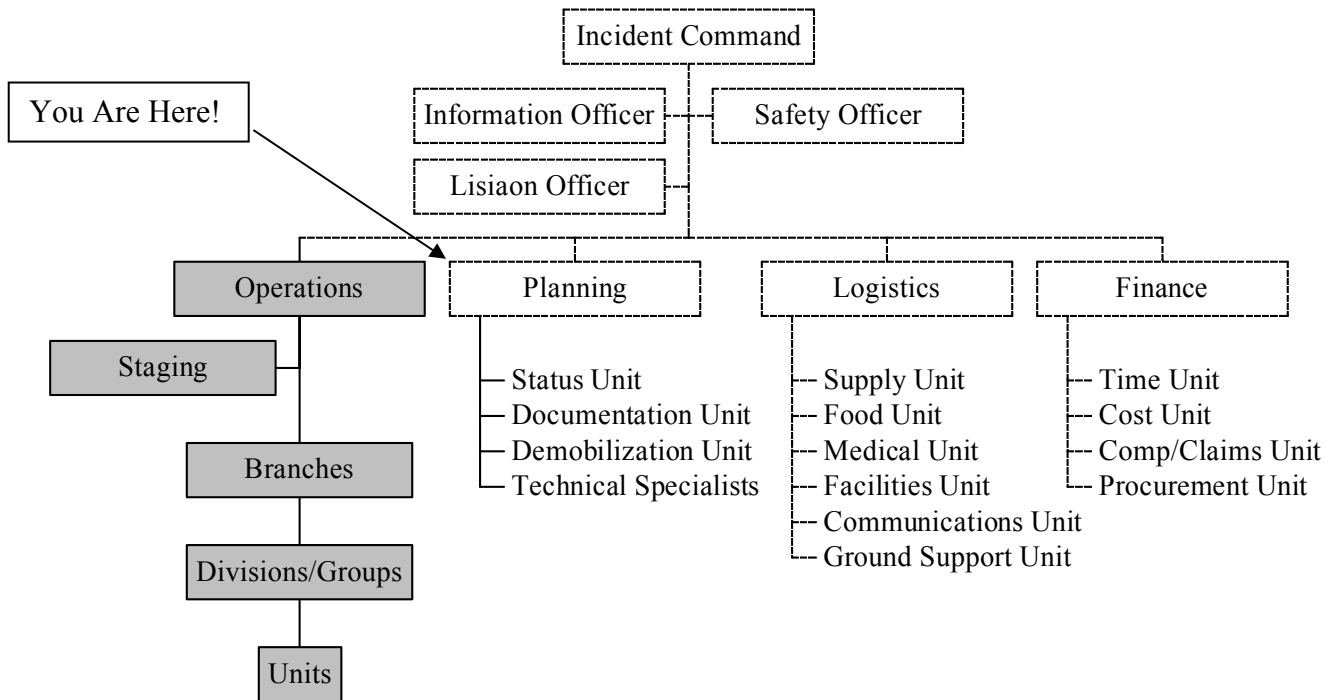
PLANNING SECTION CHIEF

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident. The Planning Section Chief conducts the Planning Meeting and is responsible for producing a written Incident Action Plan (if so directed by the Incident Commander). The Planning Section Chief activates and supervises units within the Planning Section. **All functions that are not assigned by the Section Chief remain the responsibility of the Section Chief.**

Reports to:　　　　　　　**Incident Commander**
Reports to You:　　　　　**Situation, Resource, Demobilization, Documentation Unit**
　　　　　　　　　　　　　　　Leaders, Technical Specialists

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐　　　Obtain briefing from the Incident Commander.
　　　　○　Determine current resource status (Passports, ICS 201)
　　　　○　Determine current situation status (ICS 201)
　　　　○　Determine current strategic goals and tactical objectives
　　　　○　Determine whether IC requires a written IAP.
　　　　○　Determine time and location of first Planning Meeting.

- Determine desired contingency plans.
- Determine operational level of security (law enforcement operations).

☐ Activate Planning Section positions as necessary. Notify Resources Unit of positions activated.

☐ Establish and maintain resource tracking system.

☐ Complete ICS 201 or Emergency Center Staff briefing form (if not previously completed). Provide copies to Command, Command Staff, and General Staff.

☐ Advise EOC staff of any significant changes in incident status.

☐ Compile and display incident status summary information. Document on ICS 209, Incident Status Summary, and/or Oregon Emergency Management Initial Damage Assessment Report Form.
- Forward ICS 209 and/or Oregon Emergency Management Initial Damage Assessment Report Form to Washington County Emergency Management once per shift, or every eight hours.
- Provide copy to Public Information Officer.

☐ Obtain/develop incident maps (road ownership, aerial photos, sewage, water and storm drain maps of the City, etc.). Additional maps are available through Public Works and Washington County's Land Use and Transportation Division.

☐ Form, deploy, and supervise primary damage assessment teams and field observers. Initial assignments for damage assessment can be found in the Reporting Annex.

☐ Establish information requirements and reporting schedules for EOC and field staff.

☐ Prepare contingency plans.
- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to IC and Operations, and for inclusion in the written Incident Action Plan using the ICS 204-Contingency Plan.

☐ Prior to planning and strategy meetings, meet with Operations Section Chief and/or Command to discuss proposed strategy and tactics and diagram incident organization and resource location.

☐ Conduct planning and strategy meetings.

Planning Process Checklist

	__Task__	__Primary Responsibility__
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations

4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

☐ Supervise preparation and distribution of the written Incident Action Plan, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level. For level III activations, provide copies to City Manager, Mayor, and Council.
- ○ Establish information requirements and reporting schedules for use in preparing the IAP.
- ○ Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- ○ Verify that all support and resource needs are coordinated with Logistics Section prior to release of Plan.
- ○ Coordinate IAP changes with general staff personnel. Distribute written changes as appropriate

☐ With input from Operations and the Ground Support Unit Leader, develop incident traffic plan.

☐ With input from Operations and Logistics, develop incident evacuation plan.

☐ Coordinate preparation of the Safety Message with Safety Officer.

☐ Coordinate preparation of the Communications and Medical Plans with Logistics.

☐ Instruct Planning Section Units in distribution of incident information.

☐ Provide periodic predictions on incident potential.

☐ Establish a weather data collection system when necessary.

☐ Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

☐ Ensure activation of Neighborhood Watch and Neighborhood Association information systems as needed.

☐ Ensure Section has adequate coverage and relief.

☐ Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

☐ Review and obtain the approval of Command for damage assessment status reports.

☐ Ensure preparation of demobilization plan (if appropriate).

☐ Ensure preparation of final incident package. Route to City Emergency Management Coordinator for archiving or follow-up during a declared disaster.

☐ Provide briefing to relief on current and unusual situations.

☐ During law enforcement operations, ensure that all staff observe established level of operational security.

☐ Document action taken on unit log (ICS 214); ensure all Planning functions are documenting actions on unit log. Submit all section documentation to Documentation Unit.

Planning Staff
Resources Unit Leader

The Resources Unit Leader is responsible for 1) establishing all incident check-in activities, 2) the preparation and maintenance of displays, charts, and lists that reflect the current status and location of resources, 3) the preparation and processing of resource status change, and 4) maintain a master check-in list of resources assigned to the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report To: **Planning Section Chief**
Reports to You: **Check-in Recorders, Status Recorders, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Planning Section Chief.

☐ Organize, staff, and supervise unit as appropriate. Provide for adequate relief.

☐ Establish check-in function at incident locations (ICS 211).

☐ Establish contact with incident information sources such as dispatch (WCCCA), Staging Area Manager, Operations SC, and initial IC to determine what resources have been assigned to the incident, their status, and location.

☐ Compile, maintain and display resource status information on: 1) all tactical and support personnel and apparatus (including volunteer, City, mutual aid, or hired), and 2) transportation and support vehicles.
  ○ Review ICS 201 for resource information
  ○ Review Secondary Passports
  ○ Review ICS 211, Incident Check-in Forms
  ○ Confirm resources assigned to Staging.
  ○ Confirm resources assigned to tactical Operations organization.
  ○ Confirm resources assigned to other Command and General Staff functions.

☐ Establish method of maintaining resource status.
  ○ T-cards
  ○ Secondary Passports

☐ Maintain master roster of all resources at the incident.
  ○ Total number of personnel assigned to the incident
  ○ Total number of resources assigned to each Section and/or Unit.
  ○ Total number of specific equipment/apparatus types

☐ Assist in preparation of the IAP
  ○ Prepare Organization Chart (ICS 207); post in each room of the EOC
  ○ Prepare Organization Assignment List (ICS 203)
  ○ Prepare Division/Group Assignment Sheets (ICS 204).

☐ Participate in planning meetings as assigned.

☐ Brief relief on current and unusual situations.

☐ Assist in identification of additional and special resources
  ○ Other disciplines
  ○ Technical specialists
  ○ Resources needed to implement contingency plans

☐ Document action taken on Unit Log (ICS 214).

Planning Staff
Situation Unit Leader

The Situation Unit Leader is responsible for the collection and organization of incident status and situation information. The Situation Unit Leader is also responsible for the evaluation, analysis, and display of that information for use by the EC staff. The Situation Unit Leader is also responsible for preparing contingency plans. **All functions not assigned by the Situation Unit Leader, remain the responsibility of the Unit Leader.**

Report To:	**Planning Section Chief**
Reports to You:	**Damage Assessment Manager, Field Observers, Display Processors, Technical Specialists, Crime Prevention Technicians (when Neighborhood Watch and Association information system is activated) additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐	Obtain briefing from Planning Section Chief.
- ○	Review ICS 201 for incident status
- ○	Determine strategic goals and tactical objectives
- ○	Determine necessary contingency plans
- ○	Identify reporting requirements, schedules – both internal and external to the incident.

☐	Organize and staff unit as appropriate.
- ○	Activate Neighborhood Watch/Neighborhood Associations and Crime
- ○	Prevention staff to assist in damage assessment as necessary. (Work with Logistics to ensure adequate communications).
- ○	Form, assign, and supervise Primary Damage Assessment Teams, undercover observers and other field observers as necessary. Establish reporting requirements, including schedule and format.
- ○	Request Technical Specialists as needed.

☐	Supervise Technical Specialists
- ○	Brief Technical Specialists on current incident status.
- ○	Assign analysis tasks.
- ○	Notify staff of time lines and format requirements
- ○	Monitor progress
(On very complex incidents, it may be necessary to a assign a supervisor to oversee Technical Specialists).

☐	Compile, maintain and display incident status information for EOC staff.
- ○	Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.)
- ○	Determine appropriate map displays
- ○	Review all data for completeness, accuracy, and relevancy prior to posting.
- ○	Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.

- ○ Develop additional displays (weather reports, incident status summaries, etc.) as necessary.
- ○ Ensure displays and maps are kept up to date.

☐ Prepare evacuation plan for approval of the Planning Section Chief.

☐ Provide photographic services and maps.
- ○ Photographic services may be used to document operations and intelligence activities, damage assessment, public information activities, and accident investigations.
- ○ Issue disposable cameras to field observers and Operations personnel. Ensure film is returned and processed at the end of each shift.
- ○ Provide timely photo processing.
- ○ Request additional and specialized maps from the Engineering Division.
- ○ Provide Incident Map(s) for IAP

☐ Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies.
- ○ Review current and projected incident and resource status.
- ○ Develop alternative strategies.
- ○ Identify resources required to implement contingency plan.
- ○ Document alternatives for presentation to IC and Operations and inclusion in the written Incident Action Plan, using the ICS204-Contingency Plan. (See contingency planning format in Planning Process).

☐ Interview line personnel coming off shift to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

☐ Request weather forecasts as necessary. General forecast information should be requested from Multnomah County Emergency Management. Spot weather forecasts may be requested directly from the National Weather Service.

☐ Prepare traffic plan, external and internal to the incident, for approval of the Planning Section Chief.

☐ Prepare incident status summary form (ICS209) and other status reports as assigned prior to each Planning Meeting. Provide copies to Command and General Staff. Forward to Multnomah County and Oregon Emergency Management, and to other entities as directed.

☐ Participate in planning meetings as required.

☐ Review and approve damage assessment statements.

☐ Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

☐ Provide briefing to relief on current and unusual situations.

☐ Document activities on Unit Log (ICS214).

Planning Staff
Field Observer

The Field Observer is responsible for collecting situation information from personal observations at the incident, and for reporting this information to the Situation Unit Leader.

Report To: **Situation Unit Leader**
Reports to You: **Photographers, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Situation Unit Leader.
  ○ Location of work assignment
  ○ Type of information required
  ○ Information priorities
  ○ Map requirements
  ○ Reporting schedule and format
  ○ Method of communication
  ○ Method of transportation

☐   Obtain copy of incident action plan (if available).

☐   Perform field observer responsibilities to include, but not limited to the following:
  ○ Perimeters of incident
  ○ Resource locations
  ○ Weather conditions
  ○ Rates of spread
  ○ Hazards
  ○ Progress of operations resources
  ○ Effectiveness of tactics
  ○ Suspect surveillance

☐   Identify/confirm facility locations, landing zones, Division and Branch boundaries.

☐   Report information to Situation Unit Leader as assigned.

☐   Report immediately any condition observed that may cause danger and safety hazards to personnel.

☐   Gather intelligence that will lead to accurate predictions.
  ○ As appropriate, develop and initiate a monitoring/intelligence gathering program to ensure the exact location and boundaries of the incident.
  ○ Monitoring and intelligence gathering and analysis should be done with the assistance of Technical Specialists.
  ○ The timing of monitoring/intelligence gathering should be coordinated to provide the required information for the Planning Meeting.

Planning Staff

Damage Assessment Manager

The Damage Assessment Manager collects collates, and reports damage resulting from the incident, and for supervising and directing the activities of the Damage Assessment Teams.

Reports To: **Situation Unit Leader**
Reports to You: **Damage Assessment Teams, Crime Prevention Technicians when Neighborhood Watch and Association information system is activated)**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Situation Unit Leader.
        ○ Location of work assignment
        ○ Type of information required
        ○ Information priorities
        ○ Time limits for task completion
        ○ Method of communication
        ○ Method of transportation

☐   Activate, organize, and supervise damage assessment staff.

☐   Using ATC-20 guidelines, identify unsafe facilities. Use checklists *in Section II-H, Reporting* to assign teams and assess initial damage to key facilities and infrastructure.

☐   Collect, compile and maintain records of damage information. Coordinate with Finance Section for expenditures on the emergency response.

☐   Post information on Situation Unit status displays.

☐   Obtain approval from Unit Leader, Planning SC, and Command, then make initial disaster report to appropriate agencies at County, State and Federal level, follow up with required paperwork to support requests for disaster assistance.

☐   Coordinate with Lead Information Officer and Incident Commander to keep public informed about hazardous roads, bridges, drinking water, etc.

☐   Notify Logistics of need to relocate building occupants from hazardous structures.

☐   Coordinate with Logistics to ensure that unsafe facilities, roads, bridges, etc. are marked.

☐   Coordinate damage assessment information with Finance Section.

☐   Brief relief on current and unusual activities.

☐   Document activity on Unit Log (ICS214).

Planning Staff
Display Processor

The Display Processor is responsible for the display of incident status information obtained from field observers, resource status, and photographs.

Reports to: **Situation Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Situation Unit Leader.

☐   Determine: location of work assignment, numbers, types and location of displays required, priorities, map requirements, and time lines for project completion.

☐   Obtain necessary equipment and supplies.

☐   Develop required displays in accordance with time limits for completion.

☐   Update displays on schedule, or as new information becomes available.

☐   Assist Situation Unit Leader in analyzing and evaluating field reports.

Planning Staff
<u>Documentation Unit Leader</u>

The Documentation Unit Leader is responsible for 1) maintaining accurate and complete incident files, 2) providing duplication services to incident personnel, and 3) packaging and storing incident files for legal, analytical, fiscal, and historical purposes. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Reports to: **Planning Section Chief**
Reports to You: **Additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Planning Section Chief.

☐   Establish work area.
  - Ensure adequate duplication capability for large-scale operations, and adequate staff to assist in the duplication and documentation process.

☐   Establish and organize incident files. Files should include as appropriate:
  - Incident Action Plans (Planning)
  - Radio Logs (Logistics)
  - Press releases, warning logs (Information Officer)
  - Message Forms, Unit Logs (All staff)
  - Resource Order forms (Logistics).
  - Incident Status Summaries (Planning)
  - Time Sheets (Finance)
  - T-Cards, master resource list (Planning)
  - Demobilization Plan (Planning)
  - Disaster Declarations (Command)
  - Contracts (Finance)
  - Cost summaries (Finance)
  - Damage Assessment Summaries by location and type of work accomplished (see Reporting Annex) (Planning)
  - Incident status summaries and other status reports (Planning)
  - Check in lists (Planning)
  - Hazardous Materials Debriefings and medical records (Safety/Finance)

☐   Establish duplication services, and respond to requests.

☐   Determine number needed and duplicate IAP accordingly.

☐   Retain and file duplicate copies of official forms and reports.

☐   Accept and file reports and forms submitted by EC and line personnel.

☐   Check the accuracy and completeness of records submitted for files.

☐   Ensure that legal restrictions on public records are observed.

☐   Brief relief on current activities and unusual events.

☐   Document activity on unit log (ICS214).

☐   Give completed incident files to Planning Section Chief.

Planning Staff
Technical Specialists

Technical Specialists are advisors with special skills needed to support incident operations. Technical Specialists may report to the Planning Section Chief, be assigned within an existing Unit, or be reassigned to other parts of the organization, such as Operations, Logistics, Finance, or Command.

Report To: **Planning Section Chief Situation Unit Leader, or Technical Specialist Supervisor (may be re-assigned elsewhere in the organization)**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Incident Commander or Planning Section Chief.
        ○ Identify supervisor in organization.
        ○ Identify work location, resources available, expectations of Incident organization concerning time-lines, report format, participation in planning meetings, etc.

☐   Obtain copies of Incident Action Plan (if available) and Unit Log (ICS214).

☐   Participate in planning meetings as requested.

☐   Provide technical expertise to supervisor in organization according to established format, timelines, etc.

☐   Document actions taken on Unit Log (ICS214).

Planning Staff
Demobilization Unit Leader

The Demobilization Unit Leader is responsible for the preparation of the Demobilization Plan and assisting incident Sections/Units in ensuring that an orderly, safe, and cost effective movement of personnel and equipment is accomplished from the incident.

All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.

Reports to: **Planning Section Chief**
Reports to You: **Additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Planning Section Chief.
         ○   Determine objectives, priorities and constraints on demobilization

☐   Review Incident resource records to determine scope of demobilization effort.
         ○   T-Cards
         ○   Check-in forms
         ○   Master Resource List
         ○   Passports

☐   Meet with agency representatives to determine:
         ○   Agencies not requiring formal demobilization
         ○   Personal rest and safety needs.
         ○   Coordination procedures with cooperating-assisting agencies

☐   Assess Operations Section's current and projected resource needs.

☐   Obtain identification of surplus resources and probable release times.

☐   Determine Logistical support needs of released resources (rehab, transportation, equipment replacement, etc.)

☐   Determine Finance, Communications, Supply, and other incident check-out stops.

☐   Determine de-briefing requirements.

☐   Establish communications links with off-incident organizations and facilities.

☐   Prepare Demobilization Plan:
         ○   General-Discussion of demobilization procedure
         ○   Responsibilities-Specific implementation responsibilities and activities.
         ○   Release Priorities-According to agency and kind and type of resource.
         ○   Release Procedures-Detailed steps and process to be followed
         ○   Directories-Maps, telephone numbers, instructions and other needed elements.

- Continuity of operations (follow up to incident operations)
  - Public Information
  - Finance
  - Other
- Designate to whom outstanding paperwork must be submitted.
- Include demobilization of EC staff. In general, EC staff will not be released until:
  - Incident activity is at the level and work load the Department can reasonably assume
  - Incident is controlled
  - On-scene personnel are released except for those needed for patrol and mop-up.
  - Base/EC is reduced or in the process of being shut down.
  - Planning Section has organized final incident package.
  - Finance Section has resolved major known finance problems and defined process for recovery.
  - Rehabilitation/cleanup accomplished or contracted.
  - Team has conducted or scheduled required debriefings.

☐   Obtain approval of Demobilization Plan from Planning Section Chief

☐   Distribute Plan to processing points both on and off incident.

☐   Monitor implementation of Demobilization Plan

☐   Assist in the coordination of the Demobilization Plan

☐   Brief relief on current activities and unusual events.

☐   Document activity on unit log (ICS214).

☐   Give completed incident files to Planning Section Chief.

Section 4-G
Logistics Section Position Checklists

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                        ┌─────────────────┐
                        │ Incident Command │
                        └─────────────────┘
                                 │
     ┌─────────────────┐    ┌─────────────────┐         ┌──────────────────┐
     │Information Officer├---┤ Safety Officer  │         │  You Are Here!   │
     └─────────────────┘    └─────────────────┘         └──────────────────┘
     ┌─────────────────┐
     │ Lisiaon Officer │
     └─────────────────┘
                 │
   ┌──────────┬──────────────┬──────────────┬──────────────┐
┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
│Operations│ │ Planning │ │ Logistics│ │ Finance  │
└──────────┘ └──────────┘ └──────────┘ └──────────┘
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Operations	Planning	Logistics	Finance
Staging	— Status Unit	-- Supply Unit	-- Time Unit
	— Documentation Unit	-- Food Unit	-- Cost Unit
	— Demobilization Unit	-- Medical Unit	-- Comp/Claims Unit
Branches	— Technical Specialists	-- Facilities Unit	-- Procurement Unit
		-- Communications Unit	
Divisions/Groups		-- Ground Support Unit	
Units			

LOGISTICS SECTION CHIEF

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and materials (except tactical aircraft) in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan. The Section Chief activates and supervises the Service and Support Branch Directors and the Units within the Logistics Section. **All functions which are not assigned by the Section Chief, remain the responsibility of the Section Chief.**

Reports to: **Incident Commander**
Reports to You: **Service and Support Branch Directors, Supply Unit Leader,**
         Facilities Unit Leader, Ground Support Unit Leader, Food
         Unit Leader, Medical Unit Leader, Communications Unit
         Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Incident Commander.
    ○ Review Situation and Resource status for number of personnel assigned to the
      incident.
    ○ Review the current organization
    ○ Determine whether the Emergency Operations Center should be activated

☐ Ensure Emergency Operations Center (EOC) is activated, if appropriate.

- ○ Notify City staff via phone, pager, radio, and e-mail, as appropriate
- ○ Request Police Records to notify other local and state emergency management offices via LEDS.
- ○ Confirm that Police Records has performed the appropriate staffing call out.

☐ Determine need for shelter/assembly points for affected citizens.
- ○ Request shelter activation from American Red Cross, if necessary, by contacting the Washington County Emergency Operations Center.
- ○ See Section 5-L, *Sheltering and Mass Care* for more information.

☐ With approval from the Incident Commander, and input from WCCCA, determine a system for request and release of additional resources.

☐ Assess adequacy of current communications plan.

☐ Organize and staff Logistics Section as appropriate. Consider the need for facility security, Communications, and Supply Units.

☐ Assemble, brief, and assign work locations and preliminary work tasks to section personnel.
- ○ Provide summary of emergency situation
- ○ Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

☐ Notify Planning Section of which Logistics Section units are activated, including names and location of assigned personnel.

☐ Attend Planning Meeting and be prepared to offer input, as follows:

Planning Process Checklist

	Task	**Primary Responsibility**
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

☐ Participate in preparation of Incident Action Plan.

- ○ Provide input on resource availability, support needs, identified shortages, and response time lines for key resources.
- ○ Prepare the Logistics Section assignments for the next operational period based on the operational objectives generated at the planning meeting.
- ○ Identify future operational needs (both current and contingency), so as to anticipate logistical requirements
- ○ Ensure Communications Plan (ICS 205) is prepared.
- ○ Ensure Medical Plan (ICS 206) is prepared.
- ○ Assist the Planning Section in the preparation of the Transportation Plan.

☐ Establish contact with adjoining and mutual aid cooperators.

☐ Review Incident Action Plan and estimate section needs for next operational period; order relief personnel if necessary.

☐ Research availability of additional resources.

☐ Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

☐ Ensure coordination between Logistics and other Command and General Staff.

☐ Ensure general welfare and safety of section personnel.

☐ If evacuation is being assessed, provide input to evacuation plan and provide support for implementation.

☐ Provide briefing to relief on current activities and unusual situations.

☐ Review hazard-specific annex.

☐ Ensure that all personnel observe established level of operational security.

☐ Maintain Unit Log (ICS 214); ensure all Logistics functions are documenting actions on Unit Log; submit all section documentation to Documentation UL.

Logistics Staff
<u>**Service Branch Director**</u>

The Service Branch Director, when activated, is responsible for the management of all service activities at the incident, including food, communications, and medical support. **All functions which are not assigned by the Branch Director, remain the responsibility of the Branch Director.**

Reports to: **Logistics Section Chief**
Reports to You: **Food Unit Leader, Communications Unit Leader, Medical Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Logistics Section Chief.
        ○ Determine number of personnel to be fed
        ○ Determine communications systems in use
        ○ Determine medical support needs of the incident
        ○ Confirm personnel already requested for Branch

☐   Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
        ○ Provide summary of emergency situation
        ○ Provide summary of the communications, food, and medical needs of the incident.

☐   Ensure establishment of effective incident communications plan.

☐   Ensure that incident personnel receive adequate food and water.

☐   Coordinate with Operations to ensure adequate medical support to incident personnel.

☐   Participate in organizational meetings of Logistics Section personnel.

☐   Coordinate activities of Branch Units.

☐   Keep Logistics Section Chief apprised of Branch Activities.

☐   Maintain Unit Log (ICS 214).

Logistics Staff
<u>**Communications Unit Leader**</u>

The Communications Unit Leader is responsible for developing plans for the effective and efficient use of incident communications equipment and facilities, installing and testing equipment, and supervision of the EOC Communications. The Unit Leader is also responsible for the distribution and recovery of equipment assigned to incident personnel. The Communications Unit Leader reports to the Logistics Section Chief. **All functions not assigned by the Communications Unit Leader remain the responsibility of the Unit Leader.**

Reports to:	**Service Branch Director or Logistics Section Chief**
Reports to You:	**Communications Center Manager, Message Center Manager, Incident Dispatchers, Communications Technicians, other staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Logistics Section Chief or the Service Branch Director.

☐ Organize and staff unit as appropriate.
   ○ Assign Communications Center Manager and Lead Incident Dispatcher. The Lead Incident Dispatcher should be from the lead agency for the emergency. WCCCA may accommodate, at the City's request, a city employee to monitor incident activity from WCCCA. Call the Dispatch Coordinator at WCCCA at 629-0111.
   ○ Assign Message Center Manager. Ensure adequate staff is assigned to answer phones and attend fax machines.

☐ Assess communications systems/frequencies in use; advise on communications capabilities/limitations (see Chapter 8, Communications Planning, for detailed radio communication information).

☐ Develop and implement effective communications procedures (flow) internal and external to the incident/EOC.

☐ During a general telephone system failure, determine which forms of communications within the City are functioning.

☐ Contact Facilities Unit Leader, or a member of the Information Systems Division for information on how to check fuses for the phone system.

☐ Assess EOC phone load. Activate additional "silent" trunk lines as needed.

☐ Prepare and implement Incident Communications Plan (ICS 205).
   ○ Obtain current organizational chart
   ○ Determine most hazardous tactical activity; ensure adequate communications.
   ○ Make communications assignments to all other operations units, including volunteer, contract, or mutual aid.
   ○ Determine Command communications needs

- Determine support communications needs.
- Establish and post any specific procedures for use of EOC communications equipment.
- See Section 8-A, Communications Plan, for more details.

☐ If significant cellular phone support is necessary to ensure adequate communications, request permission of the Logistics Section Chief to recall all City cellular phones for inclusion in the Communications Plan. (See Section 8-A, Communication Plan, for a list of City cellular phones.)

☐ Include cellular phones and pagers in Incident Communications Plan (ICS 205) if appropriate.
- Determine specific organizational elements to be assigned telephones.
- Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, city facilities, other governmental entities' EOCs, etc.); determine and document phone numbers.
- Determine which phones/numbers should be used by which personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, state and federal agencies.
- **Do not publicize <u>outgoing</u> call lines.**

☐ Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system. See Chapter 8, Communications Planning, for details.

☐ Ensure radio logs are available and being used.

☐ Determine need and research availability of additional nets and systems. Order through Supply Unit after approval by Section Chief.
- State/Federal Systems – Additional radios and other communications devices, including repeaters, radio-telephone interconnects, and satellite down-link capabilities may be available through FEMA, the Oregon Department of Forestry, the US Forest Service, or the Bureau of Land Management.

- The Oregon State Police have a mobile EOC/communications van which may replace or augment emergency communications. The van contains State Police frequencies, programmable highband, UHF, CB and HAM radios, cellular phones, and search and rescue and Oregon Police Emergency Network frequencies.

- State Fire Net (154.280 MHz) provides a common fire frequency throughout state to be used in conflagration act response, hazardous materials incidents, and other expanded mutual aid operations. Fire Net is installed in all front-line apparatus and in the VHF public safety radios in the EOC and the Battalion Chief's office.

- The Emergency Operations Center has six (6) 800 MHz handheld radios which may be distributed and used during emergencies.

☐   Document malfunctioning communications equipment and facilitate repair. The City of Hillsboro contracts all radio system maintenance through WCCCA and Clackamas Communications. See Chapter 8, Communications Planning for details.

☐   Establish and maintain communications equipment accountability system.

☐   Provide technical information, as required, on:
- Adequacy of communications system currently in use.
- Geographic limitation on communications equipment.
- Equipment capabilities.
- Amount and types of equipment available.
- Anticipated problems in the use of communications equipment.

☐   Estimate unit needs for expected operations; order relief personnel.

☐   Provide briefing to relief on current activities and unusual situations.

☐   Review hazard-specific annex.

☐   Serve as contact point to assess communications load on Police Records.

☐   Maintain Unit Log (ICS 214); submit all documentation to Documentation Unit Leader.

Logistics Staff
<u>Communications Center Manager</u>

The Communications Center Manager is responsible for managing the information flow of radio communications within the Emergency Operations Center. **All functions not assigned by the Communications Center Manager remain the responsibility of the Communications Center Manager.**

Reports to: **Communications Unit Leader**
Reports to You: **Lead Incident Dispatcher, Amateur Radio Operators**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Communications Unit Leader. Determine:
  ○ Location of assignment
  ○ Communications procedures
  ○ Frequencies or Talk Groups in use
  ○ Nets established or to be established
  ○ Equipment status
  ○ Capabilities, limitations, restrictions
  ○ Communications and message center procedures
  ○ Dispatchers/radio operators assigned

☐ Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).

☐ Assist in setting up Communications Center.

☐ Receive and route radio transmissions to and from field and EOC personnel. Document message on message form, keep appropriate copy, and give the rest to Message Center Manager for distribution.

☐ Maintain file of Communication Center copies of message forms.

☐ Ensure that logs are kept up to date.

☐ Ensure that messages are routed in a timely fashion.

☐ Report significant events to the Message Center Manager to post to the major event log.

☐ Report overloaded communications frequencies to Communications Unit Leader.

☐ Supervise incident dispatchers and radio operators; ensure adequate relief.

☐ Upon demobilization, assist in developing post-demobilization follow-up communications process.

Logistics Staff
Message Center Manager

The Message Center Manager is responsible for managing the information flow of radio messages and telephone communications within the Emergency Operations Center. The Message Center Manager receives, records, and routes information and administrative and tactical traffic. The Message Center Manager is responsible for collecting and routing all radio and telephone messages, and for posting significant messages to the major event display.

Reports to: **Communications Unit Leader**
Reports to You: **Telephone Operators**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

□   Obtain briefing from Communications Unit Leader. Determine:
   ○ Location of assignment
   ○ Communications procedures
   ○ Telephone numbers in use
   ○ Telephone assignments
   ○ Equipment status
   ○ Capabilities, limitations, restrictions
   ○ Communications and Message Center procedures
   ○ Operators assigned

□   Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).

□   Assist in setting up Message Center. Activate EOC telephone system as appropriate.

□   Set up and manage major event display. This may be done via overhead projector, white board, or flip chart.

□   Collect and route message forms from dispatchers and other EOC personnel.

□   Staff Messenger positions as needed.

□   Receive and route fax messages. See Chapter 8, Communications Planning for City fax numbers.

□   Receive, number, and route telephone messages to and from field and EOC personnel.

□   Receive, number, and route radio messages from the Communications Center Manager to and from EOC staff.

□   Maintain file of Message Center copies of radio and telephone message forms.

□   Ensure that logs are kept up to date.

☐ Ensure that messages are routed in a timely fashion.

☐ Post significant events to the major event log.

☐ Report overloaded phone systems to Communications Unit Leader. See *EOC Operations and Emergency Phone Usage* guide for additional phone capabilities.

☐ Supervise telephone operators; ensure adequate relief.

Incident Telephone Operator

The Incident Telephone Operator is responsible for receiving and transmitting telephone messages among and between personnel.

Reports to:　　　　　　**Communications Unit Leader or Message Center Manager**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐　　Obtain briefing from the Communications Unit Leader or Message Center Manager. Determine:
- ○　Location of assignment
- ○　Communications procedures
- ○　Telephone numbers in use
- ○　Telephone assignments
- ○　Equipment status
- ○　Capabilities, limitations, restrictions
- ○　Communications and Message Center procedures
- ○　Operators assigned

☐　　Assist in setting up Message Center.

☐　　Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).

☐　　Review telephone assignments within the EOC and numbers of frequently contacted entities in the field and external to the incident. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.

☐　　Determine what lines are dedicated to outgoing phone messages. These numbers should not be released to anyone but EOC staff. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.

☐　　Determine what cellular phones are being used, and at what location. For a complete list of City cellular phones, see Chapter 8, Communications Planning.

☐　　Determine what phone lines are dedicated to Rumor Control. Relay these numbers to Public Information Officer for distribution to the press and public. These lines should be kept free for incoming calls. For complete list of EOC phone extensions, see Chapter 8, Communications Planning.

☐　　Confirm what information may be released to the public. The Supervisory Information Officer should provide a statement which can be delivered to people who call for information. DO NOT RELEASE UNAUTHORIZED INFORMATION OR ADVICE, SPECULATE ON INCIDENT TIME FRAMES, OR COMMENT ON THE CONDUCT OF THE INCIDENT. IF IN DOUBT, REFER CALLER TO APPROPRIATE EOC STAFF.

☐ Determine what other rumor control systems are in place. This may include the Patient Locator System (mass casualty), and the Washington County/Metro area public assistance lines. Obtain these numbers for release to the public.

☐ Receive and transmit messages within and external to the incident. Document message on message form, keep appropriate copy, and give the rest to the Message Center Manager for distribution.

☐ Maintain message log.

☐ Report overload situation to Communications Unit Leader or Message Center Manager.

☐ Request service on any inoperable or marginal equipment through the Communications Unit Leader.

☐ Provide briefing to relief on:
  ○ Current activity
  ○ Equipment status
  ○ Any unusual communications situations
  ○ Constraints on the release of information.

☐ Turn in message log and equipment documentation to Supervisor.

Logistics Staff
Communications Technicians

Communications Technicians are responsible for all technical communications functions.

Report to: **Communications Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Communications Unit Leader; obtain Communications Plan, if available.

☐   Provide technical advice to Communications Unit Leader.

☐   Install and test incident communications systems (radios, telephone, repeaters, antennas).

☐   Maintain an inventory of communications equipment and support needs (i.e. batteries).

☐   Test and repair communications equipment.

☐   Provide briefing to relief on current activities and unusual situations.

☐   Maintain Unit Log (ICS214).

Logistics Staff

Food Unit Leader

The Food Unit Leader is responsible for determining feeding requirements at all incident facilities; menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas. The Food Unit Leader reports to the Logistics Section Chief. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to: **Logistics Section Chief or Service Branch Director**
Report to You: **Food Service Workers, Food Contractors, other staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Logistics Section Chief or Service Branch Director.
- ○ Determine potential duration of incident.
- ○ Determine number of personnel to be fed.
- ○ Determine when last meal was provided.

☐   Determine food service requirements for planned and expected operations.

☐   Determine best method of feeding to fit situation.

☐   Determine location of working assignment.

☐   Serve as City liaison to private or volunteer food services if their kitchens are activated for the public or responders
- ○ The City of Hillsboro will refer the public only to those feeding operations managed by the American Red Cross.
- ○ See attached checklist for use with local commercial food providers and vendors.

☐   Contact, schedule and supervise cooks and other unit personnel.

☐   Obtain necessary equipment and supplies to operate food facilities. Place orders through Supply Unit.

☐   Set up food equipment.

☐   Prepare menus to ensure incident personnel of well-balanced meals.

☐   Ensure sufficient potable water and beverages for all incident personnel.

☐   Coordinate transportation of food and drinks to the scene with Ground Support.

☐   Ensure that appropriate health and safety measures are taken. Coordinate activity with Safety Officer.

☐   Keep inventory of food on hand, and check in food orders.

☐   Provide cost information to Finance Section.

☐   Brief relief on current activities and unusual situations.

☐   Document action taken on unit log (ICS 214).

Checklist for Use of Caterer

☐   Obtain briefing from Logistics Section Chief.

☐   Determine food service requirements for planned and expected operations.

☐   Determine appropriate feeding method and source to meet the needs of the incident. Obtain bids if not done prior to incident (coordinate with Procurement Unit).

☐   Obtain approval from Logistics Section Chief prior to ordering from a commercial vendor.

☐   Arrange for food provider from appropriate and approved source.
        ○   The City of Hillsboro will refer the public and responders only to those feeding operations operated by the Red Cross or City-approved sources.

☐   Ensure sufficient potable water and beverages for all incident personnel.

☐   Ensure that appropriate health and safety measures are taken during food preparation and serving. Coordinate activities with Safety Officer.

☐   Supervise administration of food service agreement, if applicable.

☐   Provide copies of receipts and/or bills to Finance Section.

☐   Document action taken on Unit Log (ICS 214).

Logistics Staff
Medical Unit Leader

The Medical Unit is responsible for providing medical assistance to incident personnel. Medical assistance to the public at large is the responsibility of medical resources within the Operations Section. Depending upon the needs of the incident, Operations may also provide medical support to incident personnel. The Medical Unit Leader position will be staffed by the Fire Department. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to:	**Logistics Section Chief, or Service Branch Director**
Reports to You:	**Medical personnel, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Service Branch Director or Logistics Section Chief.
  ○ Obtain information on any injuries which occurred during initial response operations.
  ○ Name and location of Safety Officer

☐ Determine level of emergency medical activities performed prior to activation of Medical Unit.
  ○ Number and location of aid stations.
  ○ Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
  ○ Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
  ○ Medical supplies needed

☐ Coordinate medical support with Operations Section.
  ○ Determine who will contact Lifeflight in the event of an activation.
  ○ Perform necessary notifications to Lifeflight if so assigned.

☐ Respond to requests for medical treatment and transportation.

☐ Request/supervise Rescue and/or ambulance support. Order through Supply Unit after confirming with Section Chief.

☐ Prepare the Incident Medical Plan (ICS 206), including procedures for major medical emergency. Plan should include:
  ○ Medical Assembly Area
  ○ Triage Area
  ○ Ambulance Traffic Route
  ○ Landing Zone for Lifeflight (incident and hospital)
  ○ Aid Station Location(s)
  ○ Hazard specific information (hazmat treatment, etc.)
  ○ Closest hospitals
  ○ Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

   ○ Coordinate the plan with the medical organization within the operations section.

☐ _____ Obtain approval of Safety Officer

☐ _____ Coordinate Incident Medical Plan with local hospitals.

☐ Declare major medical emergency, as appropriate.

☐ Respond to requests for medical aid.

☐ Notify Safety Officer and Logistics SC of all accidents and injuries.

☐ Respond to requests for medical supplies.

☐ Prepare medical reports; provide copies to Documentation Unit.

☐ Submit reports as directed; provide copies to Documentation Unit Leader.

☐ Brief relief on current activities and unusual circumstances.

☐ Review hazard specific annex.

☐ Maintain Unit Log (ICS 214).

Logistics Staff
<u>Support Branch Director</u>

The Support Branch Director, when activated, is responsible for the management of all support activities at the incident, including facilities, resource ordering, and ground support. **All functions not assigned by the Branch Director remain the responsibility of the Branch Director.**

Reports to: **Logistics Section Chief**
Reports to You: **Facilities Unit Leader, Ground Support Unit Leader, Supply Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Logistics Section Chief.
  ○ Determine facilities activated in support of the incident
  ○ Determine ground support and transportation needs
  ○ Determine resource ordering process
  ○ Confirm personnel already requested for Branch

☐ Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

☐   Confirm facilities in use and determine the potential for additional facilities.

☐   Determine need for fuel delivery and vehicle support.

☐   Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.

☐   Staff Branch appropriately.

☐   Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
  - Provide summary of emergency situation
  - Provide summary of the facility, supply, and ground support needs of the incident.

☐   Participate in organizational meetings of Logistics Section personnel.

☐   Coordinate activities of Branch Units.

☐   Keep Logistics Section Chief apprised of Branch Activities.

☐   Maintain Unit Log (ICS 214).

Logistics Staff
<u>Supply Unit Leader</u>

The Supply Unit Leader is responsible for ordering personnel, equipment, and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expendable supplies and equipment. The Supply Unit Leader reports to the Logistics Section Chief. **All functions that are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Report to: **Logistics Section Chief or Support Branch Director**
Reports to You: **Ordering Managers, Receiving and Distribution Managers, Volunteer and Employee Welfare Manager, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Logistics Section Chief or Support Branch Director
   ○   Determine charge code for incident.
   ○   Confirm ordering process
   ○   Assess need for 24-hour staffing
   ○   Determine scope of supply process

☐   Organize and staff unit as appropriate.
   ○   Consider need for "lead agency" representation in ordering process
   ○   Consider dividing ordering responsibilities either by discipline or by type (equipment, personnel, supplies)
   ○   Consider the need to confirm the welfare of families of personnel on shift.
   ○   Consider the need to coordinate the activities of volunteer organizations and distribute donations.

☐   Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observe ordering system rules and chain-of-command for ordering.
   ○   Establish a clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
   ○   Confirm process for coordinating contract-related activities with the Procurement Unit.
   ○   Confirm process for petty cash and emergency purchase orders with Finance Section.

☐   Determine type and amount of supplies and equipment on hand and en route.
   ○   Contact Resource Unit to determine resources on order.

☐   Receive resource orders from authorized incident staff.   Document on Resource Order Form (in Logistics Kit).
   ○   Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.),
   ○   Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
   ○   Obtain estimated price for resources which expect reimbursement.

- ○ Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

- ☐ Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.

- ☐ Order, receive, distribute, and store supplies and equipment.
  - ○ Obtain resource name, number, identifiers, etc., along with ETAs.
  - ○ Relay this information to appropriate staff.

- ☐ Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

- ☐ Alert Section Chief to changes in resource availability which may affect incident operations.

- ☐ Develop and implement safety and security requirements for supply areas.

- ☐ Review Incident Action Plan for information affecting Supply Unit.

- ☐ Maintain inventory of supplies and equipment.

- ☐ Service re-usable equipment.

- ☐ Keep and submit copies of all orders and related documentation to the Documentation Unit.

- ☐ Brief relief on status of outstanding orders, current activities, and unusual situations.

- ☐ Review hazard specific annex.

- ☐ Document action taken on unit log (ICS 214) and resource order form.

Logistics Staff
Ordering Manager

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident.

Report to: **Supply Unit Leader**
Reports to You: **Additional Unit Personnel as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Supply Unit Leader.
- ○   Confirm charge code and ordering procedures.
- ○   Determine names/positions of incident personnel who have ordering authority.
- ○   Determine what resources/supplies are on hand, and what has been ordered or is en route.

☐   Obtain necessary supplies, work space, and forms.

☐   Obtain copy of current city vendor list from Finance or Accounts Payable.

☐   Obtain copy of current Emergency Resource List.

☐   Obtain copy of Public Works' Qualified/Disqualified Contractor Lists.

☐   Establish contact with personnel from cooperating agencies and vendors who will receive orders.
- ○   Mutual Aid Resources, fire, law enforcement, public works-Contact source.
- ○   Non-mutual aid resources from Washington County - Contact Washington County Emergency Management at 649-8577 or 251-2480*
- ○   State Agency Resources-Contact 378-OERS. Confirm with Unit Leader before placing order.
- ○   Federal Resources-Contact 378-OERS. (As a local government, Gresham has no "bill-back" capability to deal directly with federal agencies. This may require a disaster declaration). Confirm with Unit Leader before placing order.
- ○   Public Sector Vendors-Contact source, obtain price quote. Observe ordering restrictions-coordinate contracting activities with Procurement Unit.

☐   Receive and process resource orders-ensure that order forms are filled out correctly and completely.

☐   Place orders in a timely manner.

☐   Consolidate orders where possible.

☐   Set up filing system for orders.

☐   Brief relief on current situation and unusual situations.

☐ Forward cost information to Finance Section.

☐ Identify times and locations for delivery of supplies and equipment.

☐ Document ownership/home agency/base for resources assigned to the incident-share this information with Planning Section.

☐ Keep Receiving/Distribution Manager informed of orders placed, and ETA's.

☐ Document all action taken on unit log, and order forms; submit all documents to Documentation Unit.

Logistics Staff
<u>Receiving and Distribution Manager</u>

The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment other than primary resources, and the service and repair of tools. Distribution centers or supply areas may be required for the general public, as well as the response organization.

Report to: **Supply Unit Leader**
Reports to You: **Additional Unit Staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Supply Unit Leader.
  ○   Determine supply area location(s)
  ○   Determine staffing needs
  ○   Determine security needs

☐   Order personnel required to operate and secure supply area.

☐   Determine location for supply area(s). Consider:
  ○   Size requirement
  ○   Ease of access for suppliers
  ○   Ease of access for responders/Ground Support Unit
  ○   Security
  ○   Protection from the elements

☐   Organize physical layout of supply area. Consider:
  ○   Security
  ○   Protection from the elements
  ○   Safety
  ○   Accessibility

☐   Receive, inventory, store and distribute resources.

☐   Establish procedures for operating supply area.

☐   Set up filing system for receiving and distributing supplies and equipment.

☐   Notify Ordering Manager of supplies and equipment received.

☐   Provide necessary supply records to Documentation Unit.

☐   Prepare list of lost/stolen/broken equipment.

☐   Document action taken on unit log (ICS214).
<u>Volunteer Resource and Employee Welfare Manager</u>

The Volunteer Resource and Employee Welfare Manager is responsible for researching and communicating the status of the families of personnel who are on duty when the emergency arises. This task should be relatively short-term. The Manager is also responsible for developing a registration and placement process for emergent volunteers, and for developing a system to receive and distribute donated goods.

Report to: **Supply Unit Leader**
Reports to You: **Additional staff as assigned.**

☐   Assess the need to determine the status of the families of on-duty personnel and to provide management for volunteers and donated goods. Staff the function appropriately.

☐   Using lists provided in Section II-H, *Reporting,* confirm welfare of families of response personnel.

☐   Provide welfare information for Command approval prior to distribution to incident personnel.

☐   Provide welfare information to Communications Center Manager for communication to field personnel.

☐   Establish a method to receive and transmit personal information between on-duty personnel and family members.

☐   Ensure that personal messages between on duty staff and family members are transmitted in a timely fashion.

☐   Establish a method to register volunteer personnel and equipment. Work with Supply Unit Leader to assign volunteer resources appropriately. Ensure volunteers so assigned are registered as emergency workers, and have signed a "hold harmless" statement.

☐   Establish a method to receive, inventory, and distribute donated goods. This may include cash, food, clothing, or other resources. Coordinate activities with volunteer agencies such as the American Red Cross, local churches, and the Salvation Army.

☐   Ensure persons and organizations donating personnel or goods and services receive a formal acknowledgment of their donation.

Logistics Staff
Facilities Unit Leader

The Facilities Unit Leader is responsible for the layout and activation of incident facilities, including the EOC. The Unit provides sleeping and sanitation services for incident personnel, and manages base operations. Each facility or base will be assigned a manager who reports to the Facilities Unit Leader, and is responsible for managing the operation of the facility. The basic functions or activities of the Manager are to provide security and general maintenance. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to:	**Logistics Section Chief or Support Branch Director**
Reports to You:	**Facility/Base Manager, Security Manager, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐　　Obtain briefing from the Logistics Section Chief or the Support Branch Director.
　　　○　Expected duration and scope of the incident.
　　　○　Facilities already activated
　　　○　Anticipated facility needs.

☐　　Activate EOC according to procedure in Chapter 10, EOC activation.

☐　　Assess need for additional EOC space for Supply Unit and Situation Unit and others as necessary. Coordinate extra space with the Environmental Services Department.

☐　　Obtain a copy of the Incident Action Plan. Determine:
　　　○　Location of Command Post (if not in EOC),
　　　○　Evacuation congregation points
　　　○　Shelters
　　　○　Staging areas
　　　○　Employee child care (volunteer trailer)
　　　○　Supply/Receiving/Distribution Centers
　　　○　Information/Media Briefing Center
　　　○　Other incident facilities.

☐　　Determine requirements for each facility to be established.
　　　○　Sanitation
　　　○　Sleeping
　　　○　Feeding
　　　○　Supply area
　　　○　Medical support
　　　○　Communications needs
　　　○　Security needs
　　　○　Lighting

☐ In cooperation with other incident staff, determine the following requirements for each facility:
- ○ Needed space
- ○ Specific location
- ○ Access
- ○ Parking
- ○ Security
- ○ Safety

☐ Plan facility layouts in accordance with above requirements.

☐ Coordinate negotiation for rental office or storage space:
- ○ < 60 days -Coordinate with Procurement Unit.
- ○ >60 days-Coordinate with Procurement Unit, City Facilities Manager, and IS Department.

☐ Video or photograph rental office or storage space prior to taking occupancy.

☐ Ensure EOC generator is fueled.

☐ Maintain Unit Log.

☐ Forward documentation to Documentation Unit Leader.

Logistics Staff
Security Manager

The Security Manager is responsible for the security of incident facilities, staging and supply areas. Each location will be assigned one or more security personnel who report to the Security Manager, and are responsible for **All functions that are not assigned by the Security Manager remain the responsibility of the Security Manager.**

Report to:	**Facilities Unit Leader**
Reports to You:	**Security Staff**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Facilities Unit Leader
  ○ Expected duration and scope of the incident.
  ○ Facilities, staging, and supply areas already activated
  ○ Anticipated security needs.

☐ Staff security as indicated by the above considerations.

☐ Establish contact with Police Department and other law enforcement agencies as required.

☐ Coordinate with Supply Unit, Resource Unit, and Liaison Officer to discuss any special custodial requirements that may affect operations.

☐ Develop security plan for incident facilities.

☐ Adjust security plan for personnel and equipment changes and releases.

☐ Keep the peace, prevent assaults, settle disputes through coordination with department or agency representatives.

☐ Prevent theft of all government and personal property.

☐ Document all complaints and suspicious occurrences.

☐ Demobilize in accordance with Incident Demobilization Plan.

Logistics Staff
Base/Facility Manager

The Base/Facility Manager is responsible for the management of a specific incident facility, and ensures that appropriate sanitation, security, and facility management services are conducted at the facility.

Report to: **Facilities Unit Leader**
Reports to You: **Maintenance Staff**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Facilities Unit Leader. Determine:
   - Number of personnel who will be active at the facility
   - Special requirements or restrictions on facility or operations

☐   If using a facility that does not belong to the City, work with the owner to document the condition of the facility prior to occupancy, and prior to demobilization.

☐   Determine personnel support requirements.

☐   Determine whether facility maintenance and utilities will be provided by you and your staff, or be provided as part of a contract.

☐   Ensure that all facilities and equipment are set up and properly functioning. This includes as appropriate:
   - Office equipment (copy machines, furnishings, etc.)
   - Communications
   - Sanitation
   - Sleeping facilities/area assignments
   - Ensure that strict compliance is made with all applicable safety regulations.
   - Ensure that all facility maintenance services are provided (monitor contract if service is provided by vendor).

☐   Demobilize facility in accordance with Incident Demobilization Plan.

Logistics Staff
Ground Support Unit Leader

The Ground Support Unit is primarily responsible for: 1) support of out-of-service resources; 2) transportation of personnel, supplies, food, and equipment; 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and 4) implementing the transportation plan for the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: **Logistics Section Chief or Support Branch Director**
Reports to You: **Mechanics, Drivers, Equipment Manager, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Logistics Section Chief or Support Branch Director.
  ○   Fueling needs of apparatus on incident.
  ○   Transportation needed to support evacuation.
  ○   Transportation needed for responders.
  ○   Location of Supply Unit receiving and distribution point(s)
  ○   Restrictions on transportation routes.
  ○   Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

☐   Staff Unit as indicated by the above considerations.

☐   Consider the need to use City pool vehicles or rental vehicles to augment transportation resources.

☐   Support out-of-service resources according to agreement for mutual aid and rental equipment.

☐   Notify Resource Unit of all changes on support and transportation vehicles.

☐   Arrange for and activate towing, fueling, maintenance and repair services. Consider staffing card lock fuel facilities or activation of the fueling agreement with Multnomah County to ensure efficient fueling operation and record-keeping.

☐   Maintain fuel and parts and service use records and cost summaries. Forward to Finance Section.

☐   Maintain inventory of support and transportation vehicles.

☐   Provide transportation services.
  ○   Review IAP for transportation requirements.
  ○   Review inventory for needed resources.
  ○   Request additional resources through Supply Unit. Give type, time needed, and reporting location.

- o Schedule use of support vehicles.
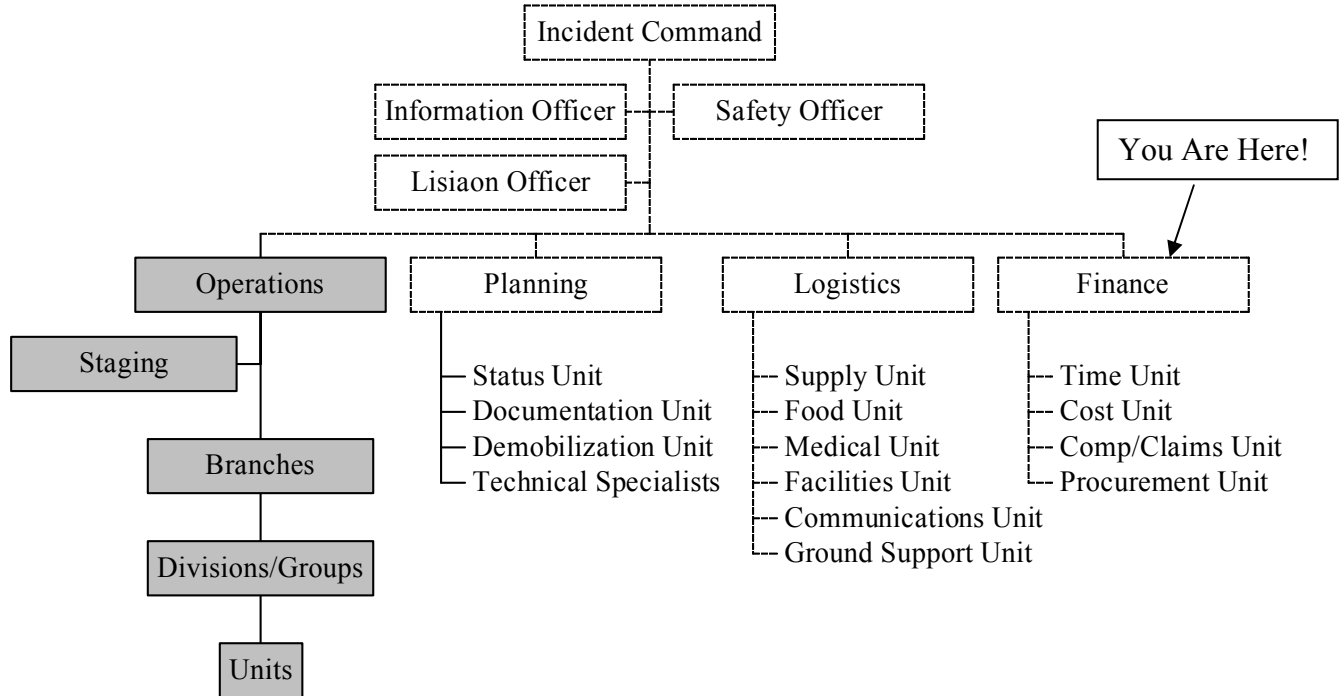- o Document mileage, fuel consumption, and other costs.

☐ Implement transportation plan
- o Determine time-lines
- o Identify types of services required
- o Assign resources required to implement plan.

☐ Order maintenance, repair, and fuel supplies through Supply Unit.

☐ Ensure that the condition of rental equipment is documented prior to use. Coordinate with Procurement Unit Leader.

☐ Maintain Unit Log (ICS 214).

Section 4-H
Finance Section Position Checklists

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                        ┌─────────────────────┐
                        │  Incident Command   │
                        └─────────────────────┘
                                 │
        ┌──────────────────┐     │     ┌──────────────────┐
        │Information Officer│─────┤─────│  Safety Officer  │
        └──────────────────┘     │     └──────────────────┘        ┌──────────────────┐
                                 │                                  │  You Are Here!   │
        ┌──────────────────┐     │                                 └──────────────────┘
        │  Lisiaon Officer │─────┤                                          │
        └──────────────────┘     │                                          │
                                 │                                          ▼
   ┌────────────┬────────────────┴──────────┬───────────────────────┐
   │            │                            │                       │
┌──────────┐ ┌──────────┐              ┌──────────┐            ┌──────────┐
│Operations│ │ Planning │              │ Logistics│            │ Finance  │
└──────────┘ └──────────┘              └──────────┘            └──────────┘
   │                                        │                       │
┌──────────┐   ─ Status Unit           ─ Supply Unit          ─ Time Unit
│ Staging  │   ─ Documentation Unit     ─ Food Unit            ─ Cost Unit
└──────────┘   ─ Demobilization Unit    ─ Medical Unit         ─ Comp/Claims Unit
   │           ─ Technical Specialists   ─ Facilities Unit      ─ Procurement Unit
┌──────────┐                             ─ Communications Unit
│ Branches │                             ─ Ground Support Unit
└──────────┘
   │
┌────────────────┐
│ Divisions/Groups│
└────────────────┘
   │
┌──────────┐
│  Units   │
└──────────┘
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FINANCE SECTION CHIEF

The Finance Section Chief, a member of the General Staff, is responsible for all financial and cost analysis aspects of the incident. This includes maintaining an audit trail, billing, invoice payments, and documentation of labor, materials, and services used during incident activities. The Finance Section also has major responsibility for preparing documentation for cost reimbursement in the event of a federally declared disaster. The Finance Section Chief activates and supervises units within the Finance Section. **All functions that are not assigned by the Section Chief, are the responsibility of the Section Chief.**

Report to: **Incident Commander**
Reports to You: **Cost Unit Leader, Time Unit Leader, Compensation and**
                            Claims Unit Leader, Procurement Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Incident Commander.
  ○   Determine level of fiscal process
  ○   Determine potential for rental or contract services
  ○   Assess potential for legal claims arising out of incident activities
  ○   Identify applicable financial guidelines and policies

☐ Establish charge code for emergency operations. Ensure all Departments, Sections and the Supply Unit are aware of charge code (see end of this Chapter for cost code and format information).

☐ Confirm/establish purchasing guidelines.

☐ Organize and staff section as appropriate.
  ○ Determine the need for 3rd Party Administrator representation

☐ Notify Resource Unit of Finance Section Units activated, including names and locations of assigned personnel.

☐ Identify financial requirements for planned and expected operations.
  ○ Request copies of all response-related agreements activated

☐ Facilitate necessary adjustments to City contingency funds, bank accounts, etc.

☐ Coordinate with Command and General staff and HRD to determine the need for temporary employees. Ensure that proper tax documentation is completed.

☐ Attend planning meetings; provide financial and cost-analysis input.
  ○ Provide financial summary on labor, materials, and services.
  ○ Prepare forecasts on costs to complete operations.
  ○ Provide cost benefit analysis as requested.

Planning Process Checklist

	Task	**Primary Responsibility**
1.	Briefing on situation/resource status	Planning
2.	Set incident objectives	Incident Command
3.	Plot control lines and division boundaries	Operations
4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

☐ Meet with assisting and cooperating agencies as required to determine any cost-share agreements or financial obligations.

☐ Ensure that all personnel time records reflect incident activity, and that records for non-city personnel are transmitted to home agency or department according to policy.

- Notify Departments and incident management personnel when emergency timekeeping process is in effect, and where timekeeping is taking place (at level III Finance staffing or at discretion of Section Chief).
- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

☐ Ensure that all obligation documents initiated by the incident are properly prepared and completed.

☐ Brief City administrative personnel on all incident related business management issues needing attention, and follow up.

☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds (see Section II-H, Reporting for identification codes and format information), including auditing and documenting labor, equipment, materials, and services.
- Labor-with breakdown of work locations, hours and rates for response personnel, subcontractor personnel, and consultants.
- Equipment rentals, with breakdown of work locations, hours and rates for aircraft, heavy equipment, and other transportation equipment.
- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

☐ Initiate, maintain and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on volunteers formally assigned to the incident, as well as paid employees and mutual aid personnel).

☐ Assist Logistics in resource procurement.
- Identify vendors for which open purchase orders or contracts must be established.
- Negotiate ad hoc contracts

☐ Assist Situation Unit in damage assessment.
- Establish damage assessment files as described in Section II-H, *Reporting*.
- Coordinate secondary damage assessment teams with Planning Section and State and Federal assessment teams.
- Maintain fiscal estimates and documentation.

☐ Ensure coordination between Finance and other Command and General Staff.
- Ensure that all Sections submit time records
- Reconcile Time records with Resource Unit records of personnel on incident.
- Request copies of invoices for supply orders.
- Assist in accident investigation as requested.

☐ Supervise Section activities, ensure adequate relief.

☐ Brief relief on current activities and unusual events.

☐ Hold Section meetings as necessary to ensure communication and coordination among Finance Section Units.

□   Ensure all staff observe established level of operational security.

□   Maintain Unit Log (ICS214). Make sure Section personnel are maintaining Unit Logs.

Finance Staff
Time Unit Leader

The Time Unit Leader is responsible for personnel and equipment time recording. **All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: **Finance Section Chief**
Reports to You: **Time Recorders, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Finance Section Chief.
      ○ Determine incident requirements for time recording.
      ○ Determine required time-lines for reports.
      ○ Determine location of timekeeping activity.
      ○ Determine number of personnel and rental equipment for which time will be kept.

☐   Organize and staff unit as appropriate.

☐   Advise Ground Support, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time. Provide appropriate forms.

☐   Establish contact with appropriate agency personnel representatives.
      ○ Determine time-keeping constraints of individual agencies
      ○ Time will be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

☐   Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

☐   Establish files for time records as appropriate.

☐   Provide for records security.

☐   Ensure that all records are complete or current prior to demobilization.

☐   Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

☐   Brief Finance Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

☐   Brief relief on current activity and unusual events.

☐   Document action taken in unit log (ICS214).
Finance Staff

Time Recorder

The Personnel Time Recorder is responsible for collecting, organizing, reporting, and filing, daily personnel time documents (TARS), and equipment rental time reports.

Reports to: **Time Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from the Time Unit Leader.
- ○ Determine time-lines for reporting cost information.
- ○ Determine what resources will require time records.

☐   Establish and maintain a file for employee and equipment time reports within the first operational period. Depending upon the needs of the incident, this may be done manually or electronically. Include:
- ○ City, special hire, mutual aid, and volunteer personnel.
- ○ City, special hire, mutual aid, and volunteer equipment

☐   Initiate, gather, or update a time report from all personnel and equipment assigned to the incident according to time-lines established for each operational period. Ordinarily, this will be accomplished through Section supervisors.
- ○ Ensure that all Sections are reporting personnel time on the appropriate forms. Provide forms as necessary.
- ○ Coordinate with Operations Section, Ground Support and Supply Units for equipment use information.

☐   Assist units in establishing a system for collecting equipment time reports, and reconcile all time data and deductions with owner/operator of the equipment.

☐   Ensure that all equipment time is documented within four hours after the end of each operational period.

☐   Ensure that all personnel travel and work hours, specific pay provisions, and terminations to personnel time documents are posted within four hours of the end of the shift.

☐   Submit data to Time and Cost Unit Leaders for cost effectiveness analysis.

☐   Ensure that all employee identification information is correct on the time report.

☐   On each shift, close out time documents prior to personnel leaving the incident.

☐   Brief relief on current activities and unusual events.

☐   Maintain Unit Log (ICS 214).

Finance Staff
Procurement Unit Leader

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts. The Procurement Unit is responsible for developing a procurement plan to ensure that goods and services are procured to meet the needs of the incident. The Procurement Unit works very closely with the Supply Unit, which will implement the procurement plan and perform all incident ordering.   Due to the requirement for legal input, this Unit should be staffed by personnel from both Legal and the Finance and Information Services Departments. **All functions not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Reports to: **Finance Section Chief**
Reports to You: **Additional personnel as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Finance Section Chief. Determine:
   ○   Delegation of authority to commit City funds.
   ○   Status of bid process
   ○   Current vendor list
   ○   Current Pre and Dis-qualified Contractor lists
   ○   Current Emergency Resource List
   ○   Time-lines established for reporting cost information

☐   Contact Supply Unit on incident needs and any special procedures or requirements.

☐   Prepare and sign offers for rental as necessary.

☐   Develop incident procurement plan. This plan should address/include:
   ○   Spending caps
   ○   Necessary Forms
   ○   Identify who has purchasing authority
   ○   Process for obtaining approval to exceed caps.
   ○   Coordination process with Supply Unit.
   ○   Supply of emergency purchase orders.

☐   Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

☐   Prepare and sign contracts, land-use agreements, and cost-share agreements as necessary.

☐   Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).

☐   Establish contact with supply vendors as needed.

☐ Determine whether additional vendor-service agreements will be necessary.

☐ Interpret contracts/agreements, and resolve claims or disputes within delegated authority.

☐ Provide cost data from rental agreements, contacts, etc. to Cost Unit Leader according to reporting time frames established for operational period.

☐ Verify all invoices.

☐ Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.

☐ Complete final processing and send documents for payment.

☐ Maintain final incident receiving documents:
   ○ Obtain copies of all vendor invoices.
   ○ Verify that all equipment time records are complete.
   ○ Maintain comprehensive audit trail for all procurement documents.
   ○ Check completeness of all data entries on vendor invoices
   ○ Compare invoices against procurement documents.
   ○ Assure that only authorized personnel initiate orders.

☐ Coordinate use of petty cash funds as necessary.

☐ Brief relief on current activities and unusual events.

☐ Document action taken on unit log (ICS214).

Finance Staff
<u>**Compensation/Claims Unit Leader**</u>

The Compensation/Claims Unit Leader is responsible for administering financial matters arising from injuries, property damage, or deaths occurring on an incident. As a part of this responsibility, the Comp/Claims Unit Leader is responsible for gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the City. The Comp/Claims Unit Leader reports to the Finance Section Chief. The Unit may be staffed with a Compensation for Injury Specialist and a Claims Specialist. **All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to:	**Finance Section Chief**
Reports to You:	**Compensation for Injury Specialist, Claims Specialist, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from Finance Section Chief.
   ○ Determine accidents/injuries to date.

☐ Establish contact with incident Safety Officer and Liaison Officer or Department/agency representatives.

☐ Determine the need for Compensation for Injury and Claims specialists, request additional personnel as necessary.

☐ Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

☐ Ensure that volunteer personnel have been appropriately registered.

☐ Ensure written authority for persons requiring medical treatment.

☐ Ensure correct billing forms for transmittal to doctor and/or hospital.

☐ Keep informed and report on status of hospitalized personnel.

☐ Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.

☐ Coordinate with Safety Officer to provide liaison with OR-OSHA.

☐ Provide analysis of injuries (coordinate with Safety Officer).

☐ Maintain log of all injuries occurring on incident.

☐ Maintain copies of hazardous materials debriefings; ensure they are included as part of the final incident package.

☐ Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

☐ Brief relief on current activities and unusual events.

☐ Document all action taken on unit log (ICS214).

Finance Staff
<u>Compensation for Injury Specialist</u>

The Compensation for Injury Specialist is responsible for administering financial matters arising from serious injury or death occurring on the incident.

Report to: **Compensation/Claims Unit Leader**
Reports to You: **Additional Staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐ Obtain briefing from the Compensation/Claims Unit Leader or Finance Section Chief.
  ○ Determine injuries to date
  ○ Determine investigation process

☐ Establish procedures with Operations on prompt notification of injuries or deaths.

☐ Establish contact with incident Safety Officer and agency representatives.

☐ Keep informed and report on status of hospitalized personnel.

☐ Obtain all witness statements from Safety Officer and other personnel; review for completeness.

☐ Maintain a log and provide analysis of injuries occurring during the incident.

☐ Arrange for notification of next of kin for seriously injured or deceased employees (this will be done through Command).

☐ Coordinate all administrative paperwork on serious injuries or death.

☐ Provide liaison with OR-OSHA

☐ Brief relief on current activities and unusual events.

☐ Document action taken on Unit Log (ICS214).

Finance Staff
Claims Specialist

The Claims Specialist is responsible for handling all incident claims-related activities except those involving injury.

Report to: **Compensation/Claims Unit Leader**
Reports to You: **Additional Staff as assigned**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Compensation/Claims Unit Leader.
  ○   Determine accidents reported to date
  ○   Determine investigation procedure

☐   Develop and maintain a log of potential claims.

☐   Initiate investigation of all claims other than personal injury.

☐   Document accident scenes thoroughly
  ○   Obtain witness statements pertaining to claims other than personal injury; review for completeness.
  ○   Photograph accident scenes, including obstructed views, damage, weather conditions, etc.

☐   Coordinate claims prevention plan with applicable incident functions, particularly Operations and Safety

☐   Ensure that site and property involved in investigation are protected until proper documentation and recording can take place.

☐   Coordinate with investigation team as necessary.

☐   Document any incomplete investigations.

☐   Document follow-up needs by City.

☐   Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.

☐   Brief relief on current activities and unusual events.

☐   Document activity on unit log (ICS214).

Finance Staff
Cost Unit Leader

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost savings recommendations for the incident.

Report to: **Finance Section Chief**
Reports to You: **Additional Staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

☐   Obtain briefing from Finance Section Chief.
         ○ Determine reporting time-lines
         ○ Determine standard and special reports required.
         ○ Determine desired report format

☐   Obtain and record all cost data.
         ○ City Equipment costs.
         ○ Contract or mutual aid equipment costs.
         ○ Contract or mutual aid personnel costs.
         ○ Damage to City facilities, infrastructure, equipment or vehicles.
         ○ Supplies
         ○ Food
         ○ Facility rental

☐   Identify in reports all equipment/personnel requiring payment.

☐   Prepare incident cost summaries by operational period, or as directed by the Finance Section Chief.

☐   Prepare resources use cost estimates for Planning. Make sure estimates are updated with actual costs as they become available.

☐   Make recommendations on cost savings to Finance Section Chief.

☐   Maintain cumulative incident cost records. These records should reflect:
         ○ City Equipment costs.
         ○ Personnel costs (straight and overtime) by Department.
         ○ Contract or mutual aid equipment costs.
         ○ Contract or mutual aid personnel costs.
         ○ Damage to City facilities, infrastructure, equipment or vehicles.
         ○ Supplies
         ○ Food
         ○ Facility rental
         See end of this chapter, for cost code and format information.

☐   Ensure that all cost documents are accurately prepared.

☐   Brief relief on current activities and unusual events.

☐   Document activity on unit log (ICS214).

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                              ┌──────────────┐
                              │   Incident   │              ┌─────────────────────┐
                              │   Command    │              │  The Intelligence   │
                              └──────────────┘              │ function could be in│
         ┌──────────────┐            ┌──────────────┐       │ any of four different│
         │ Information  │            │Safety Officer│       │ places, depending   │
         │   Officer    │            └──────────────┘       │  upon the incident! │
         └──────────────┘                                   └─────────────────────┘
         ┌──────────────┐            ┌──────────────┐
         │Liaison Officer│           │ Intelligence │
         └──────────────┘            │   Officer    │
                                     └──────────────┘
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Operations	Planning	Logistics	**Intelligence**	Finance
Branches	Status Unit	Supply Unit		Time Unit
Divisions/Groups	Documentation Unit	Food Unit		Cost Unit
Units	Demobilization Unit	Medical Unit		Comp/Claims Unit
Intelligence Branch	Technical Specialists	Facilities Unit		Procurement Unit
Staging	**Intelligence Unit**	Communications Unit		
		Ground Support Unit		

Functional Description:

- Manage internal information, intelligence, and operational security requirements supporting incident management activities
- Share incident-related information and intelligence, in accordance with Hillsboro Police Department guidelines
- Cooperate with outside law enforcement agencies to conduct information and operational security activities, as needed

ISC Reports to: The intelligence function may be organized in one of the following ways:

    ☐ <u>Within the Command Staff.</u> This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-

related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

- ☐ <u>As a Unit Within the Planning Section.</u> This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the UC
- ☐ <u>As a Branch Within the Operations Section.</u> This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the UC.
- ☐ <u>As a Separate General Staff Section.</u> This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Reports to ISC: It depends! (See paragraph above on organization)

The following checklists should be considered as minimum requirements for this position. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- ☐ Obtain briefing from Incident Command, Planning Section Chief, or Operations Section Chief (according to placement within ICS organization)
- ☐ Determine what intelligence is required and who should collect it
- ☐ Gather and analyze incident-related information and intelligence
- ☐ Conduct information security and operational security activities, as needed
- ☐ Verify accuracy of information collected from all sources
- ☐ Ensure sensitive and classified information is safeguarded, but also available to those who need access (according to Hillsboro Police Department guidelines)
- ☐ Prepare an intelligence summary for the Planning Meeting
- ☐ Ensure that intelligence needs and resources are included in Planning Process.
- ☐ Meet with the Information Officer to determine the best method for providing up-to-date information.
- ☐ Coordinate information- and operational-security matters with the Information Officer's public awareness activities, particularly where such public awareness activities may affect information or operations security
- ☐ Provide Intelligence Briefings, as requested
- ☐ Assist with preparation of the Incident Intelligence Summary (ICS Form 209)
- ☐ Document all significant actions and information on Unit Log (ICS Form 214)

Area Command Position Checklists

Area Command is an organization, established to:

- Oversee the management of multiple incidents, each with its own ICS organization.
- Oversee the management of a large incident that has multiple IMTs assigned to it.
- Provide overall management of emergencies within area command.

Reporting relationships:
- Incident ICs will report to the Area Commander
- Area Commander reports to Department Command
- Area Command reports to Executive/Agency Administrator

If one or more of the incidents are multi-jurisdictional, unified command should be established.

Need for Area Command:

- Provide inter-incident coordination
- Set priorities between multiple incidents
- Allocate critical resources
- Keep Department Managers and elected officials informed
- Reduce workload of Department Command (SPAN of CONTROL)

Responsibilities of Area Command:

- Set incident priorities
- Allocate critical resources
- Ensure proper management of incidents
- Ensure incident(s) objectives are met and do not conflict
- Provide overall direction of Incident Management Teams assigned to the same incident (or incidents in close proximity)
- Coordinate With Local, State, Federal, and Volunteer Organizations.

Area Command Positions:

- Area Commander
- Logistics Section Chief and necessary staff
- Planning Section Chief and necessary staff
- Intelligence Section Chief and necessary staff
- Information Officer
- Liaison Officer
- Technical Specialists

Area Commander Checklist:

- Obtain Briefing (expectations) from Executive or Agency Administrator
- Set Overall Incident Objectives
- Convey Expectations/Concerns to Command Staff and Incident Commanders
- Establish Schedule/Timeline
- Resolve Conflicts
- Create a Manageable Organization
- Set Resource use priorities
- Request to activate EOC if not done
- Coordinate with Dept. Command/EOC/MACS
- Establish Demobilization Priorities
- Maintain Documentation
- Responsible for any function not assigned
- Implement and direct recall of off-duty emergency personnel if needed
- Approve IAP
- Review the City's applicable hazard specific annex(s)
- Review and approve situation and damage assessment reports

Operations Section Chief Checklist (if staffed; otherwise, completed by Area Commander))
- Ensure incident objectives obtainable,
- Ensure priorities are valid and critical resources used effectively
- Evaluate and modify plans, as needed,
- Establish contingency plans
- Ensure work assignments are manageable,
- Ensure work/rest ratios established
- Ensure qualified supervisors in place
- Establish safety and effective accountability of resources
- Establish rapid intervention, when needed
- Manage span-of-control and ensure all risk safety.
- Designate required personal protective equipment
- Participate in Planning meeting
- Ensure Operations Briefing given to all personnel assigned on all Incidents
- Establish Section staff as needed
- Maintain documentation

Logistics Section Chief Checklist:

- Establish Section staff as needed (Service and Support)
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Ensure a Single Point Ordering is in place
- Order resources as requested by Area Commander
- Research availability of resources from mutual aid agencies and existing contracts or procurement needs
- Coordinate with EOC/IC's on evacuation concerns

- Ensure general welfare of all personnel on the incidents (food, potable water, equipment, repairs, sanitary needs, fuel, mechanics, etc.)
- Determine needs for Base, Camp, Command Post and ensure security for these established areas
- Coordinate with EOC on Shelters and/or assembly points
- Assess Communications Plan
- Assess Medical Plan
- Implement Demobilization Plan
- Participate in planning meeting
- Be able to support the IAP

Planning Section Chief Checklist:

- Establish Section staff as needed (Check-In, Documentation, Demobilization, Resource, Situation, Technical Specialists, etc.)
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Establish Meeting Schedules and Planning Cycle timeline through Area Commander
- Obtain and/or work with AC on Incident Objectives and priorities
- Prioritize Resource assignments and usage
- Establish a check-in for all personnel and apparatus
- Maintain T-Card Resource Status, as well as a master roster of all personnel and apparatus assigned
- Maintain Situation Status and provide timely situation reports
- Implement damage assessment teams and reports when needed
- Determine need for Technical Specialists
- Conduct Joint Planning Meetings
- Create IAPs
- Create any contingency plans, as needed
- Establish Demobilization Plan and coordinate demobilization process

Intelligence Section Chief Checklist:

- Establish Section staff as needed
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Gather coordinated and unified Intelligence
- Ensure ATAC contacted
- Validate all Intelligence prior to dissemination if possible
- Disseminate intelligence based on confidentiality and classification
- Participate in planning meeting

Information Officer Checklist:

- Maintain Documentation
- Obtain necessary supplies and staff

- Provide timely and accurate information
- Validate information
- Ensure Area Commander approves release of information
- Ensure information is jointly released
- Post information and maps and provide handouts as necessary
- Respond to requests from media and the public
- Maintain copies of all releases and information handed or given out
- Participate in planning meeting

Liaison Officer Checklist:

- Maintain Documentation
- Maintain list of all assisting and coordinating agencies involved, along with person in charge (names, resources, telephone numbers, call signs, etc.)
- Determine resource capabilities, communication capabilities, concerns, restrictions of use from all agency representatives
- Participate in planning meeting

Technical Specialists Checklist:

- Maintain Documentation
- Participate in planning meeting
- Provide accurate and timely information based upon your specific discipline: Weather/Meteorologist , Fire Behavior, Structural Assessment, Hazardous Materials, Flood, Anthropologist, WMD, USAR, etc.
- Provide information to Operations Section to ensure their success

Section 4-K
EOC Coordinator Checklist

Responsibilities:

1. Facilitate the overall functioning of the EOC.

2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with operational area emergency plans and procedures.

3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assist the EOC Director in determining appropriate staffing for the EOC.
- Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- Assist the EOC Director and the General Staff in developing an overall strategic objectives as well as section objectives for the Action Plan.
- Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- Provide overall procedural guidance to General Staff as required.
- Provide general advice and guidance to the EOC Director as required.
- Ensure that all notifications are made to the Operational Area EOC.
- Ensure that all communications with appropriate emergency response agencies is established and maintained.
- Assist EOC Director in preparing for and conducting briefings with Management Staff, the City Council, the media, and the general public.
- Assist the EOC Director and Liaison Officer, in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Liaison Officer with coordination of all EOC visits.
- Provide assistance with shift change activity as required.

Functional Summary

1   Description
    1-1   Alert & warn residents about current or imminent emergency situation
    1-2   Announce protective actions necessary to protect life, environment, property:
        1-2.1   Evacuation
        1-2.2   Shelter In-Place
        1-2.3   Mitigation measures
        1-2.4   Note: Severe weather announcements are the responsibility of the National Weather Service

2   Authority
    2-1   Oregon Revised Statute 401.305
    2-2   Hillsboro Municipal Code Chapter 2.46.060 through 2.46.090

3   Assessment
    3-1   Verify that the hazard or threat is credible (Incident Command)
    3-2   Determine need to provide immediate alert & warnin. (Incident Command)
        3-2.1   See Attachment A for Emergency Alert System activation criteria
    3-3   Determine affected area (Planning)
    3-4   Recommend effective protective action and/or mitigation measures. (Planning)
        3-4.1   See Section 2-F, Protective Actions, for criteria, procedures, and examples
    3-5   Time permitting, complete an emergency declaration. (Planning)
        3-5.1   See Section 1-C, Emergency Declaration, for criteria, procedures, and examples
    3-6   Maintain unit logs (All Positions)

4   Implementation
    4-1   Notify the City Manager, Fire Chief, and Police Chief. (Incident Command)
    4-2   Determine protective actions to take (Incident Command, Planning, Operations)
    4-3   Allocate and release available resources (Incident Command)
    4-4   Distribute oral/written action plan including, as appropriate: (Planning)
        4-4.1   Map of area of interest
        4-4.2   Division/Group areas of responsibility
        4-4.3   Evacuation routes
        4-4.4   Shelter Locations
        4-4.5   Status tracking procedures
        4-4.6   Flyers/instructions for public
        4-4.7   Release forms (for those refusing to follow recommendations)
        4-4.8   Communications plan
        4-4.9   Safety message
    4-5   Direct the implementation of alert & warning, which may include any of the following: (Incident Command)
        4-5.1   Emergency Alert System (Incident Command, Public Information Officer)
                4-5.1.1 See Attachment A for Emergency Alert System activation criteria
                4-5.1.2 See Attachment B for sample Emergency Alert System messages

4-5.2   Media announcements (Public Information Officer)

4-5.3   Route alerting, door-to-door notifications, telephone/radio notifications, and mitigation measures (Operations)

      4-5.3.1 See Section 2-F, Protective Action Strategies, for criteria, procedures, and examples

4-6   Maintain unit logs (All Positions)

5   Demobilization

5-1   Deactivate Emergency Alert System, if activated (Incident Command, Public Information Officer)

      5-1.1   See Attachment A for Emergency Alert System deactivation procedures

5-2   Prepare demobilization plan, if required (Planning)

5-3   Release resources (Incident Command, Planning)

6   Related Documents

      Washington County Emergency Alert System Activation Plan

Incident Command System (ICS) Position Summary

Incident Commander
- Verify the hazard or threat
- Determine the need to provide immediate alert & warning to residents
- Ensure appropriate notifications to City Manager, Fire Chief, Police Chief, Public Works Director
- Direct implementation of alert & warning, as appropriate
- Direct the allocation of resources
- Direct demobilization of resources
- Maintain unit log

Public Information Officer
- Write alert & warning messages
- Initiate and maintain contact with media
- Provide "rumor control" to prevent misinformation from spreading
- Coordinate with surrounding jurisdictions, as appropriate, to ensure consistent alert & warning messages
- Maintain unit log

Operations Section Chief
- Implement alert & warning function
- Assign and supervise resources
- Maintain accountability for resources
- Consult with Incident Command and Planning regarding broad overall strategy
- Communicate strategy and assignments to subordinate officers
- Coordinate with Logistics as necessary
- Maintain unit log

Planning Section Chief
- Recommend appropriate protective action strategies to be included in alert & warning messages
- Recommend best alert & warning delivery method(s)
- Determine personnel and equipment requirements to implement
- Track status of alert & warning function
- Plan for demobilization of resources
- Maintain unit log

Logistics Section Chief
- Staff the alert & warning function, as directed by Incident Command
- Release resources to Operations, as directed by Incident Command
- Develop communications plan to support alert & warning function
- Provide any additional communications equipment required to support alert & warning function
- Maintain unit log

Attachment A
Washington County Emergency Alert System Activation Procedures

1   Washington County's Emergency Alert System local primary station is KXL, 1190 AM, **(503) 243-7595**. The backup radio station is KGON FM, 92.3 FM **(503) 223-1441**.

2   During regular office hours, the Office of Consolidated Emergency Management for Washington County (OCEM) also has the ability to activate the Emergency Alert System. Call OCEM at **(503) 649-8577** to request Emergency Alert System activation.

3   **EAS may be activated *only* when *all* of the following criteria are met:**
      3-1   The situation is imminent (time is critical), **AND**
      3-2   The situation is life threatening to the public, **AND**
      3-3   The public must be provided with immediate protective action instructions, **AND**
      3-4   Other warning methods would be ineffective.

4   Those authorized to activate the Emergency Alert System include:
      4-1   Incident Commander
      4-2   City Manager
      4-3   Fire Chief
      4-4   Police Chief
      4-5   Public Works Director

5   The EAS can be activated by calling the radio station directly. They will prompt you to record a two-minute audio message, which will be played on all radio and television stations as the alert message. Prior to recording your message, please take time to write some notes, including:
      5-1   Reminder: DO NOT call 9-1-1 unless…
      5-2   Who you are (the public must perceive the source as credible)
      5-3   What the hazard is
      5-4   What areas are affected
      5-5   What the required protective actions are
      5-6   What the impact could be if the protective actions are not carried out
      5-7   How long the event is expected to continue
      5-8   Where to get further information

6   As soon as the protective action strategies are no longer in effect, the Incident Commander or Public Information Officer calls KXL or KGON to deactivate EAS.

Attachment B
Sample Emergency Alert System Messages

Evacuation Message

The City of Hillsboro is managing a _____ emergency. DO NOT call 9-1-1 unless you are experiencing a life-threatening emergency and require immediate police, fire, or medical assistance.

The Hillsboro City Manager/Mayor and on-scene officials are requesting the immediate evacuation of the area between ____ on the east, ____ on the west, ____ on the north, and ____ on the south. Pleast take medications, extra clothing and shoes, and personal hygiene items with you.

Evacuation routes are _____. Failure to evacuate may result in life endangerment. The American Red Cross is opening shelters for those affected by the evacuation at _____.

If you need help in evacuating your home, please signal emergency workers by placing a white cloth on your front door.

Shelter In-Place Message

The City of Hillsboro is managing a _____ emergency. DO NOT call 9-1-1 unless you are experiencing a life-threatening emergency and require immediate police, fire, or medical assistance.

The Hillsboro City Manager/Mayor and on-scene officials are urging citizens in the area between ____ on the east, ____ on the west, ____ on the north, and ____ on the south to take the following protective actions due to _____.

Stay indoors with all doors, and windows closed and all other ventilation devices, such as fans or furnaces, turned off. For extra precautions, tape protective plastic over all windows and place wet rolled-up towels at the base of all doors. Confine yourself and your family into one room with adequate supples for 24 hours. Monitor your radio for further instructions.

If your children are in school, DO NOT attempt to contact the school or pick them up….

If you must go outdoors for any reason…

Failure to follow these instructions may result in damage to ____. Please stay tuned to this station for further details.

Section 5-B
COST RECOVERY

Functional Summary

1. Description
   1.1. Describe the documentation that is necessary for potential recovery of labor, equipment, contracting, administration, and other disaster-related costs
   1.2. Describe the actions that should be taken by the Emergency Operations Center's Finance Section and each city department to track the total cost for the disaster event
2. Authority
   2.1. Oregon Revised Statute Chapter 401
   2.2. Robert T. Stafford Disaster Relief Act, as amended
3. Assessment
   3.1. Determine whether there is a "responsible party" from which the city can seek cost recovery (Finance)
   3.2. Request clarification from Washington County on categories of "eligible costs," if recovery is to be sought through state or federal funding (Finance)
   3.3. Determine whether the city will incur eligible costs in responding to the disaster event (Finance, DOCs)
4. Implementation
   4.1. Implement cost-tracking measures at the onset of any disaster event (Finance, DOCs)
   4.2. Track costs as they are incurred, to assist in the Initial Damage Assessment process as well as cost recovery efforts (Finance, DOCs)
   4.3. Request information from Washington County on when and how Oregon Emergency Management will initiate the federal cost recovery process, if applicable
5. Demobilization
   5.1. Forward all disaster cost-related information to the EOC Finance Section for potential cost recovery (EOC, DOCs)
6. Related Documents
   6.1. State of Oregon's Disaster Recovery Assistance Guide (DRAG)
   6.2. FEMA's Public Assistance Policy Guidebook
   6.3. FEMA's Public Assistance Applicant Handbook
7. Attachments
   7.1. A – Federal Categories for Project Applications

Incident Command System (ICS) Position Summary

Incident Commander
- ☐ Appoint a Finance Section Chief

Planning Section Chief
- ☐ Provide situation and resource status information in support of cost recovery documentation and cost tracking
- ☐ Coordinate with Finance when conducting the Initial Damage Assessment process, as a prerequisite to the federal cost recovery process

Logistics Section Chief
- ☐ Work with Finance to ensure proper cost coding/tracking of disaster-related purchases, leases, or contracts
- ☐ Work with Finance to ensure proper timesheet/overtime coding for EOC staff

Finance Section Chief
- ☐ Review FEMA's guidelines for eligible expenses and documentation requirements
  - o Reference FEMA's Public Assistance Policy Guidebook and Public Assistance Applicant Handbook
  - o Request clarification through the Washington County EOC, if necessary
- ☐ Check with Washington County EOC's Finance Section to ensure the list of federal reimbursement categories at Appendix A is current.
- ☐ Assign unique cost accumulation codes; and take other measures, as necessary, to document disaster-related costs
  - o Assign a cost accumulation code to track disaster-related costs
    - ▪ E.g., December 1995 Windstorm: 1064
  - o Assign eligible category codes to break out costs (see Attachment A)
    - ▪ E.g., Street debris clearance: 1064-A
      Emergency overtime: 1064-B
      Roof repair/replacement: 1064-E
  - o Assign location codes, as appropriate, to document where costs were incurred
    - ▪ E.g., Roof repair, Parkwood Fire Station: 1064-E-104
  - o The addition of disaster-related cost codes to the "trouble tickets" routinely used at Public Works and Water, or the record keeping already done by Fire and Police, may be sufficient. Check with DOCs to be sure.
- ☐ Work with each Department Operations Center (DOC) and the Logistics staff to ensure they understand when and how to use the cost accumulation codes
- ☐ Work with each DOC and the Logistics staff to ensure time cards are appropriately coded to show disaster-related overtime expenses
- ☐ Work with the Logistics staff to ensure contracts and leases are appropriately coded for disaster-related costs
- ☐ Track cost information during the event, and report the running total to the Incident Commander upon request
- ☐ Collect all cost information from the Department Operations Centers at the conclusion of the event, to assist in the cost recovery process

Appendix A – Federal Categories for Project Applications

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
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)

SECTION 5-C
CRITICAL & VULNERABLE FACILITIES ASSESSMENT

Functional Summary

1. **Description**
   1.1. Implement after any disaster which might either cause damage to critical and vulnerable facilities or cause concern for the welfare of anyone inside
   1.2. Assess and report the condition of critical and vulnerable facilities
   1.3. Present the results in a format that assists in prioritizing emergency response actions
2. **Authority**
   2.1. Oregon Revised Statutes
   2.2. City of Hillsboro Municipal Code Chapter 2.46
3. **Assessment**
   3.1. Determine need to assess the condition of critical and vulnerable facilities
   3.2. Determine resources available to assist with the assessment
        3.2.1. Consider personnel from departments not involved in response
        3.2.2. Consider organized volunteer groups (e.g., CERT or amateur radio)
   3.3. Determine impact of road conditions on ability to travel assessment routes
   3.4. Determine best means of communicating assessment results to EOC Planning Section
4. **Implementation**
   4.1. Plan routes for each vehicle, using maps in Appendix A as a reference
   4.2. Complete assessments, using forms in Appendix B
   4.3. Report assessment results to EOC Planning Section
5. **Demobilization**
   5.1. Release assessment resources back to IC, when no longer needed for assessment
6. **Related Documents**
   6.1. Hillsboro Planning Department map of planning zones
7. **Attachments**
   7.1. Appendix A – List of critical and vulnerable facilities, by planning zone
   7.2. Appendix B – Assessment forms, by planning zone
   7.3. Appendix C – Service Restoration Priorities

Incident Command System (ICS) Position Summary

Incident Command
- ☐ Determine priority of implementing critical & vulnerable facility assessment
- ☐ Allocate resources, according to priority within overall incident

Public Information Officer
- ☐ Use assessment information to prepare media press releases
- ☐ Use assessment information to prepare city officials for press conferences
- ☐ Compare assessment information to information received from public and other agencies
  - ○ Report discrepancies to Planning Section
- ☐ Assist Logistics in training call takers, if needed, for public to report damages

Safety Officer
- ☐ Ensure assessment teams receive appropriate safety briefings
  - ○ Include guidelines to assess road or bridge safety
  - ○ Include point of contact for questions regarding road status

Operations Section Chief
- ☐ Assist the Planning Section with assessment, according to overall incident priorities
- ☐ Share assessment information with DOCs
- ☐ Compare assessment information to information received from public and other agencies
  - ○ Report discrepancies to Planning Section

Planning Section Chief
- ☐ Coordinate assessment efforts with Operations Section
  - ○ Assessment should be conducted within first two hours of event, if possible
  - ○ May be coordinated with other assessments, e.g., Emergency Transportation Route Assessment or road status assessment
- ☐ Coordinate assessment efforts with other agencies, if applicable
  - ○
- ☐ Use assessment information to support the emergency declaration process
  - ○ Provide boundaries of affected areas
  - ○ Describe general needs and characteristics of the disaster area
  - ○ Approximate impact upon service providers
- ☐ Provide assessment information to Washington County EOC

Appendix C
Service Restoration Priorities

These are general guidelines for returning the city to operational and economic normalcy.			
	Priority 1	**Priority 2**	**Priority 3**
Facilities	EOC Fire stations Police precincts Public Works facilities Tuality Hospital Red Cross shelters Nursing homes	Schools City Hall Group Homes Major Industry Selected Supermarkets	Other City Facilities Records
Energy	Power to: ~ Fuel pumps ~ EOC ~ City automation ~ Water pump stations ~ Sewer lift stations ~ Shelters	Power to: ~ Residential homes	
Communication	EAS radio stations Emergency responders EOC	"Essential circuit" phones Non-EAS stations	Data and other commercial communications services
Transportation	Primary arterials Ambulances Evacuation assistance	Bus routes Collector streets	Freight service Private vehicles
Personnel	City Manager Response personnel EOC staff Mayor	Workers essential to reconstruction, debris removal and debris/waste disposal	Personnel necessary for economic recovery
Water	Potable water Fire suppression Sanitation	Water system Sanitary/collection system	Wells Industrial processes
Other (as time and resources permit): Banking facilities, Insurance firms, Food, Pharmaceuticals			

Section 5-D
DAMAGE ASSESSMENT

Functional Summary

Description
- o Describe the various damage assessments that may be necessary
- o Describe the purpose of each damage assessment process
- o Describe the procedures for conducting damage assessments

Authority
- o Oregon Revised Statutes 401
- o Hillsboro Municipal Code Chapter 2.46
- o Robert T. Stafford Disaster Relief Act (44 CFR Part __)

Assessment
- o Determine which types of damage assessments need to be conducted
- o Determine need for aerial survey to supplement assessments on the ground
  - o May be required to support assessment of Barney Reservoir
  - o Should include photography for later evaluation and comparison
  - o Should also accommodate Planning Section damage assessment needs, when able
- o Determine available staffing to conduct the damage assessments, including city staff and volunteers
- o Determine required make-up of multi-disciplinary teams (task forces) to support damage assessment efforts
- o Determine appropriate communications with damage assessment teams
- o Determine appropriate transportation for damage assessment teams

Implementation
- o Assemble multi-disciplinary teams
- o Dispatch teams to geographically grouped destinations
- o Document damages and report findings to EOC Planning Section
- o Consolidate findings into damage assessment reports (See appendices to this section for forms)
- o Share damage assessment reports with DOCs, Washington County EOC

<center>**Incident Command System (ICS) Position Summary**</center>

Incident Commander
- Assign a priority to damage assessment process
- Allocate resources to damage assessment process, according to priority

Public Information Officer
- Use damage assessment information to prepare media press releases
- Use damage assessment information to prepare city officials for press conferences
- Compare damage assessments to information received from public and other agencies
    - Report discrepancies to Planning Section

Safety Officer
- Ensure damage assessment team members wear appropriate personal protective equipment (PPE)
- Ensure damage assessment team members receive an appropriate safety briefing

Operations Section Chief
- Assist the Planning Section with the damage assessment process, according to priorities
- Share damage assessment information with DOCs
- Compare damage assessments to information received from DOCs or field workers
    - Report discrepancies to Planning Section

Planning Section Chief
- Coordinate damage assessment efforts with DOCs
    - Complete the Critical & Vulnerable Facilities Assessment immediately after the onset of the event
    - Complete the Emergency Transportation Route Assessment immediately after the onset of the event
    - Complete the Initial Damage Assessment, using the information obtained from the two previous assessments
    - Complete the Rapid Damage Assessment of Buildings, if applicable
- Use damage assessment information to support the emergency declaration process
    - Provide boundaries of affected areas
    - Describe general needs and characteristics of the disaster area
    - Summarize condition of transportation infrastructure and utilities
    - Approximate number of affected residents, homes, and businesses affected
- Provide Initial Damage Assessment report to Washington County EOC to support their emergency declaration process
- Coordinate Windshield Survey Assessment efforts with the American Red Cross and city volunteer groups (e.g., Community Emergency Response Teams)
    - Use information collected by these groups to support the Initial Damage Assessment process
- Support the information needs of city, county, state, and federal officials
    - Share damage assessment results with Public Information Officer
    - Share damage assessment results with Washington County EOC
    - Use damage assessment results to update Situation Status Reports

- Provide staffing, as requested, to support the Preliminary Damage Assessment
- Coordinate with Finance Section to ensure all eligible damage assessment costs are properly documented for cost recovery purposes

Logistics Section Chief
- Provide forms to the various damage assessment teams
- Provide personal protective equipment (PPE) to damage assessment team members
- Provide communications to damage assessment team members
- Provide transportation to damage assessment team members

Finance Section Chief
- Coordinate with Planning Section to ensure all eligible damage assessment costs are properly documented for cost recovery purposes
-

Appendix A to Section 5-D – Damage Assessment
Assessment Descriptions

Critical & Vulnerable Facilities Assessment
- Uses form at Appendix B to this section
- Is described in Section 5-C, Critical & Vulnerable Facilities Assessment
- Is conducted immediately following an instantaneous event, such as an earthquake
- Assesses damage to critical and vulnerable facilities
- Aids incident prioritization and allocation of life safety resources
- Assigns the pre-identified, geographically grouped, facilities to different groups for assessment
- Is centrally managed by the Planning Section at the EOC
- Is shared with the DOCs and Washington County EOC

Emergency Transportation Routes Assessment
- Uses form at Appendix C to this section (to be provided)
- Conducted immediately following an instantaneous event, such as an earthquake
- Assesses roads and bridges which have been designated as "Emergency Transportation Routes" for the Portland metro region
- Focuses on the structural/physical condition and whether or not they are passable
- Accomplished using established inspection guidelines such as ATC-20 bridges
- Centrally managed by the Planning Section at the EOC
- Shared with the DOCs and Washington County EOC
- Led by Public Works DOC, assisted by other available city department staff

Initial Damage Assessment (IDA):
- Uses form found at Appendix D to this section
- Assesses financial damages to public and private property
- Follows guidance from Oregon Emergency Management and as outlined in the State of Oregon Disaster Recovery Assistance Guidebook
- Combines input from drive-by inspections, Windshield Survey Assessments, or other damage assessment documentation
- Supports the disaster declaration process
- Centrally managed by the Planning Section at the EOC
- Led by DOCs, assisted by other available city department staff
    - o Public Works – city roads and bridges
    - o Public Works and Water – water and sewer systems
    - o Building Department, Engineering, Facilities Maintenance – city facilities, homes, and businesses
    - o Parks & Recreation Department – parks & recreation facilities
- Must outline enough damage/impact on the community to identify the right support programs
- Requires assistance/input from:
    - o The American Red Cross Windshield Assessment Survey Coordinator to assess residential areas and number of persons significantly impacted by the disaster

- o Building inspectors, Washington County Department of Assessment and Taxation, and appraisers from realties, lending institutions, and insurance companies to evaluate commercial buildings, homes, and businesses
- o City/county engineers, public works officials, utility officials, etc., to assess damages to roads, bridges, and other public facilities and utility systems
- o Hospital Administrators for information on injuries and fatalities
- o School district officials to provide school damage estimates
- o County health officials to assess effects on community health
- o Officials in charge of levees, drainage systems, private non-profit, and recreational facilities, etc
- o County agent to assess farm and ranch damage
- Uses the Initial Damage Assessment form
- Is shared with Washington County and Oregon Emergency Management
- Provides the baseline for conducting a Preliminary Damage Assessment (PDA)

Windshield Survey Assessment
- Uses form found at Appendix E to this section
- Conducted by American Red Cross and other volunteer groups (e.g., Community Emergency Response Teams)
- Coordinated with Planning Section to incorporate into overall damage assessment planning
  - o Eliminates overlap yet, ensures good coverage of neighborhoods
  - o Results shared by all to support joint objectives
- Gives a situation status report, by neighborhood, in addition to a rough count of number of residents and buildings impacted

Building Damage Assessment
- Uses forms provided by Applied Technology Council's publications ATC 20 and ATC 20-1
- Uses resources listed at Appendix F to this section
- Follows applicable procedures of Applied Technology Council's publication ATC 20 and the ATC 20-1 Field Manual of Disaster Assessment
- Led by Building Department, with assistance from Engineering and other city departments
- Examine and note areas of major damage
- DO NOT spend a lot of time trying to collect detailed insurance information during the IDA
  - o To determine the details of insurance in place is time consuming and unnecessary at this stage
  - o Collect detailed insurance information during a second assessment, such as the joint preliminary damage assessment (PDA)
- Do an analysis of the IDA data, based on the following questions:
  - o Is the damage such that only immediate personal needs exist?
    - ▪ If so, these needs can probably be met by volunteer organizations such as the American Red cross, The Salvation Army, and others
  - o Is the damage primarily to agricultural interests?
    - ▪ If so, you may want to ask the state to look into U.S. department of Agriculture assistance.
  - o Are the impacts primarily to businesses which have suffered significant damage or other problems which would cause loss of revenue?

- If so, you may want to ask the state to look into Small Business Administration (SBA) programs.
    o Is the damage primarily to homes?
        - If so, perhaps the state should request SBA assistance, or request an Individual assistance joint PDA
    o Is the damage primarily to public property?
        - If so, perhaps the state should request a Public Assistance joint PDA

Preliminary Damage Assessment (PDA):
- Led by the Federal Emergency Management Agency (FEMA)
- Conducted jointly by federal/state/city governments and American Red Cross
- Surveys public and private damages to determine extent of federal assistance required
- Used to develop more detailed estimates of financial impacts as part of the disaster declaration process

Appendix B to Section 5-D – Damage Assessment
Critical & Vulnerable Facilities Assessment

By Category

Location	Address	First-In Company
Adult Foster Care		
Bernier Estates	976 NE Kathryn Street	Engine 107
Golden Years	1875 NE 9th Place	Engine 107
Timeless Care	130 NE 12th Avenue	Engine 107
Assisted Living Facility		
Avameer @ Hillsboro	2000 SE 30th Avenue	Engine 102
Cornell Estates Living Center	1005 NE 17th Avenue	Rescue 10
Child Care		
Calvary Lutheran preschool	937 NE Jackson School Road	Rescue 10
Children's World Learning Center	1771 SE Minter Bridge Road	Engine 102
Guardian Child Care	140 NE 28th Avenue	Rescue 10
Hillsboro Christian Preschool	6420 NW Oelrich Road	Engine 103
Learning Years Day School	3120 NW John Olsen Avenue	Engine 103
Learning Years Day School	5051 NE Elam Young Parkway	Engine 103
Migrant Head Start	1038 East Main Street	Engine 107
Smiley Faces Day Care	1611 NE 28th Avenue	Engine 102
The Happy Children's Montessori	172 NE 32nd Avenue	Rescue 10
City Hall		
City Hall	123 West Main Street	Engine 107
Convalescent Care		
Hillsboro Rehabilitation & Specialty Care	650 SE Oak Street	Engine 107
Emergency Communications		
Information Services Department	181 SE Washington Street	Engine 107
KUIK Radio	3355 NE Cornell Road	Rescue 10
Fire Station		
Brookwood Fire Station	5045 SE Drake Road	Engine 102
Main Fire Station	240 South First Avenue	Engine 107
Parkwood Fire Station	275 NE 25th Avenue	Rescue 10
Ronler Acres Fire Station	4455 NW 229th Avenue	Engine 103
Hazmat		

AGPR, Inc	4375 NW 235th Avenue	Engine 103
Ashland Chemical	4605 NW 235th Avenue	Engine 103
BOC Gases	4655 NW 235th Avenue	Engine 103
Davis Tool, Inc	215 SW Wood Street	Engine 107
Hillsboro Aquatic Center	953 SE Maple Street	Engine 107
Integrated Device Technology	3131 NE Brookwood Parkway	Engine 103
Intel Corporation - Ronler Acres	2501 NW 229th Avenue	Engine 103
KOEI America, Inc	6200 NE Campus Court	Engine 103
OHKA America	4600 NW Shute Road	Engine 103
Tokai Carbon USA, Inc	4495 NW 235th Avenue	Engine 103
Triquint Semiconductor	2300 NE Brookwood Parkway	Engine 103

Hospital

Tuality Hospital	335 SE 8th Avenue	Engine 107
Tanasbourne Urgent Care	1881 NW 185th Avenue	Engine 103

Police Station

Police Department	205 SE Second Avenue	Engine 107
Tanasbourne Police Precinct	20795 NW Cornell Road, Suite 100	Engine 103

Public Works

Hillsboro Public Works	142 SE Maple Street	Engine 107
Hillsboro Water Department	145 SE Maple Street	Engine 107

Red Cross Shelter

Calvary Lutheran Church	937 NW Jackson School Road	Rescue 10
Hillsboro Presbyterian Church	172 NE 32nd Avenue	Rescue 10
Hillsboro United Methodist Church	168 NE 8th Avenue	Engine 107
LDS Church - Hillsboro Stake	22 20 NE Jackson School Road	Rescue 10
Trinity Lutheran Church	527 East Main Street	Engine 107

Residential Care

Harmony Guest Home	349 SE 5th Avenue	Engine 107
Rosewood Park Retirement Residence	2405 NW 234th Avenue	Engine 102

School

Brookwood Elementary	3960 SE Cedar Street	Engine 102
Brown Middle School	1505 SW Cornelius Pass Road	Engine 102
Century High School	2000 SW 234th Avenue	Engine 102
David Hill Elementary	440 SE Oak Street	Engine 107
Eastwood Elementary School	2100 NE Lincoln Street	Rescue 10

Evergreen Hillsboro Health & Rehab	1778 NE Cornell Road	Rescue 10
Evergreen Middle School	29850 NW Evergreen Road	Rescue 10
Faith Bible Christian High School	4435 SE TV Highway	Engine 102
Farmington View Elementary	8300 SW Hillsboro Highway	Engine 171
Glencoe High School	2700 NW Glencoe Road	Engine 107
Groner Elementary	23405 SW Scholls Ferry Road	Engine 192
Heritage Christian School	1679 SE Enterprise Circle	Engine 102
Hillsboro High School	3285 SE Rood Bridge Road	Engine 102
Imlay Elementary	5900 SE Lois St	Engine 102
Jackson Elementary	675 NE Estate Drive	Rescue 10
JB Thomas Middle School	645 NE Lincoln Street	Engine 107
JW Poynter Middle School	1535 NE Grant Street	Rescue 10
Ladd Acres Elementary	2425 SW Cornelius Pass Road	Engine 102
Miller Education Center	215 SE 6th Avenue	Engine 103
Minter Bridge Elementary School	1750 SE Jacquelin Drive	Engine 102
Mooberry Elementary School	1230 NE 10th Avenue	Engine 107
Orenco Elementary	22550 NW Birch Street	Engine 103
Paul L. Patterson Elementary	261 NE Lenox Street	Rescue 10
Peter Boscow Elementary	452 NE 3rd Avenue	Engine 107
St Matthew Catholic School	221 SE Walnut Street	Engine 107
TV Junior Academy	21975 W Baseline Road	Engine 102
W. Verne McKinney Elementary	535 NW Darnielle Street	Engine 107
West Union Elementary	23870 NW West Union Road	Engine 171
Witch Hazel Elementary	4995 SE Witch hazel Road	Engine 102
WL Henry Elementary School	1060 SE 24th Avenue	Rescue 10

Utility

Hillsboro Garbage Disposal	4945 SW Minter bridge Road	Engine 102
Port of Portland Hillsboro Airport	1040 NE 25th Avenue	Rescue 10
Portland General Electric	4950 NW 235th Avenue	Engine 103
USA Water Quality Lab	2250 SW Hillsboro Highway	Engine 107
JWC Water Treatment Plant	4475 SW Fernhill Road	Forest Grove Fire
Barney Reservoir		

Appendix C To Section 5-D
Emergency Transportation Routes Assessment Form

(To Be Provided)

Appendix D To Section 5-D
Initial Damage Assessment Form

OREGON STATE POLICE
Office of Emergency Management

INITIAL DAMAGE ASSESSMENT (I.D.A.) REPORT FORM

JURISDICTION: _____ DATE: _____

NAME: _____ TIME: _____

TITLE: _____ OERS INCIDENT #: _____

TELEPHONE: _____ FAX: _____ EMAIL: _____

TYPE OF EMERGENCY: _____

DATE / TIME OF OCCURRENCE: _____

DEATHS: _____ INJURIES: _____ POPULATION STILL AT RISK: _____

GEOGRAPHIC BOUNDARIES: _____
(attach map if possible)
_____

CURRENT SITUATION AND EXISTING CONDITIONS: _____
_____
_____

IMPACTS OF THE DISASTER TO THE JURISDICTION: _____
_____
_____

ACTIONS TAKEN / RESOURCES COMMITTED: _____
_____
_____

EOC ACTIVATED?: ☐ Yes   ☐ No   DATE: _____ TIME: _____

LOCAL EMERGENCY DECLARED?: ☐ Yes ☐ No   DATE: _____ TIME: _____

ASSISTANCE REQUESTED: _____
_____
_____
_____
_____
_____

HOUSING COSTS & LOSS #   **$$s**   **COMMENTS**

Destroyed: _____ $_____ _____

Major damage: _____ $_____ _____

Minor damage: _____ $_____ _____

Affected habitable: _____ $_____ _____

"Second" homes: _____ $_____ _____

Personal property (not included above): _____ $_____ _____

Dollar loss estimate for housing: $_____

BUSINESS COSTS & LOSS #   **$$s**   **COMMENTS**

Destroyed: _____ $_____ _____

Major damage: _____ $_____ _____

Minor damage: _____ $_____ _____

Business interrupted: _____ $_____ _____

Dollar loss estimate for business: $_____

PRIVATE NON-PROFIT COSTS & LOSS #   **$$s**   **COMMENTS**

Destroyed: _____ $_____ _____

Major damage: _____ $_____ _____

Minor damage: _____ $_____ _____

Service interrupted: _____ $_____ _____

Dollar loss estimate for PNPs: $_____

AGRICULTURE COSTS & LOSS #   **$$s**   **COMMENTS**

Crop loss (acres / $$s): _____ $_____ _____

Equipment lost/damaged: _____ $_____ _____

Livestock lost: _____ $_____ _____

Out-buildings damaged: _____ $_____ _____

Dollar loss estimate for agriculture: $_____

INFRASTRUCTURE

CITY(IES) COSTS & LOSS	**#**	**$$s**	**COMMENTS**
A. Debris clearance:	_____	$_____	_____
B. Protective measures:	_____	$_____	_____
C. Transportation system damage:			
Federal Aid System (FAS)	_____	$_____	_____
non-Federal Aid System	_____	$_____	_____
D. Water control facilities:	_____	$_____	_____
E. Public buildings / equipment:			
insured	_____	$_____	_____
uninsured	_____	$_____	_____
F. Public utility systems:	_____	$_____	_____
G. Parks and other:	_____	$_____	_____
Dollar loss estimate for the city(ies):		$_____	

SPECIAL DIST. COSTS & LOSS	**#**	**$$s**	**COMMENTS**
A. Debris clearance:	_____	$_____	_____
B. Protective measures:	_____	$_____	_____
C. Transportation system damage:			
Federal Aid System (FAS)	_____	$_____	_____
non-Federal Aid System	_____	$_____	_____
D. Water control facilities:	_____	$_____	_____
E. Public buildings / equipment:			
insured	_____	$_____	_____
uninsured	_____	$_____	_____
F. Public utility systems:	_____	$_____	_____
G. Parks and other:	_____	$_____	_____
Dollar loss estimate for special district(s):		$_____	

STATE FACILITIES COSTS & LOSS #   **$$s**   **COMMENTS**

A. Debris clearance: _____ $_____   _____

B. Protective measures: _____ $_____   _____

C. Transportation system damage:
    Federal Aid System (FAS)   _____ $_____   _____
    non-Federal Aid System   _____ $_____   _____

D. Water control facilities: _____ $_____   _____

E. Public buildings / equipment:
    insured   _____ $_____   _____
    uninsured   _____ $_____   _____

F. Public utility systems: _____ $_____   _____

G. Parks and other: _____ $_____   _____

    Dollar loss estimate for state facilities: $_____

COUNTY COSTS & LOSS   **#**   **$$s**   **COMMENTS**

A. Debris clearance: _____ $_____   _____

B. Protective measures: _____ $_____   _____

C. Transportation system damage:
    Federal Aid System (FAS)   _____ $_____   _____
    non-Federal Aid System   _____ $_____   _____

D. Water control facilities: _____ $_____   _____

E. Public buildings / equipment:
    insured   _____ $_____   _____
    uninsured   _____ $_____   _____

F. Public utility systems: _____ $_____   _____

G. Parks and other: _____ $_____   _____

    Dollar loss estimate for county facilities: $_____

TOTALS - ALL GOVERNMENTS   **#**   **$$s**   **COMMENTS**

A. Debris clearance: _____ $_____ _____

B. Protective measures: _____ $_____ _____

C. Transportation system damage:
     Federal Aid System (FAS) _____ $_____ _____
     non-Federal Aid System _____ $_____ _____

D. Water control facilities: _____ $_____ _____

E. Public buildings / equipment:
     insured _____ $_____ _____
     uninsured _____ $_____ _____

F. Public utility systems: _____ $_____ _____

G. Parks and other: _____ $_____ _____

Grand total estimate for all
infrastructure in the jurisdiction: $_____

....

Estimated Total Dollar Cost to the Jurisdiction: $_____
(Grand total of housing, business, private non-profit, agriculture, and infrastructure)

TRANSMIT TO: OSP - Office of Emergency Management
                P.O. Box 14370
                Salem, OR 97309-5062

                Physical Location:
                3225 State Street
                Salem, OR 97301

                FACSIMILE (fax):   503 373-7833 (24 hours)
                TELEPHONE: 503-378-6377 (OERS – 24 hours)
                                      503-378-2911 (Business hours)
                AMATEUR RADIO: 145.65 MHz (packet)
                (call sign W7OEM)   3.993.5 & 7.228 MHz (hf)

                [Please notify OEM via telephone or radio prior to sending this form.]

Appendix E to Section 5-D – Damage Assessment
Windshield Assessment Survey – Side A
(To be completed by CERT Damage Assessment Teams)

City of Hillsboro

Deleted: <sp>

Deleted: <sp><sp>¶

Team #: _____ Team Leader:

_____

Date: _____ **Time:** _____ ☐ a.m. ☐ p.m.

Contact Information: Telephone # _____ **Radio Frequency:** _____

Boundaries of Area Surveyed:
Neighborhood Name (if any):
North:
South:
East:
West:

Description of Disaster Damage:

Characteristics of Area Surveyed (business, residential, special populations, etc.)**:**

Current Conditions (utility status, water levels, weather conditions, etc.)**:**

Access to Area and Roads Conditions (open, closed, partially blocked, etc.)**:**

Windshield Assessment Survey – Side B

Current Response Actions (medical care, sheltering, search and rescue, sandbagging, debris removal, etc.)**:**

Identified Resource Needs (medical care, sheltering, search and rescue, sandbagging, debris removal, etc.)**:**

*SUMMARY OF STRUCTURAL DAMAGE				
Type of Occupancy	**Destroyed**	**Major**	**Minor**	**TOTALS**
Single Family Dwellings				
Mobile Homes				
Apartments				
Businesses				
TOTALS				

Other Comments:

City Of Hillsboro

* Based upon the American Red Cross Windshield Survey Tally Sheet. Tally example: ⊞⊦ = 5. (Four "tick" marks then one diagonal slash is the format used to tally the count in each category of building.)

HILLSBORO
Community Emergency
RESPONSE TEAM

Appendix F To Section 5-D – Building Damage Assessment
Procedures

I.   Purpose

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

II.   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.)

III.   Concept of Operations

A.   The City Council has declared a state of emergency.

B.   The Emergency Operations Center has been activated.

C.   The Building Director, or his designee, acting as the Damage Assessment Coordinator (DAC), requests support to staff the Damage Assessment function.

D.   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.

E.   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.

F.   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.

G.   Some buildings or structures may require the further engineering evaluation be performed by a consultant hired by the owner.

H.   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.

IV.   Tools, Equipment and Supplies (located at EOC and Building Department)

	Description	Approx. #
1.	Maps of the City service area	
2.	ATC 20-1 Field Manuals	
3.	Polaroid cameras and film	
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	
27.	Time sheets	
28.	Mileage forms	
29.	Colored markers	
30.	Multi-colored push pins	
31.		
32.		

Section 5-E
EMERGENCY DECLARATION PROCESS

Functional Summary

1. **Description**
   1.1. Determine whether an emergency declaration is appropriate or necessary
   1.2. Outline the process for an emergency declaration
2. **Authority**
   2.1. Hillsboro Municipal Code Chapter 2.46
   2.2. Oregon Revised Statues Chapter 401
   2.3. Robert T. Stafford Disaster Relief Act, as amended
3. **Assessment**
   3.1. Determine whether either or the following are true
       3.1.1. City resources, including mutual aid, have been or will imminently be exhausted; and additional assistance from County, State, or Federal governments is necessary
       3.1.2. One or more emergency powers, as defined in the Hillsboro Municipal Code Chapter 2.46, must be invoked
   3.2. Determine the impact of the disaster upon life safety, environment, and property
   3.3. Determine what outside resources are necessary
4. **Implementation**
   4.1. Draft an emergency declaration for approval by City Council (acting as Policy Group)
       4.1.1. Use Situation and Resource Status reports to document the impact of the disaster
       4.1.2. Request Washington County Assessment and Taxation provide an estimate of dollar value of damages to residential properties
       4.1.3. Estimate the duration of the disaster
       4.1.4. Determine what outside resources are required to respond to the disaster
       4.1.5. See sample at Attachment A
   4.2. Support the declaration with an Initial Damage Assessment (See Attachment B)
   4.3. Forward the emergency declaration and Initial Damage Assessment to Washington County Emergency Operations Center by whatever means available (e-mail, fax, phone, radio, amateur radio, runner, etc.)
       4.3.1. Follow up with signed "hard copy" originals for Washington County Emergency Operations Center and the city's final incident package
       4.3.2. Provide any additional information needed by Washington County Emergency Operations Center to expedite the arrival of additional resources
   4.4. Prepare to integrate outside resources into the city's Incident Command System structure
5. **Demobilization**
   5.1. Rescind emergency declaration, when appropriate
       5.1.1. Outside resources no longer required
       5.1.2. Life safety incidents all resolved
       5.1.3. Emergency powers no longer needed
       5.1.4. Terms of emergency declaration no longer valid

Incident Command System (ICS) Position Summary

Incident Command
- ☐ Appoint a Planning Section Chief to facilitate the Emergency Declaration Process
- ☐ Appoint a Finance Section Chief to assist Planning with the Initial Damage Assessment Process
- ☐ Notify members of the Policy Group of intent to declare an emergency
- ☐ Notify Washington County EOC if intent to declare an emergency

Public Information Officer
- ☐ Coordinate with Planning to confirm reports of risks to life safety and environment/property damages
- ☐ Consider staffing a call center to receive status reports from residents, businesses, in support of the Emergency Declaration and Initial Damage Assessment processes

Operations Section Chief
- ☐ Coordinate with DOCs to gather/confirm situation status in the field; pass information on to Planning

Logistics Section Chief
- ☐ Coordinate with Planning to ensure outside resources are requested and tracked
- ☐ Coordinate with Finance to ensure contracts, leases, and agreements for outside resources follow procurement regulations

Planning Section Chief
- ☐ Coordinate with the following groups to gather/confirm situation status in the field, in support of the emergency declaration and Initial Damage Assessment processes:
  - o City responders
  - o Community Emergency Response Team (CERT) members
  - o Amateur Radio Emergency Service (ARES) members
  - o Neighborhood Watch members
- ☐ Summarize situation and resource status to include in emergency declaration
- ☐ Facilitate the emergency declaration process
  - o Draft an emergency declaration, including:
    - ▪ Impact upon life safety, environment, and property
      - • Number of injured, dead
      - • Description of damages
      - • Estimate of loss due to damages (itemized on the Initial Damage Assessment)
    - ▪ Impacted area (include % of jurisdiction it represents)
    - ▪ Expected duration of disaster
    - ▪ Resources expended to date
    - ▪ Additional resources required
    - ▪ Emergency powers to be invoked

- See Hillsboro Municipal Code Chapter 2.46 for details, see Appendix A for samples
    - Present draft emergency declaration to Policy Group for adoption and signature
    - Forward a copy of signed emergency declaration to Washington County EOC
- ☐ Conduct an Initial Damage Assessment in support of the emergency declaration
    - Ideally, IDA is included with emergency declaration when adopted and signed
        - Realistically, IDA may take several days to complete, due to emergency response activities and access/transportation/resource limitations
    - See Appendix B for IDA form and instructions
    - Assemble IDA teams of city workers and volunteers.
        - Divide the city into sections and assign to teams
        - Use the Windshield Assessment Form to document data gathering
        - Track and record status of assessments using GIS, if possible
        - Translate Windshield Assessment Form data onto IDA form
    - If possible, make use of our "eyes and ears" already out in the neighborhoods by involving to following groups:
        - City emergency responders
        - Community Emergency Response Team (CERT) members
        - Amateur Radio Emergency Service (CERT) members
        - Neighborhood Watch members
        - American Red Cross disaster service workers
- ☐ Coordinate with Logistics to receive and support outside resources, as requested in the emergency declaration
    - E.g., Personnel may need personal protective equipment, training, transportation to and from incident site, lodging, and feeding; equipment may need operators, maintenance, fuel

APPENDIX A to Section 5-E – EMERGENCY DECLARATION
(SAMPLE)
RESOLUTION NO. <u>1885</u>

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 COUNCI OF THE CITY OF HILLSBORO THAT:

<u>Section 1</u>. 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.

<u>Section 2</u>. 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.
(SAMPLE)

RESOLUTION NO. <u>1890</u>

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:

<u>Section 1</u>. 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.

<u>Section 2</u>. 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.

APPENDIX B to Section 5-E – INITIAL DAMAGE ASSESSMENT FORM

INITIAL DAMAGE ASSESSMENT CHECKLIST

The Initial Damage Assessment is meant to be just that, an initial assessment of the damage and impacts caused by the disaster. Don't "overdo" the IDA. Try not to spend time on work that will be repeated later, or that doesn't lead anywhere. The IDA only must outline enough damage and impacts to the community to bring in the right programs to take a closer look.

GENERAL

- Do examine and note areas of major damage, and the big dollar damage during the IDA.
- Although insured losses should be noted, DO NOT spend a whole lot of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint preliminary damage assessment (PDA).
- Do an analysis of the IDA data, based on the following questions:
  - Is the damage such that only immediate personal needs exist?
    If so, these needs can probably be met by volunteer organizations such as the American Red cross, The Salvation Army, and others.
  - Is the damage primarily to agricultural interests?
    If so, you may want to ask the state to look into U.S. department of Agriculture assistance.
  - Are the impacts primarily to businesses which have suffered significant damage or other problems which would cause loss of revenue?
    If so, you may want to ask the state to look into Small Business Administration (SBA) programs.
  - Is the damage primarily to homes?
    If so, perhaps the state should request SBA assistance, or request an Individual assistance joint PDA.
  - Is the damage primarily to public property?
    If so, perhaps the state should request a Public Assistance joint PDA

WHO TO INVOLVE

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, there should be more than one person involved in the IDA process. The Emergency Program Manager should assemble a team to assist, such as:

- The American Red Cross "Windshield Assessment Survey Coordinator" to assist with the windshield assessment of residential areas and to assess the number of persons significantly impacted by the disaster.

- Building inspectors, Washington County Department of Assessment and Taxation, and appraisers from realties, lending institutions, and insurance companies to evaluate commercial buildings, homes, and businesses.
- City/county engineers, public works officials, utility officials, etc., for an assessment of damages to roads, bridges, and other public facilities and utility systems.
- Hospital Administrators for information on injuries and fatalities.
- School district officials to provide school damage estimates.
- County health officials for an assessment of disaster effects on community health.
- Officials in charge of levees, drainage systems, private non-profit, and recreational facilities, etc.
- County agent for farm and ranch damage assessment

INITIAL DAMAGE ASSESSMENT BY AIRCRAFT?

There are both advantages and disadvantages to conducting an Initial Damage Assessment by aircraft. Consider the following:

Potential disadvantages:

- Weather.
- $$$
- Are the appropriate aircraft and pilots available? How about persons able to interpret ground conditions from the air?
- The aircraft may move too fast, and provide too little detail to allow a very accurate assessment of damages.

Potential advantages:

- Dual use: aircraft used to assist in evacuation coordination and search and rescue operations can also be assessing damage.
- One can often assess the "big picture" better and examine a large area all at once.
- It's quick and sometimes may be safer.
- It may provide the best access to the disaster area.
- It can be a tool to help persuade state and federal officials to assist with dollars and resources.

Helicopters have many advantages over fixed-wing aircraft, but they are also more expensive.

Some problems with aerial damage assessment can be overcome with video or photo recording. Persons with interpretive skills can then take a closer look at the details later.

Office of Emergency Management
OREGON STATE POLICE

INITIAL DAMAGE ASSESSMENT (I.D.A.) REPORT FORM

JURISDICTION: _____ DATE: _____

NAME: _____ TIME: _____

TITLE: _____ OERS INCIDENT #: _____

TELEPHONE: _____ FAX: _____ EMAIL: _____

TYPE OF EMERGENCY: _____

DATE / TIME OF OCCURRENCE: _____

DEATHS: _____ INJURIES: _____ POPULATION STILL AT RISK: _____

GEOGRAPHIC BOUNDARIES: _____
(attach map if possible)
_____

CURRENT SITUATION AND EXISTING CONDITIONS: _____
_____
_____

IMPACTS OF THE DISASTER TO THE JURISDICTION: _____
_____
_____

ACTIONS TAKEN / RESOURCES COMMITTED: _____
_____
_____

EOC ACTIVATED?: ☐ Yes/☐ NO   DATE: _____ TIME: _____

LOCAL EMERGENCY DECLARED?: ☐ Yes/☐ NO DATE: _____ TIME: _____

ASSISTANCE REQUESTED: _____
_____
_____
_____
_____
_____
_____

HOUSING COSTS & LOSS	#	$$s	COMMENTS
Destroyed:	_____	$_____	_____
Major damage:	_____	$_____	_____
Minor damage:	_____	$_____	_____
Affected habitable:	_____	$_____	_____
"Second" homes:	_____	$_____	_____
Personal property (not included above):	_____	$_____	_____
Dollar loss estimate for housing:		$_____	

BUSINESS COSTS & LOSS	#	$$s	COMMENTS
Destroyed:	_____	$_____	_____
Major damage:	_____	$_____	_____
Minor damage:	_____	$_____	_____
Business interrupted:	_____	$_____	_____
Dollar loss estimate for business:		$_____	

PRIVATE NON-PROFIT COSTS & LOSS	#	$$s	COMMENTS
Destroyed:	_____	$_____	_____
Major damage:	_____	$_____	_____
Minor damage:	_____	$_____	_____
Service interrupted:	_____	$_____	_____
Dollar loss estimate for PNPs:		$_____	

AGRICULTURE COSTS & LOSS	#	$$s	COMMENTS
Crop loss (acres / $$s):	_____	$_____	_____
Equipment lost/damaged:	_____	$_____	_____
Livestock lost:	_____	$_____	_____
Out-buildings damaged:	_____	$_____	_____
Dollar loss estimate for agriculture:		$_____	

INFRASTRUCTURE

CITY(IES) COSTS & LOSS	**#**	**$$s**	**COMMENTS**
A. Debris clearance:	_____	$_____	_____
B. Protective measures:	_____	$_____	_____
C. Transportation system damage:			
Federal Aid System (FAS)	_____	$_____	_____
non-Federal Aid System	_____	$_____	_____
D. Water control facilities:	_____	$_____	_____
E. Public buildings / equipment:			
insured	_____	$_____	_____
uninsured	_____	$_____	_____
F. Public utility systems:	_____	$_____	_____
G. Parks and other:	_____	$_____	_____
Dollar loss estimate for the city(ies):		$_____	

SPECIAL DIST. COSTS & LOSS	**#**	**$$s**	**COMMENTS**
A. Debris clearance:	_____	$_____	_____
B. Protective measures:	_____	$_____	_____
C. Transportation system damage:			
Federal Aid System (FAS)	_____	$_____	_____
non-Federal Aid System	_____	$_____	_____
D. Water control facilities:	_____	$_____	_____
E. Public buildings / equipment:			
insured	_____	$_____	_____
uninsured	_____	$_____	_____
F. Public utility systems:	_____	$_____	_____
G. Parks and other:	_____	$_____	_____
Dollar loss estimate for special district(s):		$_____	

STATE FACILITIES COSTS & LOSS   #   **$$s**   **COMMENTS**

A. Debris clearance: _____ $_____   _____

B. Protective measures: _____ $_____   _____

C. Transportation system damage:
     Federal Aid System (FAS)   _____ $_____   _____
     non-Federal Aid System   _____ $_____   _____

D. Water control facilities: _____ $_____   _____

E. Public buildings / equipment:
     insured   _____ $_____   _____
     uninsured   _____ $_____   _____

F. Public utility systems: _____ $_____   _____

G. Parks and other: _____ $_____   _____

     Dollar loss estimate for state facilities: $_____

COUNTY COSTS & LOSS   **#**   **$$s**   **COMMENTS**

A. Debris clearance: _____ $_____   _____

B. Protective measures: _____ $_____   _____

C. Transportation system damage:
     Federal Aid System (FAS)   _____ $_____   _____
     non-Federal Aid System   _____ $_____   _____

D. Water control facilities: _____ $_____   _____

E. Public buildings / equipment:
     insured   _____ $_____   _____
     uninsured   _____ $_____   _____

F. Public utility systems: _____ $_____   _____

G. Parks and other: _____ $_____   _____

     Dollar loss estimate for county facilities: $_____

TOTALS - ALL GOVERNMENTS   # $$s   COMMENTS

A. Debris clearance: _____ $_____   _____

B. Protective measures: _____ $_____   _____

C. Transportation system damage:
        Federal Aid System (FAS)   _____ $_____   _____
        non-Federal Aid System   _____ $_____   _____

D. Water control facilities: _____ $_____   _____

E. Public buildings / equipment:
        insured   _____ $_____   _____
        uninsured   _____ $_____   _____

F. Public utility systems: _____ $_____   _____

G. Parks and other: _____ $_____   _____

Grand total estimate for all
infrastructure in the jurisdiction: $_____

....
....

Estimated Total Dollar Cost to the Jurisdiction: $_____
(Grand total of housing, business, private non-
profit, agriculture, and infrastructure)

TRANSMIT TO: OSP - Office of Emergency Management
                    P.O. Box 14370
                    Salem, OR 97309-5062

                    FACSIMILE (fax):   503-588-1378 (24 hours)
                    TELEPHONE: 503-378-6377 (24 hours)
                                         1-800-452-0311

                    AMATEUR RADIO: 145.65 MHz (packet)
                    (call sign KC7KFI)   3.993.5 & 7.228 MHz (HF)

                    [Please notify OEM via telephone or radio prior to sending this form.]

INSTRUCTIONS FOR THE INITIAL DAMAGE ASSESSMENT REPORT FORM

HOUSING

Minor damage refers to homes that are habitable with minor repair or clean-up. Major damage indicates those homes which are not habitable without costly or delayed repair. Include rental units but note as such under "comments."

The Emergency Program Manager may wish to solicit information about losses through appropriate press releases.

Where it is *known* that damages will be covered by insurance, do not include this amount under dollar loss estimate, and note the number of homes with insurance in place for the loss under the "comments" column. Do include any know uninsured personal property losses in the dollar loss estimate. Do *not* expend *great* effort in attempting to establish insurance coverage during the Initial Damage Assessment; these details can be collected later, if needed.

Keep a list of affected homeowners and how they can be reached.

BUSINESS

Business damage assessment will usually require some type of field survey or contact with affected businesses. Assistance may be obtained through local groups such as the Greater Hillsboro Area Chamber of Commerce.

Determine the number of businesses with minor and major damage, and the number destroyed. Minor damage refers to businesses that will be able to operate with minor repair or clean-up. Major damage indicates businesses which cannot be operated without costly or delayed repair. Make dollar loss estimates. Include loss of inventory and clean-up costs.

Determine the number of businesses which are unable to operate because of the emergency conditions whether actually damaged or not. If known, loss of business and increased operating expenses should be included under this category. Make appropriate clarifying comments.

Where it is *known* that damages and losses will be covered by insurance, do not include this amount under dollar loss estimate, and note the number of businesses with insurance in place of the loss under the "comments' column. Do *not* expend *great* effort in attempting to establish insurance coverage during the Initial Damage Assessment; these details can be collected later, if needed.

Keep a list of affected businesses and how they can be reached.

AGRICULTURE

Assessment assistance can usually be obtained through county extension agents, soil and water conservation districts, and representatives of the Natural Resources Conservation Service (NRCS), Farm Service Agency (FSA), and the USDA County Emergency Board (CEB).

Estimate the number of farm homes damaged and the cost to repair or replace those homes. In the comments column, not an estimate of the total number of farms affected in the jurisdiction.

Estimate the acres and dollars associated with crop loss; include with this figure the costs for replanting (if appropriate), reduced production due to the emergency, and the removal of debris from farm land. In the comments column next to crop loss, not the types of crops on those acres.

Where it is *known* that damages will be covered by insurance, do not include this amount under dollar loss estimate. Do *not* expend *great* effort in attempting to establish insurance coverage during the Initial Damage Assessment; these details can be collected later, if needed.

Keep a list of affected farmers and how they can be reached.

LOCAL GOVERNMENT

Note the number of sites and cost associated with the jurisdictions efforts at debris clearance, and with measures taken to protect lives and property.

Note the sites and dollar estimates associated with road and bridge damage. Separate this information into those sites on the Federal Aid System (FAS) and those off the Federal Aid System (non-FAS).

Note the number of sites and estimated dollar costs associated with damage to water control facilities, public buildings and equipment, public utility systems, parks, etc.

Do not include damage to state or federal facilities under "Local Gov. Costs & Loss."

ESTIMATED TOTAL DOLLAR LOSS

Add the estimated total dollar loss (and cost) figures from housing, business, agriculture, and local government. Put the sum to the right of "Estimated Total Dollar Cost to the Jurisdiction."

TRANSMITTAL

This information should be reported to Washington County Emergency Management (Washington County EOC, if activated) in the format shown via fax, amateur radio packet, or other rapid means before mailing or delivering an original copy.

Maintain a copy of the report for city files.

UPDATES

Updates should be provided to Washington County Emergency Management (Washington County Emergency Operations Center, if activated) as they become available. Updates should show *cumulative* figures.

APPENDIX C to Section 5-E
Windshield Assessment Survey – Side A
(To be completed by Damage Assessment Teams)

HILLSBORO
Community Emergency
RESPONSE TEAM
RESPONSE TEAM

Team #: _____ **Team Leader:** _____

Date: _____ **Time:** _____ ☐ a.m. ☐ p.m.

Contact Information: Telephone # _____ **Radio Frequency:** _____

Boundaries of Area Surveyed:
Neighborhood Name (if any):
North:
South:
East:
West:

Description of Disaster Damage:

Characteristics of Area Surveyed (business, residential, special populations, etc.)**:**

Current Conditions (utility status, water levels, weather conditions, etc.)**:**

Access to Area and Roads Conditions (open, closed, partially blocked, etc.)**:**

Current Response Actions (medical care, sheltering, search and rescue, sandbagging, debris removal, etc.)**:**

Identified Resource Needs (medical care, sheltering, search and rescue, sandbagging, debris removal, etc.)**:**

*SUMMARY OF STRUCTURAL DAMAGE

Type of Occupancy	Destroyed	Major	Minor	TOTALS
Single Family Dwellings				
Mobile Homes				
Apartments				
Businesses				
TOTALS				

Other Comments:

City Of Hillsboro

* Based upon the American Red Cross Windshield Survey Tally Sheet. Tally example: ЈШ = 5. (Four "tick" marks then one diagonal slash is the format used to tally the count in each category of building.)

HILLSBORO
Community Emergency
RESPONSE TEAM

SECTION 5-F
EMERGENCY OPERATIONS CENTER ACTIVATION

Functional Summary

1. **Description**
   1.1. Provide city officials with information relevant to the emergency
   1.2. Provide coordination and control of emergency operations and resources
   1.3. Prioritize response actions and allocate response resources accordingly
   1.4. Manage the logistics and planning processes during extended operations
   1.5. Manage public information and "rumor control"

2. **Authority**
   2.1. Oregon Revised Statute 401
   2.2. Hillsboro Municipal Code Chapter 2.46

3. **Assessment**
   3.1. <u>Level I Activation</u>
      3.1.1. Incident that can be handled within the normal organization and standard procedures of the responding department(s).
      3.1.2. Response is organized at the discretion of the Incident Commander.
      3.1.3. The EOC is *not* usually activated.
      3.1.4. A state of emergency is not usually declared.
   3.2. <u>Level II Activation</u>
      3.2.1. Incident has special or unusual characteristics requiring response by more than one city department or by one department, with assistance from other mutual aid agreement responders, and/or
      3.2.2. Incident requires the use of specialized resources, or is beyond the scope of immediately available resources, and may require at least partial implementation of this Emergency Management Plan.
      3.2.3. Response will be organized at the discretion of the Incident Commander; there may be need for Safety Officer, Information Officer, Logistics Section Chief, or Planning Section Chief support.
      3.2.4. The EOC *may* be activated.
      3.2.5. A state of emergency us not usually declared.
   3.3. <u>Level III Activation</u>
      3.3.1. Incident requires the coordinated response of several levels of government (i.e., city, county, state, federal) to save lives and protect the property of a large portion of the population, and/or
      3.3.2. Incident may require relocation, sheltering, or other actions to protect the affected population.
      3.3.3. Activation of the Emergency Management Plan is automatic.
      3.3.4. The EOC *is* activated.
      3.3.5. A state of emergency is usually declared.

3.4. <u>Assess availability and suitability of EOC facilities</u>
    3.4.1. Primary: Main Fire Station
    3.4.2. Alternate: Ronler Acres Fire Station
    3.4.3. If neither is available and/or suitable – any other facility deemed suitable!
3.5. <u>Assess availability of EOC communications</u>
    3.5.1. See Attachment C to this section for a list of communications needs
    3.5.2. Assess need for activating Washington County Amateur Radio Emergency
        Service (ARES) in support of emergency communications

4. Implementation

4.1. <u>Notify the members of the Emergency Management Group of EOC status</u>
    4.1.1. See Section 1-B, Emergency Management Authority, Paragraph III.A
4.2. <u>Determine who will act as Incident Command</u>
    4.2.1. The City Manager has the option to serve as Incident Command; otherwise,
    4.2.2. Lead agency for the specific hazard acts as Incident Command (See Attachment
        A for a listing of lead agencies by hazard)

Incident Command System (ICS) Position Summary

Incident Commander
- ☐ Notify on-scene Incident Commander when EOC is activated
- ☐ Make immediate EOC position assignments with available staff
- ☐ Set strategic goals and objectives for response
- ☐ Prioritize response operations and allocate response resources accordingly

Public Information Officer
- ☐ Notify city staff and Washington County Emergency Management (or Washington County EOC, if activated) of city's EOC activation
- ☐ Forecast media interest and prepare appropriate media staging area
- ☐ Prepare press releases, as appropriate

Safety Officer
- ☐ Forecast the types of operations that will be required and what the safety concerns will be
- ☐ Ensure everyone receives a timely safety briefing, appropriate to their response actions
- ☐ Forecast any additional personal protective equipment or other safety needs, and inform logistics
- ☐ Appoint Assistant Safety Officers, as needed, to ensure on-scene safety

Operations Section Chief
- ☐ Set tactical objectives for response, based upon Incident Commander's priorities
- ☐ Allocate response resources, based upon Incident Commander's priorities
- ☐ Check in with any Department Operations Centers that are activated (Building, Fire, Police, Public Works, Water Departments may establish DOCs)
- ☐ Check in with any field units that report directly to EOC Operations Section

Planning Section Chief
- ☐ Check in with on-scene Incident Commander to transfer relevant situation and resource status information to the EOC
- ☐ Determine EOC staffing pattern and pass on to Logistics to fill positions from available city staff (see organizational chart at Attachment B to this section)
- ☐ Schedule Tactics and Planning meetings, and notify EOC staff
- ☐ Post situation and resource status information for EOC staff viewing
- ☐ Ensure all EOC workers keep unit logs (ICS Form 214) for response documentation
- ☐ Ensure all DOCs have timely, complete, and accurate situation status information

Logistics Section Chief
- ☐ Determine location of EOC
- ☐ Set up EOC operations (See EOC Setup Checklist for instructions)
- ☐ Provide communications for EOC, DOCs, and field units, as needed to support operations
- ☐ Update ICS Form 205, Communications Plan, to reflect available communications
- ☐ Staff EOC positions from available city staff, according to EOC staffing pattern

Finance Section Chief

☐ Determine means for tracking disaster response-related expenses, for potential cost recovery

Attachment A

Lead Agency for each Hazard

Hazard	Lead Agency	Plan Section #
Civil Disturbance	Police	5-A
Drought/Water Shortage	Water Department	
Earthquake	Fire	5-B
Fire	Fire	5-C
Flood	Public Works	5-D
Hazardous Materials Release	Fire	5-E
Severe Winter Storm	Public Works	5-F
Terrorism	Police	
Transportation Accidents	Public Works	5-G
Utility Failures	Public Works	5-H
Volcanic Eruptions	Public Works	5-I
Wildland/Urban Fire Interface	Fire	
Windstorm	Public Works	5-J

EOC Organizational Structure

Emergency Operations Center
Incident Command System (ICS) Structure
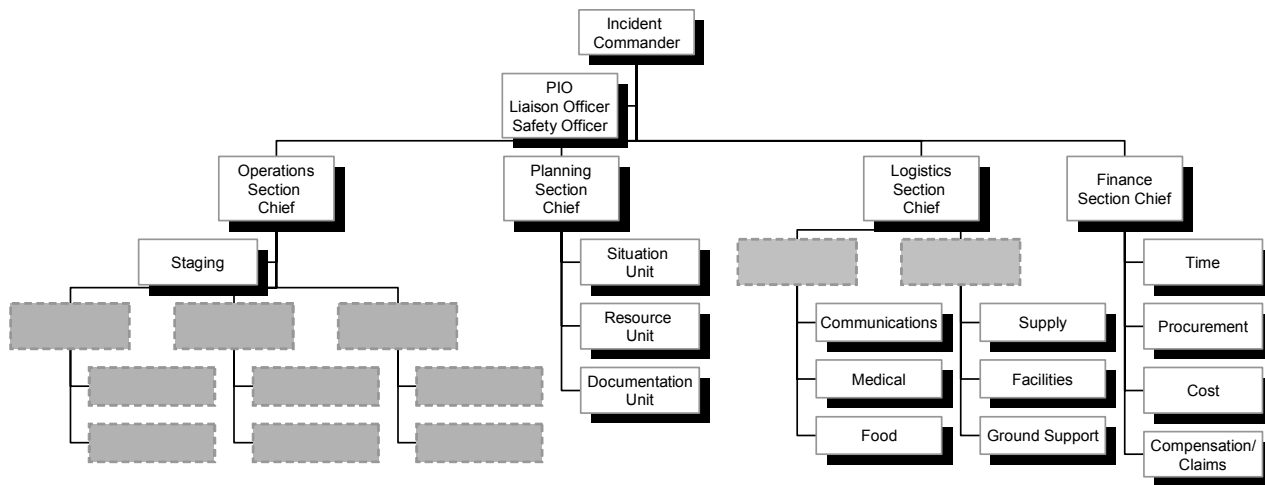
Notes: 1. Boxes containing titles are pre-designated ICS team positions.
2. Shaded boxes are filled as needed with personnel appropriate to the indicent.

☐ 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. (See Section 1-B, Emergency Management Authority, Paragraph III.A)

☐ Upon activation of the EOC, the lead agency for the specific hazard shall assume incident command. (See Attachment A to this section for a listing of the lead agency for each hazard.)

☐ 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.

Attachment C

EOC Equipment

The following communications equipment is needed by the Emergency Operations Center, Department Operations Center, and field staff in their response to an incident. This equipment is currently available in the Main Fire Station EOC facility, unless otherwise specified.

1. **Communications Modes**

   ☐ Telephone service through the city telephone switch
   ☐ Direct telephone lines (Verizon)
   ☐ Cellular telephones
   ☐ 800 MHz radio system
   ☐ Amateur radio (VHF/UHF voice, digital text, digital photos)
   ☐ Citizens Band Radio
   ☐ VHF for Fire (backup), Public Works, Washington County LUT Dispatch, Search and Rescue, and Forest Service
   ☐ Internet connectivity through the city telephone switch
   ☐ Fax capability through the city telephone switch or the Verizon telephone lines
   ☐ Intranet and internet e-mail capability through the city automation network
   ☐ Family Radio Service (FRS) (intra-EOC communications)

2. **Communications Support Equipment**
   ☐ Computers (also @ IS Department)
   ☐ Laptops (also @ IS Department and city-issued to some staff)
   ☐ Computer projector (also @ IS Department)
   ☐ Cellular telephones (also @ IS Department and city-issued to some staff)
   ☐ Overhead projector
   ☐ Fax machines
   ☐ Amateur Radio equipment (also portable from individual amateur radio operators)
   ☐ Citizens Band Radio
   ☐ VHF base station (also @ Public Works Department)
   ☐ 800 MHz base station (also @ Police and Public Works Departments, and in some city staff vehicles)
   ☐ 800 MHz portable radios (also @ IS Department and city-issued to some Fire and Police staff)
   ☐ Mobile Data Terminals (also in Fire and Police vehicles)
   ☐ 800 MHz radio exterior antennas
   ☐ Family Radio Service (FRS) radios
   ☐ Copy machines (also @ IS and various other city departments)
   ☐ Plotter (also @ IS and various other city departments)

Section 5-G
Incident Action Planning Process

The Incident Command System emphasizes orderly and systematic planning. The central tool for planning during a response to a major emergency is the Incident Action Plan. The Incident Action Plan is prepared by the Planning Section, with input from the appropriate Sections of the Incident Command System structure. It should be written at the outset, and revised continually throughout the response.

Incidents vary in type, complexity, size, and requirements for detailed and/or written plans. In an initial response for an incident that is readily controlled, a written plan may not be necessary. Larger, more complex incidents will require an Incident Action Plan to coordinate activities. The level of detail required in an Incident Action Plan will also vary according to size and complexity of the response. The Incident Commander may direct that a written Incident Action Plan be developed for any incident.

The plan must be accurate and completely transmit the information gathered during the planning process. The plan must be prepared and distributed prior to the Operations Shift Briefing. A plan should be prepared for each operational period. A planning process has been developed as part of the Incident Command System to facilitate the development of an Incident Action Plan in an orderly and systematic manner. The following explains the planning process required to develop an Incident Action Plan. Following the planning steps will allow for the development of an Incident Action Plan in a minimum amount of time.

> It is important to remember that the incident management process always occurs on two tracks:
> ○ those actions needed to manage the current operations period, and
> ○ the planning tasks required to prepare for the next operational period.

General Responsibilities

Incident Command

☐ Provide general incident objectives and strategy.

☐ Provide direction or overall management and strategy.

☐ Ensure Incident safety

☐ Approve the completed Incident Action Plan by signature.

Planning Section Chief

☐ Conduct the Planning Meeting.

☐ Coordinate preparation of the Incident Action Plan.

Operations Section Chief

☐   Determine tactics to achieve Command objectives

☐   Determine resource requirements

☐   Determine Division boundaries.

☐   Determine Division/Group work assignments.

☐   Conduct Operations Shift Briefing

Logistics Section Chief

☐   Establish/confirm the procedure for off-incident resource ordering.

☐   Ensure that resource ordering procedures are communicated to appropriate agency dispatch centers.

☐   Ensure that the Logistics Section can support the Incident Action Plan.

☐   Complete assigned portions of the written Incident Action Plan.

Finance Section Chief

☐   Provide cost assessment of incident objectives.

☐   Ensure that the Incident Action Plan is within the fiscal limits established by the Incident Commander.

THE PLANNING CYCLE

The Incident Action Planning cycle involves four major phases:

Phase 1:   **Set Incident Objectives**

This is done by the Incident Commander. The incident objectives are not limited to a single operational period, but will consider the total incident situation.

The Incident Commander establishes the general strategy to be used, and states major policy, legal, or fiscal constraints in accomplishing the objectives and appropriate contingency considerations.

Setting or re-affirming goals and objectives at the beginning of each operational period is a top duty priority of the Incident Commander, and should observe the following guidelines:

> A. Goals and objectives must be clearly stated and measurable, so the Incident Management Team can determine how much was accomplished during the current operations period.
> B. Goals and objectives must be attainable, given the resources available during the operational period.
> C. Goals and objectives must be broad and flexible enough for the Operations Section Chief to achieve them in the best tactical way possible.

Before finalizing the goals and objectives, a draft should be discussed with the Operations Section Chief. The Operations Section Chief should understand the objectives, and confirm that they are achievable and realistic.

After discussion, the draft objectives are documented on the Incident Objectives Form (ICS 202), and delivered to the Command and General Staff, so that they will know what the strategy for the next operational period will be, and can prepare for the Planning Meeting.

Phase 2:   Preparation for Planning Meeting (Command Meeting)

If the incident is being managed under a unified command, the Incident Commanders should meet prior to the Tactics Meeting to agree on a unified incident strategy and general objectives. The Command Meeting is usually attended only by the Incident Commanders, and the following topics should be discussed as appropriate:
- ☐   Jurisdiction or agency priorities
- ☐   Jurisdiction or agency limitations, concerns, restrictions
- ☐   Develop a collective set of incident objectives
- ☐   Establish and agree on acceptable priorities
- ☐   Adopt an overall strategy or strategies to achieve objectives
- ☐   Agree on basic organizational structure.
- ☐   Designate the best qualified and acceptable Operations Section Chief.
- ☐   Agree on General Staff personnel designations and planning, logistical, and financial arrangements and procedures.
- ☐   Agree on the resource ordering process to be followed.
- ☐   Agree on cost-sharing procedures.
- ☐   Agree on informational matters.
- ☐   Designate one IC to act as the Unified Command spokesperson.

Preparation for Planning Meeting (Tactics Meeting)

The Tactics Meeting allows Command, Operations, and Planning an opportunity to fit tactics to objectives prior to the Planning Meeting. While strategy and tactics are sometimes revised as part of the Planning Meeting process, completing some of this work at the Tactics Meeting will facilitate an efficient Planning Meeting. If safety of tactical operations is of concern, it is wise to include the Safety Officer in the tactics meeting.

The Tactics Meeting is facilitated by the Planning Section Chief.

The Incident Commander and the Operations Section Chief discuss and agree upon strategy, and the Operations Section Chief details tactical assignments to ensure that those strategic goals will be met, including identification of the Operations organizational assignments to the

Division/Group Level. The Operations Section Chief defines geographic boundaries for Divisions and Branches; these boundaries will be plotted on the incident map for the Planning Meeting. Command and Operations also determine the Operational Period for which the plan will be developed.

The Safety Officer may assist in developing safe tactical approaches to the incident.

The Planning Section Chief provides alternatives and contingency plans and describes their feasibility. Command and Operations select appropriate contingency plans.

The results of this discussion are documented on the Operational Planning Worksheet (ICS 215) by the Planning Section.

Phase 3:   Planning Meeting

Prior to the Meeting:

☐   Planning should notify participants of time and place of meeting. Only key personnel should attend the Planning Meeting in order to facilitate an orderly and brief exchange of information.

☐   Planning should ensure that planning maps, forms, resource and situation status displays are available and up-to-date.

At the Meeting:

☐   The Planning Section Chief is responsible for conducting the planning meeting and ensuring that the flow of information is brief, complete, and to the point. Most of the groundwork for the plan should have been done by all parties prior to the meeting.

☐   The Meeting should proceed following the Planning Process Checklist below:

Planning Process Checklist	
Task	**Primary Responsibility**
1. Briefing on situation and resource status	Planning
2. Set strategic goals	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/medical/ traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information

13. Finalize/approve/implement plan	Incident Command/All

1. Briefing on Situation and Resource Status

The Planning Section Chief and/or the Resource and Situation Unit Leaders should provide a briefing on the situation as it currently exists. Information for this briefing may come from any or all of the following sources:
○ Initial Response IC
○ Incident Briefing Form (ICS 201)
○ EOC Staff Briefing Form
○ Field Observations
○ Operations Section
○ Resource and Situation Reports

and should include:
○ Status of current tactical assignments
○ Resource condition
○ Resource shortages
○ Major problems
○ Projections which may impact the next operational period (weather changes, etc.)

2. Set Strategic Goals

The Incident Commander should confirm or modify the strategic goals circulated in draft.

3. Plot Control Lines and Division Boundaries

The Operations Section Chief will discuss the physical parameters of the incident, including traffic control points, "hot" and "cold" zones, evacuation areas, etc. Where appropriate, these will correspond to Division Assignments and posted to the Operational Planning Worksheet. Boundaries will also be plotted on the incident map.

4. Specify Tactics for each Division/Group

Using the Operational Planning Worksheet, the Operations Section Chief will discuss the tactical assignment for each Division and Group. This should include specific, achievable tactical objectives and alternative or contingency plans. Divisions should be clearly tied to geographic reference points.

5. Specify Resources Needed by Division or Group

The Operations Section Chief, in cooperation with the Planning Section Chief, specifies the resources needed for each Division and Group to achieve its tactical assignment. Planning will confirm whether or not the resource is assigned to the incident and available for the next shift.

6. Specify Facilities and Reporting Locations

Key facilities, staging areas and important geographic locations such as drop-off points, "safe" zones, congregation points, etc. are identified and placed on the map.

7. **Develop Resource and Personnel Order**

   The difference between the resources needed and available in step 5 becomes the resource and personnel order for the next operational period. The Logistics Section Chief compiles these orders, and facilitates the procurement process with the Supply Unit.

8. **Consider Communications, Medical, and Traffic Plan Requirements.**

   The Incident Management Team should assess the adequacy of communications, medical, and transportation/traffic support. If these are deemed to be inadequate, additional resource orders should be placed to ensure that the Incident Action Plan can be supported when implemented.

9. **Consider Safety Issues**

   The Safety Officer will discuss any accidents or injuries, and recommended actions to avoid future mishaps (the Safety Officer may also be involved in step 4-assisting in identifying the safest tactical alternatives). The Safety Officer will develop a written Safety Message which will become part of the written Incident Action Plan.

10. **Provide Financial Update**

    The Finance Section Chief will provide a "cost to date" estimate for the incident, along with any special cost benefit analyses that have been requested. In addition, the Finance Section Chief may report on Compensation and Claims issues such as the status of pending action against the organization, or follow up actions on injuries.

11. **Consider Interagency Liaison Issues**

    The Liaison Officer will discuss issues related to cooperating and assisting agencies, including concerns of their management, restrictions on use, etc. This may include requests for release, management issues, etc., which may impact how external resources are used in the upcoming shift. The Liaison Officer may also have information about additional resources available through outside agencies.

12. **Information Issues**

    The Public Information Officer will provide an overview of press coverage to date. In addition, Information staff may have information on the general perception of the media and the public toward the organization which may impact incident strategy and tactics. They may also need to coordinate interviews, visits to the field or the EC, or press conferences.

13. **Finalize, Approve, and Implement Action Plan.**

Information shared in the Planning Meeting is documented on the ICS Incident Action Planning forms (ICS 202-206). The Planning Section procures the IC's signature of approval, and the Plan is duplicated for hand-off to the Incident Management Team for implementation.
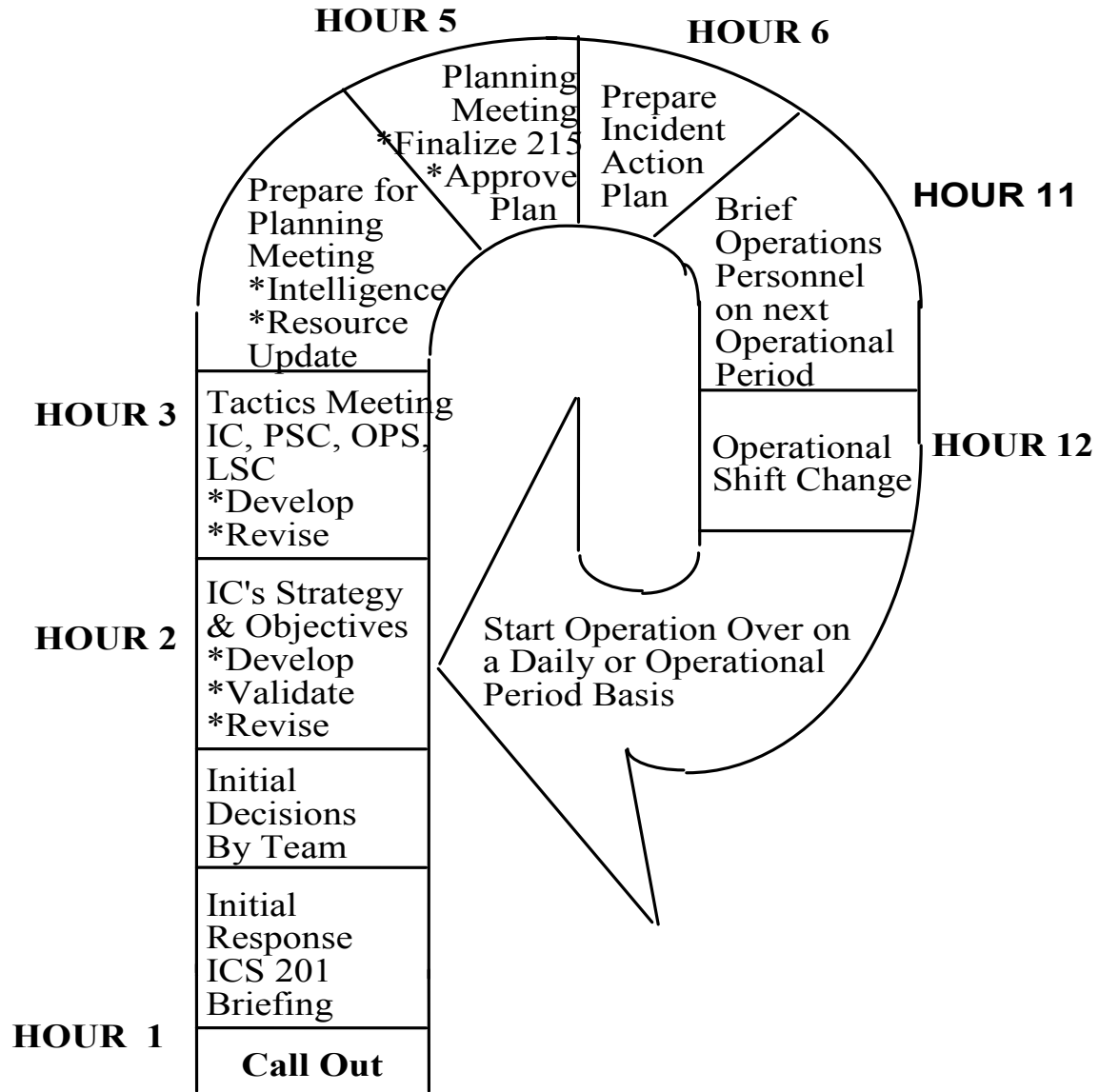
Phase 4:   **Operations Shift Briefing**

The Operations Shift Briefing is the meeting at which the Supervisors of the Operations Section are briefed on their tactical assignments for the operational period. Facilitated by the Operations Section Chief, the Briefing is attended by the Incident Commander, the Planning and Logistics Section Chiefs, the Safety Officer, and other members of the Command and General Staff as needed. The briefing may be conducted according to the following format:

Operations Shift Briefing Agenda

I.   **Situation Update**

II.   **Review of Plan**
This may include last minute "pencil" changes to the Plan, and will include a discussion of each Division/Group Assignment Sheet, including potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.

III.   **Discussion of logistical support details**
Transportation, communication, medical, food

IV.   **Review of Safety Message**

EMERGENCY CENTER DAILY FLOW OF EVENTS

The graphic below shows the general flow of events and timing for the planning cycle. Times are approximate. (This graphic is sometimes referred to as the "candy cane" chart.)

HOUR 5

HOUR 6

Planning Meeting
*Finalize 215
*Approve Plan

Prepare Incident Action Plan

Prepare for Planning Meeting
*Intelligence
*Resource Update

Brief Operations Personnel on next Operational Period

HOUR 11

HOUR 3

Tactics Meeting IC, PSC, OPS, LSC
*Develop
*Revise

Operational Shift Change

HOUR 12

HOUR 2

IC's Strategy & Objectives
*Develop
*Validate
*Revise

Start Operation Over on a Daily or Operational Period Basis

Initial Decisions By Team

Initial Response ICS 201 Briefing

HOUR 1

Call Out

V. Contingency Planning

The Planning Section will document contingency plans using the ICS 204-Contingency Plan form. The form will be copied in a different color than the rest of the Incident Action Plan, so that it is clear that the contingency plan is not in current use, but so it is readily available to Operations resources in the event it must be implemented.

SECTION 5-H
INCIDENT COMMUNICATIONS

Functional Summary

1   **Description**
      1-1   Ensure adequate communications resources
      1-2   Develop an incident communications plan
2   **Authority**
      2-1   Oregon Revised Statute 401.305
      2-2   Hillsboro Municipal Code Chapter 2.46.060 through 2.46.090
3   **Assessment**
      3-1   Determine adequacy of existing communications resources (Incident Command, Planning, Logistics)
            3-1.1   Define communications needs
            3-1.2   Verify communications resources
            3-1.3   Identify shortfalls
      3-2   Assess need to staff dispatch function for incidents not dispatched by WCCCA (Incident Command, Planning)
      3-3   Assess need to staff information line to receive phone calls from residents (Incident Command, Planning)
      3-4   Assess need to provide a recorded message line for employees to call (Incident Command, Planning)
4   **Implementation**
      4-1   Identify potential sources for additional communications resources, if needed (Logistics)
      4-2   Develop communications plan, including, as appropriate: (Logistics)
            4-2.1   800 MHz radios (Police, Fire, and City templates)
            4-2.2   800 MHz MDTs (Police and Fire templates)
            4-2.3   VHF radios (Fire, Public Works, Water Departments)
            4-2.4   Amateur Radio
            4-2.5   Pagers
            4-2.6   Telephones/faxes
            4-2.7   Electronic mail
            4-2.8   City Switchboard
            4-2.9   Message Center/Call Center
      4-3   Provide distribution of written communications, including General Message Form, Communications Plan, Incident Action Plan (Logistics)
            4-3.1   See Attachment A, ICS Form 205 Communications Plan
            4-3.2   See Attachment B, ICS Form 213 General Message Form
      4-4   Allocate available communications resources (Incident Command, Logistics)
5   **Demobilization**
      5-1   Prepare communications demobilization plan, if required (Planning)
      5-2   Account for all communications resources (Planning, Logistics)
      5-3   Release resources (Incident Command, Planning)
6   **Related Documents**

Incident Command System (ICS) Position Summary

Incident Commander
- Verify incident communications needs
- Verify whether WCCCA will continue to provide dispatch services for all priorities
- Direct the allocation of communications resources
- Direct the demobilization of communications resources, when no longer needed

Public Information Officer
- Determine whether existing communications are adequate to:
  - Initiate and maintain contact with the media
  - Provide "rumor control" to prevent misinformation from spreading
  - Coordinate with surrounding jurisdictions, as appropriate, to ensure consistency
  - Communicate with Command and General Staff
- Request additional communications resources, if necessary

Operations Section Chief
- Determine whether existing communications are adequate to:
  - Supervise assigned resources
  - Maintain accountability for resources
  - Communicate with Command and General Staff
- Request additional communications resources, if necessary

Planning Section Chief
- Determine whether existing communications are adequate to:
  - Supervise assigned resources
  - Track incident resource/situation status
  - Prepare and distribute Incident Action Plan, if required
  - Communicate with Command and General Staff
- Plan for demobilization of resources, if required
- Request additional communications resources, if necessary

Logistics Section Chief
- Determine whether existing communications are adequate to:
  - Supervise assigned resources
  - Operate a dispatch function, if necessary
  - Support Message Center communications
  - Communicate with vendors/suppliers
  - Communicate with Command and General Staff
- Develop communications plan
- Release communications resources, as directed by Incident Command
- Respond to additional communications equipment requests from Command and General Staff

SECTION 5-I
PROTECTIVE ACTION STRATEGIES

Functional Summary

1   Description
  1-1   Determine protective actions necessary to protect life, environment, property:
      1-1.1   Evacuation
      1-1.2   Shelter In-Place
      1-1.3   Mitigation measures
      1-1.4   Note: Severe weather announcements are the responsibility of the
               National Weather Service
  1-2   Implement protective actions

2   Authority
  2-1   Oregon Revised Statute 401.305
  2-2   Hillsboro Municipal Code, Chapter 2.46, Emergency Management
  2-3   Hillsboro Municipal Code, Chapter 9.12, Offenses Against Public Safety
  2-4   Hillsboro Municipal Code, Chapter 15.08, Fire Code

3   Assessment
  3-1   Verify that the hazard or threat is credible (Incident Command)
  3-2   Determine affected area (Planning)
      3-2.1   Account for potential changes in weather, if appropriate
  3-3   Determine effective protective actions and/or mitigation measures. (Planning)
      3-3.1   Weigh the risks of leaving the population unprotected against the risks of
               evacuating the affected area or sheltering in-place
      3-3.2   Determine whether there is sufficient time to evacuate residents from the
               affected area without causing additional harm from exposure to the hazard
          3-3.2.1 Consider time to alert & warn residents of need to evacuate, time
                   for residents to prepare to evacuate, and time for residents to leave
                   the hazard area
          3-3.2.2 Consider transportation for residents with special needs, limited
                   mobility, or reliant upon public transportation
          3-3.2.3 Determine the location to which you will send evacuees
              3-3.2.3.1   Determine need for temporary reception areas to
                           receive evacuees (for durations of several hours, or may
                           be needed until American Red Cross sets up shelters)
              3-3.2.3.2   Determine need for American Red Cross to set up
                           shelters and feed evacuees
          3-3.2.4 Determine whether there are evacuation routes with sufficient
                   capacity for anticipated traffic, without traversing the hazard area,
                   and providing access to shelter locations
      3-3.3   Determine whether sheltering in-place would provide sufficient protection
          3-3.3.1 Evacuation may not be possible without traversing the hazard area

3-3.3.2 Analysis may reveal a relatively short duration and dispersion of the toxic plume

    3-3.4   Determine whether additional mitigation measures are needed

          3-3.4.1

3-4   Determine which roads need to be closed to prevent entry into the affected area

3-5   Determine need to activate the Emergency Alert System. (Incident Command)

    3-5.1   See Attachment 6-C for Emergency Alert System activation criteria

4 Implementation

4-1   Notify the City Manager, Fire Chief, Police Chief, and Public Works Director, as appropriate, of actions to be taken. (Incident Command)

4-2   Complete an emergency declaration, if required or time permitting (Planning)

    4-2.1   See Section 3-B, Emergency Declaration Process

4-3   Distribute oral/written action plan to responders that includes, as appropriate, references to Police and Fire Standard Operating Procedures for evacuation and: (Planning)

    4-3.1   Map of area of interest, if available

    4-3.2   Division/Group areas of responsibility and assignments

    4-3.3   Evacuation routes

    4-3.4   Temporary reception areas or shelter Locations

    4-3.5   Status tracking procedures

    4-3.6   Flyers/instructions for distribution to public

    4-3.7   Release forms (for those refusing to follow recommendations)

    4-3.8   Communications plan

    4-3.9   Safety message for responders

4-4   Conduct the evacuation of residents, if appropriate (Operations)

    4-4.1   Removal of residents from an area impacted by a hazard is conducted as a rescue, in accordance with Police and Fire Standard Operating Procedures

    4-4.2   Use all available resources to conduct the evacuation (Logistics)

          4-4.2.1 Integrate the alert & warning function, to avoid duplication of efforts

               4-4.2.1.1   See Section 3-C, Alert & Warning

          4-4.2.2 City staff from all departments shall assist, if needed

    4-4.3   The City of Hillsboro has the legal authority to enforce the evacuation of public facilities and places of business for unsafe conditions or other emergencies

          4-4.3.1 See Hillsboro Municipal Code, Chapter 15.08, Section 15.08.010.

    4-4.4   Residents may be forced to evacuate their homes against their will **IF AND ONLY IF** an emergency is declared and the area to be evacuated is designated an "emergency area" under Hillsboro Municipal Code, Chapter 2.46, Sections 2.46.060 – 2.46.070

          4-4.4.1 This would be a drastic measure and must be approved by the Policy Group

          4-4.4.2 See Section 3-B, Emergency Declaration Process

    4-4.5   Persons interfering with the evacuation procedure may be arrested

          4-4.5.1 See Hillsboro Municipal Code Chapter 9.12, Section 9.12.040

4-4.6   Residents, once evacuated either voluntarily or involuntarily, may be prohibited from returning to their property until the Incident Commander declares it safe to do so by giving the "all clear" signal

4-4.6.1 See Hillsboro Municipal Code, Chapter 2.46, Section 2.46.070

4-5   Instruct the public to shelter in-place, if appropriate

4-5.1

4-6   Conduct sampling of hazard area, for purpose of allowing re-entry (Operations)

4-6.1   May require outside resources, such as the Regional HazMat Team

4-7   Declare the affected area safe for re-entry, when deemed so (Incident Command)

4-7.1   Valid for both evacuation and shelter in-place protective actions

4-8   Maintain unit logs (All Positions)

5   Demobilization

5-1   Deactivate Emergency Alert System, if activated (Incident Command, Public Information Officer)

5-1.1   See Attachment 6-C, Emergency Alert System Activation Procedures

5-2   Prepare demobilization plan, if needed (Planning)

5-3   Release resources (Incident Command, Planning)

6   Related Documents

6-1   Washington County Emergency Alert System Activation Plan

7   Attachments

7-1   Evacuation Supplies and Checklist

7-2   Sample Evacuation Order

7-3   Shelter In-Place Supplies and Checklist

7-4   Sample Shelter In-Place Order

Incident Command System (ICS) Position Summary

Incident Commander
- Direct protective actions to be implemented
- Ensure appropriate notifications to City Manager, Fire Chief, Police Chief, and Public Works Director
- Direct the allocation of resources
- Give "all clear" signal for re-entry, when determined to be safe
- Maintain unit log

Public Information Officer
- Write protective action messages
- Assist with Emergency Alert System activation, if appropriate
- Initiate and maintain contact with media
- Provide "rumor control" to prevent misinformation from spreading
- Maintain unit log

Operations Section Chief
- Implement protective action functions
- Use alert & warning function, as needed, to assist in implementing protective actions
- Assign and supervise resources
- Maintain accountability for resources
- Maintain unit log

Planning Section Chief
- Compare risk of evacuation with risk of sheltering in-place
- Recommend best protective action strategies
- Recommend best mitigation measures
- Recommend activation of Emergency Alert System, if appropriate
- Develop evacuation plan, if needed
- Develop shelter in-place plan, if needed
- Determine personnel and equipment requirements to implement protective actions
    - Coordinate efforts with alert & warning function, to eliminate duplication
- Track status of protective action functions and mitigation measures
- Recommend sampling method to determine when affected area is safe for re-entry
- Plan for demobilization of resources
- Maintain unit log

Logistics Section Chief
- Staff the protective action functions, as directed by Incident Command
- Release resources, as directed by Incident Command
- Develop communications plan to support protective action functions
- Provide any additional communications equipment required
- Maintain unit log

Evacuation Supplies and Checklist

1   Supplies
      1-1   Flagging tape in several colors
            1-1.1   _____ to mark as "no contact made"
            1-1.2   _____ to mark as "contact made"
            1-1.3   _____ to mark as "refused to comply"
            1-1.4   _____ to mark as "needs assistance with transportation"
      1-2   Contact information sheets
            1-2.1 One to track status of contacts, by address
            1-2.2 One for signature by those refusing to comply
      1-3   Clipboards
      1-4   Pens
      1-5   Map, showing neighborhoods to be contacted
      1-6   Written statement to be read to residents
      1-7   Information flyers to be given to residents, with protective action instructions

2   Checklist
      2-1   Determine affected area that must be evacuated
      2-2   Determine approximate number of residents within affected area
            2-2.1 Daytime versus nighttime population
            2-2.2 Schools
            2-2.3 Special needs populations (mobility problems, medical problems, reliant upon public transportation)
      2-3   Determine where to send evacuees
            2-3.1 The city can staff temporary reception areas for a short duration need
            2-3.2 American Red Cross may operate shelters or provide vouchers, if needed, to feed and house evacuees overnight
            2-3.3 Determine what to do for pets (most shelters do not accept pets)
            2-3.4 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
      2-4   Determine evacuation routes, which should:
            2-4.1 Be capable of carrying the required volume of traffic
            2-4.2 Not traverse the hazard area
            2-4.3 Provide access to temporary reception areas and/or shelters
      2-5   Close all roads into the affected area
            2-5.1 Notify road owners of need for closure (or you may have to close the road and ask for forgiveness later!)
            2-5.2 Request support from other city departments with vehicles, if needed (e.g., Public Works, Water, Parks Maintenance, Building)
            2-5.3 Request mutual aid from other jurisdictions, if needed
      2-6   Prepare written statement to be given to residents upon contact, including specifics about:
            2-6.1 What is happening? (Location and magnitude of impending disaster)
            2-6.2 What does it mean to the person being warned?
            2-6.3 What should that person do?
            2-6.4 What are the consequences of not following instructions?

2-7 Activate the Emergency Alert System, if criteria are met
    2-7.1   See Attachment 6-C, Emergency Alert System Activation Procedures
2-8 Consider setting up a public inquiry line, to provide a credible source for residents to confirm what has happened
    2-8.1   See Attachment ___, Call Center Operations

SECTION 5-J
PUBLIC INFORMATION

Functional Summary

1   Description
1-1   Provide timely and accurate information to responders and city management
1-2   Provide timely and accurate information to the media
2   Authority
2-1   Oregon Revised Statute 401.305
2-2   Hillsboro Municipal Code Chapter 2.46.060 through 2.46.090
3   Assessment
3-1   Assess need for Public Information Officer involvement
3-2   Assess need to inform the media
3-3   Assess the need to designate a media area to keep them from getting hurt and/or interfering with emergency response
3-4   Assess other notification needs (City Manager, family members, etc.)
4   Implementation
4-1   Approve press releases (Incident Commander and/or City Manager)
4-2   Conduct press conferences and media interviews (Public Information Officer)
        4-2.1   Prepare media packets, if time allows
        4-2.2   Time press conferences to meet media deadlines, if possible
        4-2.3   Prepare Incident Commander, Mayor, or City Manager for media interviews, if requested
4-3   Provide media or "media pool representative" with access to incident site, if appropriate (Public Information Officer)
        4-3.1   Restrict access, if required to maintain safety or preserve scene integrity
        4-3.2   Protect responders from unwanted contact, if appropriate
4-4   Maintain unit logs (All Positions)
5   Demobilization
5-1   Prepare a demobilization plan, if required (Planning)
5-2   Account for all communications resources (Planning, Logistics)
5-3   Release resources (Incident Command, Planning)
5-4   Work with media for any follow-up news stories
6   Related Documents
6-1   Press Release Template
6-2   Media Contact List

Incident Command System (ICS) Position Summary

Incident Commander
- Appoint Public Information Officer, if appropriate
  - Note: IC must perform PIO function, if not delegated
- Approve press releases and media interview requests
- Make additional notifications, if appropriate (City Manager, family members, etc.)
-

Public Information Officer
- See Section 4-C, PIO Position Checklists
- Gather timely and accurate information about the incident
- Initiate and maintain contact with the media
- Coordinate with surrounding jurisdictions, as appropriate, to ensure consistency
- Participate in Joint Information System, if activated
- Provide "rumor control" to prevent misinformation from spreading
- Train call takers, if Call Center is activated for public information purposes
- Maintain unit log

Operations Section Chief
- Provide media or "media pool" representative with safe access to incident site, if appropriate and as approved by the Incident Commander

Planning Section Chief
- Provide timely and accurate resource and situation status information to PIO
- Provide PIO with access to technical specialists, if necessary

Logistics Section Chief
- Provide facility for media briefings, if requested
- Provide facility, resources, and staff for Call Center, if activated
- Provide resources for PIO communication with the media

Functional Summary

1. **Description**
   1.1. Describe measures to transition from response into recovery
   1.2. Describe measures specific to post-disaster recovery efforts
   1.3. Describe steps necessary to accomplish recovery planning

2. **Authority**
   2.1. Oregon Revised Statutes 401
   2.2. Hillsboro Municipal Code Chapter 2.46

3. **Assessment**
   3.1. Determine extent of required recovery efforts
   3.2. Determine the status of communications
   3.3. Determine when to rescind the declaration of emergency
   3.4. Determine when to release resources
   3.5. Determine when it is appropriate to "build back better" through mitigation measures, to prevent or lessen the impact of future occurrences of similar damages
   3.6. Determine whether temporary housing or retail space is required

4. **Implementation**
   4.1. Determine whether there are appropriate uses for existing city-sponsored volunteer groups (firefighters, reserve police officers, CERT members, etc.)
   4.2. Determine whether activation of the Volunteer Center is needed to recruit and train emergency volunteers
   4.3. Work through the Washington County EOC for support from
      4.3.1. American Red Cross Oregon Trail Chapter
      4.3.2. Utilities – Verizon, NW Natural, PGE, AT&T Broadband
      4.3.3. National Weather Service
      4.3.4. Washington County Amateur Radio Emergency Service (ARES)
      4.3.5. WCCCA
      4.3.6. Washington County Information Hotline
      4.3.7. Washington County Donations Management Hotline
      4.3.8. Washington County Volunteer Hotline
      4.3.9. Regional Hazmat Team
      4.3.10. Technical Rescue Team
      4.3.11. Urban Search & Rescue Team (FEMA)

Incident Command System (ICS) Position Summary

Incident Commander
- Determine when immediate life safety issues have been addressed, and it is time to transition to recovery (See Appendix A to this annex.)
- Consider who should be represented in Unified Command during the recovery period
- Consider whether activation of the Emergency Operations Center (EOC) is still necessary, and on what scale
- Determine when "emergency measures" included in the disaster declaration are no longer necessary
- Determine restoration priorities for city services
- Determine restoration priorities for city infrastructure
- Consider whether mitigation measures can be integrated into restoration activities
- Appoint a liaison to City Council; provide situation and resource status reports
- Draft a recovery and mitigation policy for presentation to City Council (See Appendix B to this annex.)

Public Information Officer
- Provide press releases and status updates to media
- Prepare elected officials and city management for media interviews, if needed
- Prepare public service announcements of disaster-related assistance or public safety concerns, if needed

Safety Officer
- Ensure city departments continue protective actions for their staff and resources, as appropriate
- Determine which activities can be safely performed by volunteers and what level of training, safety gear, and supervision is required

Operations Section Chief
- Maintain communications with any DOCs that remain activated
- Allocate assigned resources to meet defined strategy (as defined by Incident Command or contained in the Incident Action Plan)
- Coordinate with Planning Section to maintain current traffic and road status displays for emergency access routes or evacuation
- Assist Planning Section with a detailed damage assessment
- Conduct debris removal operations, if needed

Planning Section Chief
- Maintain city-wide damage assessment status, if appropriate
  - Map damage areas, with assistance from GIS specialists
  - Provide status reports to City Council, City Departments, public
- Adjust planning process, as necessary, to accommodate activity levels
- Prepare a demobilization plan, if appropriate
- Prepare a debris management plan, if appropriate

- Coordinate with Operations, WCCCA, and Washington County EOC to maintain current traffic and road status for emergency access routes or evacuation
- Work through Washington County EOC to coordinate utility restoration priorities
- Assess need for a price-gouging ordinance
- Coordinate any public health-related issues with the Washington County EOC
- Maintain liaison with assisting non-profit organizations by contacting the American Red Cross Oregon Trail Chapter representative at the Washington County EOC
- Recommend a date for rescinding the emergency declaration
- Assist FEMA in activating a Disaster Application Center, if appropriate
- Records management – Gail to provide bullet
- Prepare a final incident package documenting actions taken and resources expended

Logistics Section Chief

- Restore city communications systems and equipment, as needed
- Continue support to Department Operations Centers (DOCs) that remain activated
- Coordinate with city departments to determine staff available for recovery efforts
- Maintain communications with the Washington County EOC and cooperating jurisdictions, as needed
- Determine continuing need for volunteers
- Coordinate with WCCCA to ensure continued dispatch capability for Fire and Police
- Support Planning Section efforts to map 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
- Assist FEMA in activating a Disaster Application Center, if appropriate

Finance Section Chief

- Continue financial tracking needed to facilitate potential cost recovery
- Ensure responder actions are documented, to include incident location, times, equipment, etc., to facilitate potential cost recovery
- Consider reinstating "normal" purchasing and contracting procedures, if emergency procedures were implemented
- Ensure volunteer hours are documented sufficiently for both worker insurance coverage and for use as "in-kind" matching funds in potential cost recovery
- Oversee preparation of necessary forms and reports for cost recovery

Department Operations Centers

- Assess need to continue DOC operations
- Maintain communications with the Operations Section in the EOC
- Prioritize recovery 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

Policy Group

- Approve emergency funding beyond budgeted amounts, if necessary
- Make policy decisions, such as whether to:
    - Continue 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, demolition, or repair
    - Ensure temporary space for businesses during reconstruction process (e.g., permitting temporary buildings on land zoned for other uses)
- Prioritize city-funded or sponsored recovery and/or mitigation projects, such as:
    - Repair/replacement of city facilities
    - Repair of or upgrades to city-maintained roadways, water lines, storm drains, sewer system
    - Hiring/contracting additional staff to implement recovery or mitigation programs
- Approve the city's mitigation and recovery plan
    - Consider public comment on recovery and mitigation priorities
    - Consider standards/guidance in city planning/policy documents, listed in Appendix B
    - Prioritize recovery and mitigation actions for implementation
- Allocate available funding to mitigation and recovery projects
- Implement approved mitigation and recovery plan, as allowed by funding

Appendix A
"Triggers" For Returning City Staff To "Normal" Operations

- Life safety issues from 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 PW and Water) are within 150% of normal daily operations
- DOCs report specific areas of concern, more details on incidents to be responded to
- Private sector support is sufficient to establish an accelerated schedule for utility restoration and structural assessments
  - 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 Emergency Operations Center 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 we can transition out of response mode and into recovery mode.
- Develop a strategy and process for determining and addressing the most urgent short-term (6 months) recovery issues.
  - 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 earthquake.
  - 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 getting businesses reopened
  - 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
- Capture these thoughts as 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 (e.g., 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. 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.
  - Procedures for expediting business licensing and building permits, as well as monitoring or inspecting for compliance, need to be implemented.
- Prepare a mitigation & recovery strategy recommendation for Council

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
- Zoning Ordinances
- Vision 2020 Action Plan
- Emergency Management Plan
- Washington County Natural Hazard Mitigation Plan
- Building and Fire Codes
- JWC Management/Curtailment Plan
- PW Standards & Specifications
- OSHA Workplace Standards
- City Capital Improvement Plans (PW, Water, Parks)
- Municipal Code
- City Policies (HR, Finance, IGA/MOA)

SECTION 5-L
RESOURCE MANAGEMENT

Functional Summary

1   Description
    1-1   Maintain accurate resource status
    1-2   Establish resource allocation priorities, based upon incident needs
    1-3   Provide the most benefit for the resources expended
2   Authority
    2-1   Oregon Revised Statute 401.
    2-2   Hillsboro Municipal Code Chapter 2.46
3   Assessment
    3-1   Assess need for Unified Command (Incident Command)
    3-2   Assess need to staff Command and General Staff positions (Incident Command)
    3-3   Assess need to activate Emergency Operations Center (Incident Command, Emergency Management Organization)
        3-3.1   See Section 3-A, Emergency Operations Center Activation
4   Implementation
    4-1   Activate incident command system (First responder on scene)
        4-1.1   Retain Incident Command with city personnel, unless
            4-1.1.1   Unified Command is shared with other jurisdictions or agencies
            4-1.1.2   Another level of government is designated as lead agency (e.g., Washington County for Nuclear Attack or Health Epidemic)
            4-1.1.3   The Governor, by Oregon statute, assumes command of incident operations (ORS 469.6711 and ORS 401.115)
    4-2   Activate Emergency Operations Center, if needed (Incident Command, Emergency Manager)
    4-3   Establish resource priorities (Incident Command)
    4-4   Assess resource needs (Incident Command)
    4-5   Request additional resources, if needed (Incident Command, Logistics, Planning)
        4-5.1   Check mutual aid organizations and local vendors/suppliers for available resources (Logistics, WCCCA)
        4-5.2   Prepared declaration of emergency for signature by Mayor, if needed, to request additional resources from county, state, or federal government; or to invoke certain emergency powers (Planning)
            4-5.2.1   See Section 3-B, Emergency Declaration Process
            4-5.2.2   See Hillsboro Municipal Code Chapter 2.46, Emergency Management
        4-5.3   Appoint Liaison Officer for assisting agencies, if needed (Incident Command)
    4-6   Allocate resources to provide the most benefit, using these guidelines (Incident Command)
        4-6.1   Protect life safety
            4-6.1.1   First Responders

4-6.1.2   All Others
4-6.2   Protect the environment
4-6.3   Protect property
4-6.3.1   Public
4-6.3.2   Private

4-7   Track incident situation and resource status (Planning)

4-7.1   See Section 3-H, Status Reporting

4-8   Identify any interruptions to vital services (Planning)

4-8.1   Recommend priorities for facility repair and restoration of services

4-8.2   See Section 7, Vital Services

4-9   Ensure adequate supervision, training, safety, personal protective equipment, food, and rest for assigned resources (Safety, Operations)

4-10   Track incident costs (Logistics, Finance)

4-10.1   Establish a distinctive charge code for all incident-related expenses

4-10.2   Ensure all personnel, supply, and equipment costs are documented sufficiently to allow cost recovery

4-10.3   Ensure volunteer hours are accounted for and that workers compensation insurance is provided

4-11   Meet with City Manager and City Council to determine how to respond to emergency funding needs, if required (Finance)

4-12   Coordinate with Washington County, surrounding jurisdictions, American Red Cross, utilities, etc., to minimize duplication of efforts and maximize resource effectiveness (Planning, Operations)

5   Demobilization

5-1   Prepare demobilization plan, if needed (Planning)

5-1.1   Release resources as they are no longer needed (Incident Command)

5-1.2   Release most expensive or mutual aid resources first, if appropriate

5-2   Apply for cost recovery, if appropriate (Finance, Planning, Emergency Manager)

6   Related Documents

6-1   Listing of Mutual Aid Agreements

6-2   Resource Status Report

6-3   Situation Status Report

6-4   Demobilization Plan

6-5   ICS Form 209, Incident Status Summary

6-6   ICS Form 307, EOC Resource Request

6-7   Washington County Consolidated Communications Agency Operations Directive D-5, Dispatch, Major Emergency Operations

6-8   Anti-Price Gouging Ordinance

7   Attachments

Incident Command System (ICS) Position Summary

Incident Command
- Determine adequacy of available resources
  - Request additional resources, as necessary
- Establish priorities for resources allocation
- Allocate resources, as necessary, to protect life, environment, and property
  - Ensure resource status is maintained throughout the incident

Public Information Officer
- Coordinate public outreach for donations management, if needed
- Coordinate public outreach for volunteer opportunities, if needed

Safety Officer
- Ensure scene safety
- Ensure adequate safety briefings, training, and personal protective equipment

Operations Section Chief
- Supervise assigned resources
- Maintain accountability for assigned resources
- Request additional resources, as necessary
- Coordinate with Department Operations Centers for activation of tactical resources
- Coordinate response actions with other responding agencies such as American Red Cross, utility companies, or Washington County government
- Provide input to tactical and strategic resource management objectives

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 need to activate appropriate volunteer resources
- Determine need to activate a dispatch function (for Fire & Police incidents)
- Prepare a declaration of emergency for signature by the Mayor, if needed
- Determine need for donations management function

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 donations management function, if needed
- Coordinate with Planning to forecast resource needs and identify sources

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 need for anti-price gouging ordinance

SECTION 5-M
SHELTERING AND MASS CARE

Functional Summary

1. Description
1.1. Ensure sheltering is available for citizens when needed during an incident or disaster
1.2. Request assistance from the American Red Cross, when appropriate
    1.2.1. Sheltering and feeding displaced citizens during a major emergency is a service provided by the American Red Cross
    1.2.2. The City of Hillsboro does not sanction or refer citizens to shelter and feeding operations which are not managed or coordinated by the American Red Cross
    1.2.3. American Red Cross can also conduct disaster welfare inquiries, coordinate assistance from other volunteer agencies, and assist the City with damage assessment
    1.2.4. All American Red Cross disaster assistance is free

2. Assessment
2.1. Determine whether residents need to be sheltered due to impact of the disaster
    2.1.1. The American Red Cross will shelter and feed only individuals displaced from their homes, or who can't get home, due to the impact of a disaster
    2.1.2. Sheltering and feeding of individuals on a daily basis is done by other relief organizations
2.2. Determine where the residents will be coming from, in order to best locate the shelters near their home or work location
2.3. Coordinate with the American Red Cross to open, supply, and operate shelters
    2.3.1. The American Red Cross will determine which shelter locations are most appropriate, according to the needs of the incident
        2.3.1.1 They have surveyed potential shelter facilities and established agreements with the owners for their use as disaster shelters
        2.3.1.2 The chosen shelters are located in a variety of areas, so that some might be beyond current and projected areas of impact or hazard contamination for any given incident
        2.3.1.3 They will contact the shelter owners to make the necessary arrangements to open the shelter location
    2.3.2. In order to effectively serve the needs of evacuees, a shelter should have the following facilities, services, and characteristics:
        2.3.2.1 One qualified person to serve a Shelter manager – usually a Red Cross or local government representative
        2.3.2.2 Sufficient space to avoid overcrowding
        2.3.2.3 Restroom facilities
        2.3.2.4 Shower facilities
        2.3.2.5 Specialized facilities for the handicapped
        2.3.2.6 Chairs, tables, and other furniture
        2.3.2.7 Adequate lighting, temperature control, ventilation, and potable water
        2.3.2.8 Telephone system and/or two-way radio
        2.3.2.9 Food and refreshments

        2.3.2.10 Adequate safety features to meet fire, building, and health requirements

        2.3.2.11 Medical surveillance and care

        2.3.2.12 Care for the young, elderly, and handicapped

        2.3.2.13 Information available for evacuees concerning the emergency

        2.3.2.14 Sufficient parking near the shelter

3. Implementation

   3.1. It may be necessary to provide temporary accommodations prior to the opening of American Red Cross shelter locations (See Section 5-I, Protective Action Strategies, for information on temporary shelter locations)

   3.2. Arrangements for the feeding EOC staff is the responsibility of the Logistic Section.

      3.2.1. Response personnel will be released to their homes or stations to sleep.

      3.2.2. If necessary, sleeping space may be arranged in a shelter or at the EOC

   3.3. American Red Cross may feed disaster field workers in their feeding and shelter operations, as well as provide coffee and snacks to on-scene personnel

   3.4. Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation.

      3.4.1. This will facilitate keeping families informed, and it may improve the morale of response personnel

      3.4.2. Sleeping areas may also be set up in other city-owned facilities

C.   Procurement of Food and Other Supplies

Purchase agreements for food and other supplies necessary for sheltering EOC staff and response personnel may be established to ensure that adequate supplies are available when needed. This is the responsibility of the Logistics Section of the EOC.

The American Red Cross also maintains agreements for food purchases during a disaster with a variety of retail, wholesale, and fast food companies.

SECTION 5-N
STATUS REPORTING

Functional Summary

Description
- o Describe measures to collect and distribute situation status information
- o Describe measures to collect and distribute resource status information

Authority
- o Oregon Revised Statutes 401
- o Hillsboro Municipal Code Chapter 2.46

Assessment
- o Determine from whom status information needs to be collected
- o Determine to whom status information needs to be distributed
- o Determine what means are available for sharing status information with city EOC staff, Department Operations Centers, Washington County Emergency Operations Center
  - ▪ Telephone, fax, e-mail, radio, runner
  - ▪ Status reporting software or other automated systems

Implementation
- o Set up status boards for display at the Emergency Operations Center (EOC)
  - ▪ Situation Status board to display incident information, including assigned resources
  - ▪ Resource Status board to display resource information
- o Coordinate with EOC staff and Operations to implement status reporting procedures
- o Coordinate with Washington County EOC for sharing of status information

Incident Command System (ICS) Position Summary

Incident Commander
- Ensure status reporting function is adequate for incident needs

Public Information Officer
- Coordinate with Status Unit for 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 Status Unit

Safety Officer
- Use status information to confirm
  - Safety officers are assigned to incidents, as needed
  - Personal protective equipment (PPE) 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

Operations Section Chief
- Coordinate with Department Operations Centers to ensure status information is shared
- Coordinate with Planning Section to maintain current traffic and road status for emergency access routes or evacuation
- Coordinate with other field units (not associated with a Department Operations Center) to ensure status information is shared.
  - E.g., Community Emergency Response Teams (CERTs) or Neighborhood Watch

Planning Section Chief
- Maintain city-wide situation status
  - Coordinate incident information from Operations, Department Operations Centers (DOCs), Call Takers, PIO, Washington County EOC, WCCCA, and other sources
  - Coordinate with Operations, WCCCA, and Washington County EOC to maintain traffic and road status for emergency access routes or evacuation
  - Coordinate with Operations and 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 city-wide resource status
  - Gather resource information from Operations, Department Operations Centers (DOCs), Call Takers, 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 Public Information Officer to provide current status information and provide "rumor control."
- Coordinate with Call Center, if activated, to
  - Provide up-to-date status information to call takers
  - Confirm or deny "rumors" coming from callers
  - Coordinate with Finance Section to ensure resource use is adequately documented for potential cost recovery or to defend claims against the city

Logistics Section Chief
- Ensure adequate communications to support status reporting
- Ensure adequate communications to support Call Center, if activated
- Set up and staff Call Center, if activated

Finance Section Chief
- Keep a "running tab" of incident costs to include in the situation status report
- Ensure adequate contracts and agreements are in place to support incident needs
- Coordinate with Planning Section to ensure resource use is adequately documented for potential cost recovery or to defend claims against the city
- Coordinate with Policy Group to ensure availability of funds to support incident needs

Department Operations Centers
- Maintain communications with the Operations 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

City of Hillsboro
Situation Status Report

Incident #	*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

City of Hillsboro
Resource Status Report

Assigned	Available	Out-of-Service
(See situation status report for specific assignments.)	(List of resources currently available for assignment.)	(List of resources currently out-of-service)

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.

I.   LEAD AGENCY: Parks & Recreation Department

II.   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, supervised, and, when their job is completed, evaluated for retention. Volunteers may be used in the capacity for which we have recruited them (e.g., CERT, Neighborhood Watch, amateur radio, police cadet, library volunteer), or we may need to do on-the-job training for other functions, such as sandbagging, debris removal, staffing telephone lines, damage assessment, translating/interpreting, or supervising other volunteers.

This Section 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 Attachment 1 summarizes this process.

III.   RESPONSE PLANNING

Planning and preparing for the use of volunteers during disasters and emergencies can mean the difference between order and chaos! The Parks & Recreation Department is responsible for the overall volunteer management process, but each department that uses volunteers also has a part to play.

A. Volunteer Groups

It is important to remember that volunteers are just that – volunteers! They have no obligation to respond when activated, and a refusal of assistance during a disaster shouldn't jeopardize their standing as a volunteer. Also, volunteers should ensure the safety and well-being of their families before responding, or they won't be able to devote their full attention to the task at hand. (Family preparedness should be stressed to all volunteer groups for just this reason! The Emergency Manager can provide information and training to volunteer groups upon request.)

Attachment 2 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 manpower pool to supplement city staff. Many of these volunteers have undergone a criminal background check and may be suitable for assisting in the Emergency Operations Center or other sensitive areas; however, it is recommended you check

their current status with the volunteer program manager before making such an assignment.

B. 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 Planning Team, with assistance from each department. This will be an on-going 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 (under separate cover).

C. Activating Volunteers

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 each department will provide its contact information to the EOC staff for a centralized activation. Volunteers will be told:

1. Tasks to be performed
2. Shift hours
3. Where to report for check-in
4. Any protective clothing or equipment that may be required (e.g., rain gear, sturdy boots, work gloves, shovel, amateur radio)
5. 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 paragraph K, below, for the particulars of worker's compensation coverage when activated by the city versus self-activation. See also paragraph L, below, for liability issues and concerns.

D. 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 ORS 401, cited in Attachment 3. 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 (under separate cover) 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.)

E. Interviewing Volunteers

A sample interview form is found in the Volunteer Center Activation Plan (under separate cover). Conduct interviews with volunteers to :
1. Determine their motivation and sincerity for volunteering
2. Review skills, abilities, and any possible restrictions
3. Review and discuss job description
4. Review license and certification requirements, if any
5. Confirm with volunteer that everything entered on the registration form is the truth, and initial the statement
6. Evaluate interview findings and recommend outcome:
    a   Match the volunteer to a job description and schedule their work shift
    b   Divert to another agency that could better use their skills or expertise
    c   Reject – thanks, but no thanks! Document the reason for rejection and maintain as part of the 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.

F. 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 (under separate cover).

Document the condition of all personal equipment that is loaned to 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.)

G. Tracking Volunteer Hours

Volunteers 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 (under separate cover).

There are at least three reasons it is important to track volunteer hours:

1. Worker's Compensation Insurance: The city provides worker's compensation insurance to its volunteers as their first line of coverage if injured. See paragraph K, below, for details on how this is accomplished.

2. Cost Recovery During A Presidentially-Declared Disaster: After a presidential declaration of disaster, the city may recover up to 75% of its costs from 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.

3. 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.

H. Training Volunteers

The volunteers may need to be trained with regards to:
1. How to properly and safety execute the assigned task
2. Required specialty training
3. Potential hazards that may be encountered
4. OSHA requirements
5. MSDS/HAZCOM requirements

Some volunteers may need to be "recycled" if they are unable to understand or complete the required training. Send them back to the assembly area for assignment to a new task or position.

Document the training and retain as part of the permanent incident record. Include an outline of the material presented or reference specific lesson plans used.

I. Supervising Volunteers

Volunteers must be supervised, just like other paid employees. Depending upon the safety concerns, special skills required to perform 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 any meals that are served are nutritious and from a certified kitchen and ensure 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.

J. Firing Volunteers

(Note: Firing a volunteer is not the same as returning them to the volunteer assembly area for another assignment, if they are not needed or unable to accomplish their assigned task.)

Occasionally, a volunteer will need to be "fired" for any of several reasons:
1. Unwilling to take/participate in or complete required orientation or training.
2. Unwilling to work
3. Does not follow directions
4. Performs unsafe acts
5. Is disruptive on the job site
6. Etc.

Document the reason for firing the volunteer and maintain it as part of the volunteer program files, which will be maintained as part of the permanent incident record.

Provide 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.

K. Demobilizing Volunteers

When their shift is completed or the incident if over, all volunteers should return to the volunteer assembly area or the training location for demobilization. This may include:
1. Return of issued equipment

2. Pictures of any personal equipment that was loaned to the event
3. Debrief and critique
4. Critical incident stress debriefing
5. Documentation of any injuries and check by medical staff on hand (and/or ask for a copy of the medical report if they plan to see their regular doctor).
6. Registration as part of the volunteer pool. (If volunteer opts out, retain their personal information as part of the incident record; but do not include them in the list of potential future volunteers.)
7. Tell them "thank you!"

L. Evaluating Volunteers

Supervisory responsibilities include evaluating volunteers for reassignment, retention and recognition. A sample Volunteer Evaluation Form is included at Attachment 3. Areas of evaluation include:
1. Quality of work
2. Quantity of work
3. Acceptance of supervision
4. Understands instructions
5. Willingness to work
6. Physical stamina

M. 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:
1. Participation in the volunteer effort (all)
2. Exceptional effort of contributors
3. Leadership
4. Heroism

N. Worker's Compensation

When activated by the city, volunteers will be covered under the city's worker's 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 (under separate cover). This will be explained to the volunteers at their orientation briefing and/or at the volunteer assembly area.

O. Liability Issues and Concerns

By using volunteers, the city may make itself vulnerable to certain liabilities, e.g., volunteer workers may:
1. perform tasks outside their scope of training or with inadequate training
2. perform beyond their physical ability
3. work to the point of excessive fatigue, possibly leading to injury

4. not receive adequate nourishment or receive spoiled/tainted food, or
5. damage or ruin personal clothing or equipment.

To mitigate the potential liabilities, volunteer managers will:
1. document training
2. ask about physical limitations, sedentary lifestyle, and other factors that may limit physical ability
3. enforce work breaks and shift length, as recommended by the safety officer
4. ensure any meals that are served are nutritious and from a certified kitchen
5. ensure adequate drinking fluids are available
6. document condition of personal clothing and equipment, including taking pictures, if a camera is available, during check-in and check-out at assembly area.

IV. COMMUNICATIONS

One thing is certain 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 which 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 Section 4 of the Emergency Management Plan 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, then refer callers to the proper place, according to their skills. This provides "one stop shopping" for potential volunteers, and it is a great community service. Hillsboro may make use of this service. If so, the Volunteer Center will ensure the Washington County phone bank maintains a current list of our volunteer needs. We would request that the Washington County phone bank direct all of our potential volunteers to the Volunteer Center for in-processing.

V. VOLUNTEER CENTER (VC) ACTIVATION

A. Volunteer Center (VC) Activation Request

Upon request of the Emergency Operations Center, the Parks & Recreation Department will activate the VC.

B. Volunteer Center (VC) Site

Our first preference is for the VC to be set up in a city-owned or -leased facility. Potential sites include:

1. Hillsboro Stadium (first choice)
2. Ronler Acres Fire Station Training Room (also committed as alternate EOC)
3. Hillsboro Senior Center (also committed for Meals on Wheels)
4. Tyson Recreation Center (also committed as employee child care facility)
5. Aquatic Center
6. Tanasbourne Police Precinct

C. Volunteer Center (VC) Staffing

The Parks & Recreation Department will coordinate the staffing of the VC, drawing from any available City employees and volunteers to fill the staff positions. Key staff positions will be pre-identified and trained.

D. Volunteer Center (VC) Set-Up and Operation

VC set-up and operations procedures are detailed under separate cover in the VC Activation Plan maintained by the Parks & Recreation Department. Activation of the VC will be practiced as part of the city's exercise program.

E. Volunteer Center (VC) Deactivation

Once the need for volunteers declines to the point that the Volunteer Center is no longer needed, we will deactivate it. 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 wither be handled by the Logistics Section, through their normal staffing function, or through the Department or function which requires the volunteers.

ATTACHMENT 1
VOLUNTEER MANAGEMENT FLOW CHART

```
                    ┌─────────────────────────┐
                    │     Incident Happens!    │
                    └─────────────────────────┘
                                │
                ┌───────────────────────────────┐
                │  Incident Commander determines │
                │   whether volunteers are needed │
                └───────────────────────────────┘
```

Yes - determine whether to activate the Volunteer Center to staff and train the number of volunteers needed

No - nothing further is done. (Departments may use their own dedicated volunteers)

No - Logistics begins making staffing telephone calls from lists provided by Departments

Yes - Parks & Rec. appoints a Volunteer Center Commander to activate the Volunteer Center

Or - Department begin activating their own dedicated volunteers

Volunteer Center Activation Plan is put into action

Volunteers are sent to a volunteer assembly area for check-in and assignment and training (if necessary)

Phone bank begins calling volunteers from resource lists provided by Departments

EOC requests for volunteers are entered into database for assignment

Volunteers return to assembly area at end of shift for check-out

Volunteer Center Staff registers, interviews, trains volunteers and sends to volunteer assembly area

Departments submit volunteer information to ensure worker's compensation coverage

Volunteers return to assembly area at end of shift for check-out

Volunteers are deactivated by Departments as incident winds down

Volunteer Center submits volunteer information to ensure worker's compensation coverage

Departments ensure volunteers are thanked and recognized for their contributions

Volunteers and Volunteer Center are deactivated by the EOC Planning Section as the incident winds down

EOC Staff ensures volunteers are thanked and recognized for their contributions

ATTACHMENT 2
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 & 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 our first preference during a disaster is to use volunteers from city-organized groups, our volunteer pool may be exhausted before our needs are filled. If additional volunteers are needed:

1. Our 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, The 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:
   a they usually come with some form of adult leadership,
   b the occurrence of anti-social behavior or disobedience will be low,
   c many of them know each other and are accustomed to working together, and
   d they can recruit from among their members for the types of skills you are requesting.

2. Our last resort would be to recruit emergent volunteers.

Should we need to make use of any of community volunteer groups, they would be registered, trained, supervised, etc., right along with the city-organized volunteer groups. We have designed our volunteer management process to accommodate community volunteer groups, if needed.

ATTACHMENT 3
REGISTERING EMERGENCY SERVICE WORKERS
(Excerpted from 1999 Edition of ORS 401)

401.355 Eligibility of emergency service worker for benefits for injury sustained in emergency service. (1) An emergency service worker may apply for and may receive benefits as provided in ORS 401.355 to 401.465 for injury sustained in emergency service performed within or without the state:

(a) Where the injury is proximately caused by or in the course of emergency service, with or without negligence of the emergency service worker.

(b) Where the injury is not caused by the voluntary intoxication of the emergency service worker.

(c) Where the injury is not intentionally self-inflicted.

(2) No emergency service worker or beneficiary is eligible for benefits under ORS 401.355 to 401.465:

(a) If the emergency service worker is entitled to receive benefits under the workers' compensation laws of this state or similar statutes in other states or under any disability, retirement or liability insurance program of the worker's regular employer who has contributed to the cost thereof, or under any federal or local program for compensation of injuries of public employees, in those cases where the injury is compensable because it arose out of and in the course of emergency service duties performed as part of the regular employment of the emergency service worker.

(b) If the emergency service worker is a member of a federal emergency management or emergency service agency or an emergency management or emergency service agency of another state or foreign nation who is performing emergency services in this state. [Formerly 401.200]

401.360 [Amended by 1953 c.394 s.10; repealed by 1983 c.586 s.49]

401.365 Registration and qualification of emergency management agencies. All state and local emergency management agencies may register and qualify to come within the provisions of ORS 401.355 to 401.465. [Formerly 401.205]

401.370 [Amended by 1953 c.394 s.10; repealed by 1983 c.586 s.49]

401.375 "Emergency service" defined; service not in violation of child labor laws. Emergency service shall not be deemed employment in violation of any laws of this state relating to labor by minors. "Emergency service" includes all activities authorized and carried on pursuant to ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, including such training as is necessary and proper to engage in such activities. [Formerly 401.210]

401.380 [1953 c.394 s.8; 1959 c.403 s.1; 1983 c.586 s.39; renumbered 401.535]

401.385 Record of enrollment of emergency service workers. Each emergency program manager of an emergency management agency shall maintain a record of enrollment of emergency service workers who are personnel of the agency. Each record shall contain the name

and address of the worker, the name of the employer of the worker, date of enrollment and authorized classification of assignment to duty, including the times of assigned duty, as well as changes in enrollment. The record forms shall be supplied by the Office of Emergency Management. Records of membership in the Oregon State Defense Force shall be maintained by the Military Department of the State of Oregon. [Formerly 401.215; 1989 c.361 s.9; 1993 c.187 s.11]

401.395 Benefits for injury sustained in emergency service. If an emergency service worker sustains an injury, benefits shall be paid in the same manner as provided for injured workers under the workers' compensation laws of this state, except that:
(1) If the injury results in temporary partial disability, no benefits shall accrue to the injured emergency service worker on account of loss of wages due to such disability.
(2) Costs of rehabilitation services to disabled emergency service workers shall be paid from funds specifically appropriated therefor in an amount approved by the Office of Emergency Management, which shall be the reasonable and necessary cost of such services, including services of a physician or rehabilitation facility specially qualified to render rehabilitation services. Expenses of rehabilitation may include travel, board and room, when necessary.
(3) The maximum amount payable for medical, surgical or hospital expenses, compensation and rehabilitation on any one claim shall not exceed $20,000. [Formerly 401.220; 1993 c.187 s.12]

401.405 Benefits not assignable; exempt from execution, attachment and garnishment. No benefits payable under ORS 401.355 to 401.465 are subject to assignment prior to their receipt by the person entitled thereto, nor shall they pass by operation of law. These benefits and the right to receive them are also exempt from seizure on execution, attachment or garnishment, or by the process of any court. [Formerly 401.225]

401.410 [1967 c.480 s.1; repealed by 1983 c.586 s.49]

401.415 Benefits as exclusive remedy. The filing of claims for benefits under ORS 401.355 to 401.465 is the exclusive remedy of an emergency service worker or beneficiary for injuries compensable under ORS 401.355 to 401.465 against the state or its political subdivision or any emergency management agency or other person acting under governmental authority in furtherance of emergency service activities, regardless of negligence. [Formerly 401.230]

401.420 [1967 c.480 s.2; repealed by 1983 c.586 s.49]

401.425 Claims for benefits. (1) Claims for benefits under ORS 401.355 to 401.465 shall be filed by application with the Office of Emergency Management in the manner provided by rules of the Department of State Police.
(2) The right to benefits under ORS 401.355 to 401.465 shall be barred unless written claim is filed with the office within 90 days after the injury, or, if death results therefrom, within 90 days after death. However, if death occurs more than one year after the injury, the right shall be barred unless prior written claim based on the injury has been timely filed. The requirements of this subsection may be waived by the office on the ground that, for good and sufficient reason, claim could not be filed on time. [Formerly 401.235; 1993 c.187 s.13]

401.430 [1967 c.480 s.3; repealed by 1983 c.586 s.49]

401.435 Appeal. Any question of law or fact may be appealed to the circuit court of the county where the injury occurred within 30 days from the date of mailing of the final decision by the Office of Emergency Management, if the emergency service worker is dissatisfied with the final decision. [Formerly 401.240; 1993 c.187 s.14]

401.440 [1967 c.480 s.4; repealed by 1983 c.586 s.49]

401.445 Allocation of necessary funds. If funds are not available to the Office of Emergency Management to pay claims approved under ORS 401.355 to 401.465, the Department of State Police shall request allocation of necessary funds from the Emergency Board if the unavailability occurs during the interim between sessions of the Legislative Assembly. If the unavailability occurs during a session, the Department of State Police shall request the Joint Committee on Ways and Means to submit legislation necessary to provide such funds. [Formerly 401.245; 1993 c.187 s.15]

401.450 [1967 c.480 s.5; repealed by 1983 c.586 s.49]

401.455 Benefits limited by availability of funds; priority among claimants. Liability of the State of Oregon or any agency thereof for the payment of benefits under ORS 401.355 to 401.465 is contingent upon and limited by the availability of funds. In the event that funds are not sufficient to meet the benefit claims for a given period, priority among claimants shall be determined according to the time of filing of the claim. [Formerly 401.250]

Functional Summary

1. Description
    1.1. Develop and implement activities designed to reduce or eliminate impacts resulting from natural hazards during both response and recovery phases of a disaster

2. Authority
    2.1. Oregon Revised Statute 401
    2.2. Hillsboro Municipal Code
    2.3. Disaster Mitigation Act of 2000

3. Assessment
    3.1. Read City of Hillsboro Hazard Analysis and Vulnerability Assessment (Section 2 of this Plan) for specific hazards and vulnerabilities related to current disaster (Response Phase)
    3.2. Assess incident for potential mitigation activities during response and recovery phases (Response Phase)
    3.3. Determine resources required to conduct mitigation activities (technical, equipment, staffing, funding, etc.) (Response and Recovery Phases)
    3.4. Assess current zoning and building/fire codes for sufficiency to mitigate impact of current and future disasters (Recovery Phase)
    3.5. Conduct cost-benefit analysis on mitigation activities (Recovery Phase)
    3.6. Prioritize and recommend mitigation activities to Policy Group (while EOC is activated) and City Council (after EOC is deactivated) (Response and Recovery Phases)

4. Implementation
    4.1. Apply for mitigation funding, if eligible
    4.2. Provide technical assistance, as required
    4.3. Document decisions and strategies for long-term mitigation activities
    4.4. Track and report progress of long-term mitigation activities
    4.5. Brief Policy Group strategies and process for mitigation activity prioritization and funding, as outlined in the Natural Hazard Mitigation Plan (Recovery Phase)

5. Demobilization
    5.1. Release mitigation resources according to Demobilization Plan

6. Related Documents
    6.1. Washington County Natural Hazards Mitigation Plan
    6.2. State of Oregon Natural Hazards Mitigation Plan

Incident Command System (ICS) Position Summary

Incident Commander
- ☐ Delegate mitigation planning functions to the Planning Section Chief

Public Information Officer
- ☐ Conduct outreach programs to increase the number of local, county, and regional mitigation activities implemented by public and private sector organizations
- ☐ Assist with education programs to increase mitigation awareness among citizens, local, county, and regional agencies, non-profit organizations, business, and industry.

Operations Section
- ☐ Strengthen mitigation activities by increasing collaboration and coordination among public agencies, non-profit organizations, business, and industry
- ☐ Coordinate natural hazards mitigation activities, where appropriate, with emergency operations plans and procedures

Planning Section Chief
- ☐ Appoint a Mitigation Specialist
- ☐ Include mitigation activities in the Incident Action Plan (Section 5-G of this Plan)
- ☐ Include mitigation resources in the Demobilization Plan

Mitigation Specialist
- ☐ Strengthen mitigation activities by increasing collaboration and coordination among public agencies, non-profit organizations, business, and industry
- ☐ Develop and implement activities to protect human life, commerce, property, and natural systems from natural hazards
- ☐ Reduce insurance losses and repetitive claims for chronic hazard events while promoting insurance coverage for catastrophic hazards
- ☐ Evaluate city policies, codes, and permitting processes with respect to natural hazard mitigation
- ☐ Link watershed planning, natural resource management, and land use planning with natural hazard mitigation activities to protect vital habitat and water quality
- ☐ Preserve and rehabilitate natural systems to serve natural hazard mitigation functions

Policy Group
- ☐ Promote leadership within public agencies to implement natural hazard mitigation activities

SECTION 6-A
TERRORISM

Functional Summary

1. **Lead Agency: Police Department**

2. **Description**
    2.1. Define agency roles and responsibilities when a terrorist event has occurred or a credible threat has been identified
        2.1.1. For crisis management
        2.1.2. For consequence management
    2.2. Define a terrorist incident as an event involving a chemical, biological, radiological, nuclear or explosive device (CBRNE)
    2.3. Ensure emergency response personnel protect themselves and residents from the consequences of a terrorist incident

3. **Authority**
    3.1. Presidential Decision Directive 39, US Policy on Counterterrorism (classified)
    3.2. Presidential Decision Directive 62, Protection Against Unconventional Threats to the Homeland and Americans Overseas (classified)
    3.3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Title 42 U.S.C., Chapter 68)
    3.4. Oregon Revised Statutes Chapter 401
    3.5. Hillsboro Municipal Code, Chapter 2.46 Emergency Management

4. **Assessment**
    4.1. Determine whether incident constitutes a threat or act of terrorism, and classify as:
        4.1.1. A credible threat, which may be presented in verbal, written, intelligence-based, or other form;
        4.1.2. An act of terrorism that exceeds the local FBI field division's capability to resolve;
        4.1.3. The confirmed presence of an explosive device or WMD capable of causing a significant destructive event, prior to actual injury or property loss;
        4.1.4. 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
        4.1.5. 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.
    4.2. Determine geographical boundaries of incident and impacted jurisdictions
    4.3. Assess the impact of the incident upon continuity of government
    4.4. Assess the need to raise the terrorism threat level and implement corresponding actions
        4.4.1. See Attachment 2, City of Hillsboro Anti-Terrorism Protection Measures
        4.4.2. Use the City of Hillsboro Threat Notification Tree included in Attachment 2
    4.5. Determine agency roles and responsibilities in a terrorism incident (by PDD-39)
        4.5.1. **The Federal Government exercises primary authority for "crisis management,"** and State and local governments provide assistance as required.

4.5.1.1 "Crisis Management" includes measures to prevent, preempt, and terminate threats or acts of terrorism and to apprehend and prosecute the perpetrators.

4.5.2. **State and local governments exercise primary authority for "consequence management,"** and the Federal Government provides assistance as required.

4.5.2.1 "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.

4.6. 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, isolation of diseased victims within medical facilities

4.6.1. Assess the need for reception centers or shelters for evacuees, using rule-of-thumb that 75% of evacuees will seek shelter at hotels or homes of friends and family

4.6.2. Request assistance from American Red Cross Oregon Trail Chapter to set up shelters, if needed

4.6.3. Request assistance from Washington County Departments of Public Health, Aging and Veterans' Services, and Animal Control, if needed

4.7. Consider that this incident could be a diversionary tactic to draw resources away prior to instigating another terrorist act

4.8. Determine impact upon water and sewage treatment plants

4.9. Determine Incident Command Structure, e.g., need for an Emergency Operations Center, Area Command, on-scene incident command, etc.

5. Implementation

5.1. Treat the incident scene as a crime scene, and remember it may also be a hazardous materials scene and a disaster area

5.2. Agree upon a division of responsibilities among the Incident Command levels

5.2.1. On-scene IC will manage tactical operations at the incident site and in adjacent areas

5.2.2. Area Command IC will coordinate strategic considerations for tactical operations: prioritize scene response activities; allocate resources among incidents; coordinate crisis management activities, from a tactical perspective, between city, county, state, and federal agencies; etc.

5.2.3. City EOC IC 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.

5.2.4. City DOC resources not responding on-scene will be used to support EOC activities and normal daily operations

5.3. Activate a National Incident Management System (NIMS) Incident Command Structure (ICS)-based organization to manage the event (as determined in 4.9, above)

5.3.1. Include federal, state, and local government agencies in Incident Command

5.3.2. Ensure communications between Crisis- and Consequence Management agencies

5.3.3. Activate Area Command, if needed
5.4. Practice the three basic principles of protection that apply to all CBRNE hazards:
5.4.1. 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
5.4.2. 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 (ERG)
5.4.3. Shielding – Use *appropriate shielding* to address specific hazards. Shielding can include vehicles, buildings, and personal protective equipment
5.5. Consult the *Emergency Response to Terrorism Job Aid* for specific response actions
5.6. Manage transition from response to recovery operations at each scene

6. Demobilization
6.1. Offer responders the opportunity for a "defusing," using Critical Incident Stress Management techniques, prior to leaving the incident
6.2. Offer responders the opportunity for a "debriefing," using Critical Incident Stress Management techniques, within 72 hours of the conclusion of the incident
6.3. Debrief responders for intelligence purposes prior to leaving the incident, if needed

INCIDENT Command System (ICS) Summary
** Single-Scene Incident **

Incident Command
☐ Establish a NIMS ICS organization IMMEDIATELY, and include the lead Crisis- and Consequence Management agencies within Incident Command
☐ 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 Emergency Operations Center for support
☐ Delegate implementation of off-site protective actions to the Emergency Operations Center
☐ Assess/size-up incident and call for additional resources, as needed.
☐ Prioritize response actions, if necessary, to area(s) of greatest need

Information Officer
☐ Establish and maintain contact with media throughout incident
  o Ensure film footage does not compromise first responder safety by broadcasting their positions and movements
  o Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
  o Provide alert, warning, and protective action strategies, as appropriate
☐ Consider appropriate uses of 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
  o Use subject matter experts, if available, for credibility with public
☐ Participate in the Joint Information Center, as appropriate

Safety Officer
☐ Determine safe perimeters, as appropriate to hazard (e.g., hot/warm/cold zones, area command, inner- and outer perimeters)
☐ Designate and maintain emergency ingress and egress routes
☐ Ensure adequate placement and capacity of decontamination resources, if needed
  o Decontamination must be performed prior to entry into a medical transport, mass care facility, or medical facility, to avoid contaminating those resources
  o 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 any first responder's exposure to health hazards is documented, as appropriate
☐ Designate safe and secure locations for on-scene Incident Command Post and staging areas

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

Operations Section Chief
- [ ] **Treat the incident scene as a crime scene**
  - o Respond to and control the incident in accordance with Police Department SOPs/GOs
  - o Preserve evidence for prosecution of the perpetrators during life safety operations, to extent possible
  - o Coordinate and cooperate with lead Crisis- and Consequence Management agencies
- [ ] Continue on-scene size-up and hazard/risk assessment
  - o Establish the boundaries of the incident area
  - o Identify potential hazards and risks to responders
  - o Estimate the need for additional resources
- [ ] Establish a secure perimeter
  - o Isolate the area and deny entry
  - o In a protracted event, consider incident-specific ID 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

Planning Section Chief
- [ ] Reference Section 5-G to set Planning Cycle timeline and determine operational periods
- [ ] Consider need for written Incident Action Plan
- [ ] Assess impact of the event on 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 damage assessment of city-owned equipment, facilities, and infrastructure
- [ ] Establish and maintain status reporting and coordination with assisting jurisdictions, agencies, and volunteers until Liaison Officer is appointed
  - o Ensure all outside- and multi-agency team members are included in Resource Status
- [ ] Determine need and capacity to provide decontamination prior to evacuees entering mass care facilities (shelters and temporary reception centers)
- [ ] Alert 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 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 incident scene winds down

Logistics Section Chief
- [ ] Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel
  - o In a protracted event, consider use of WCCCA's portable 800-MHz repeater and additional handheld radios or federal portable radio systems
  - o Use more secure means to relay information which may cause distress or panic, or which may fuel rumors, (e.g., written message, face-to-face contact, e-mail, or land-line telephone – NOT via cell phone, cordless phone, or non-secure radio)

- See Attachment 2 to this section, Terrorism Incident Communications Template for suggested multi-agency terrorism incident communications template
- See Attachment 3 to this section, Terrorism incident Ramp-Up Process, for suggested terrorism incident response and resource ramp-up

☐ 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

Finance Section Chief
☐ Assist in purchase and rent/lease of resources, if needed
☐ Report running total of incident costs to Policy Group, as requested
☐ Ensure adequate cost documentation for cost recovery, if available
☐ Ensure adequate medical documentation of exposures or injuries to first responders

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 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

INCIDENT Command System (ICS) Summary
** Multi-Scene Incident **

Area Command - 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 Command Post for each incident location
☐ Request activation of the Emergency Operations Center for support
☐ Ensure clear delineation and understanding of Area Command versus EOC operations
☐ Request implementation of off-site protective actions by the Emergency Operations Center
☐ Assess/size-up incident and call for additional resources, as needed.
☐ Prioritize response actions, if necessary, to area(s) of greatest need

Area Command - Information Officer
☐ Establish and maintain contact with media throughout incident
    o Ensure film footage does not compromise first responder safety by broadcasting their positions and movements
    o Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
    o Provide alert, warning, and protective action strategies, as appropriate
☐ Consider appropriate uses of 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
    o Use subject matter experts, if available, for credibility with public
☐ Participate in the Joint Information Center, as appropriate

Area Command - 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

Area Command - Planning Section Chief
☐ Coordinate with Planning Section at the EOC on 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 Liaison Officer is appointed
    o Ensure all outside- and multi-agency team members are included in Resource Status
☐ Determine need and capacity to provide decontamination prior to evacuees entering mass care facilities (shelters and temporary reception centers)
☐ Alert 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

Area Command - Logistics Section Chief
☐ Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel

- o In a protracted event, consider use of WCCCA's portable 800-MHz repeater and additional handheld radios or federal portable radio systems
- o Use more secure means to relay information which may cause distress or panic, or which may fuel rumors, (e.g., written message, face-to-face contact, e-mail, or land-line telephone – NOT via cell phone, cordless phone, or non-secure radio)
- o See Attachment 2 to this section, Terrorism Incident Communications Template for suggested multi-agency terrorism incident communications template
- o See Attachment 3 to this section, Terrorism incident Ramp-Up Process, for suggested terrorism incident response and resource ramp-up
- ☐ 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 provide food for first responders, if needed
- ☐ Request the EOC plan for subsequent shifts of first responders, if needed

INCIDENT Command System (ICS) Summary
** Multi-Scene Incident **

EOC - 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/size-up incident and call for additional resources, as needed.
☐ Prioritize response actions, if necessary, to area(s) of greatest need

EOC - Information Officer
☐ Establish and maintain contact with media throughout incident
　　o Ensure film footage does not compromise first responder safety by broadcasting their positions and movements
　　o Minimize terrorists' ability to create chaos, confusion, and public panic by providing timely and accurate public information
　　o Provide alert, warning, and protective action strategies, as appropriate
☐ Consider appropriate uses of 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
　　o Use subject matter experts, if available, for credibility with public
☐ Participate in the Joint Information Center, as appropriate

EOC - Safety Officer
☐ Determine safe perimeters, as appropriate to hazard (e.g., hot/warm/cold zones, area command, inner- and outer perimeters)
☐ Designate and maintain emergency ingress and egress routes
☐ Ensure adequate placement and capacity of decontamination resources, if needed
☐ Ensure adequate supply of personal protective equipment for first responders
☐ Ensure any first responder's exposure to health hazards is documented, as appropriate

EOC - 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

EOC - Operations Section Chief
☐ **Treat the incident scene as a crime scene**
　　o Respond to and control the incident in accordance with Police Department SOPs/GOs
　　o Preserve evidence for prosecution of the perpetrators during life safety operations, to extent possible
　　o Coordinate and cooperate with lead Crisis- and Consequence Management agencies
☐ Continue on-scene size-up and hazard/risk assessment

- o Establish the boundaries of the incident area
- o Identify potential hazards and risks to responders
- o Estimate the need for additional resources
☐ Establish a secure perimeter
- o Isolate the area and deny entry
- o In a protracted event, consider incident-specific ID 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

EOC - Planning Section Chief
☐ Reference Section 5-G to set Planning Cycle timeline and determine operational periods
☐ Consider need for written Incident Action Plan
☐ Assess impact of the event on Police Department and other city resources and, specifically, the ability to respond to other calls for service
☐ Conduct damage assessment of city-owned equipment, facilities, and infrastructure
☐ Establish and maintain status reporting and coordination with assisting jurisdictions, agencies, and volunteers until Liaison Officer is appointed
- o Ensure 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 incident scene winds down

EOC - Logistics Section Chief
☐ Establish a communications plan between first responders, emergency rooms, hospitals, mass care providers, and emergency management personnel
- o In a protracted event, consider use of WCCCA's portable 800-MHz repeater and additional handheld radios or federal portable radio systems
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☐ 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

EOC - Finance Section Chief
☐ Assist in purchase and rent/lease of resources, if needed
☐ Report running total of incident costs to Policy Group, as requested

☐ Ensure adequate cost documentation for cost recovery, if available
☐ Ensure adequate medical documentation of exposures or injuries to first responders

Policy Group
☐ Determine whether protective actions, including evacuation, in-place sheltering, and/or quarantine/isolation, will be voluntary or mandatory
  o Mandatory evacuation and/or in-place sheltering require a declaration of emergency
  o Mandatory quarantine/isolation requires a court order requested by the Washington County Public Health Official
☐ Declare a state of emergency, if needed, to
  o Request additional resources from Washington County
  o Conduct a forced evacuation of residents or businesses
  o 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

ADDITIONAL ANTI-TERRORISM RESOURCE MATERIALS

Attachment	Title	Page
1.	Terrorism Incident ICS Organization	6-A-8
2.	Terrorism Incident Communications Template	6-A-9
3.	Terrorism Incident Ramp-Up Process	6-A-10
4.	City of Hillsboro Bomb Threat Checklist	6-A-14
5.	City of Hillsboro Anti-Terrorism Protection Measures	6-A-15
6.	FBI Advisory - Suspicious Mail Handling Procedures	6-A-19

#	Related Documents	Location
1.	Washington County Emergency Operations Plan	EM Office
2.	Washington County Emergency Operations Plan, Appendix 1: Terrorist Incident Response and Recovery Plan	EM Office
3.	Washington County Mass Fatalities Incident Plan	EM Office
4.	Mass Casualty Incident Protocol	EM Office
5.	Emergency Response to Terrorism Job Aid	EM Office, Fire Apparatus

Hillsboro Police Department
255 S. E. 10th Avenue
Hillsboro, Oregon 97123

*** C A L L   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:

_____

_____

_____

_____

_____

_____

Sex of Caller: ☐ Male ☐ Female Age: _____

Race: _____ Length of Call: _____

Number at which call was received: _____

Time: _____ Date: _____/_____/_____

B O M B   T H R E A T   C H E C K L I S T

B O M B   T H R E A T   C H E C K L I S T

CALLER'S VOICE (check all that apply):

☐	Calm	☐	Nasal
☐	Angry	☐	Stutter
☐	Excited	☐	Lisp
☐	Slow	☐	Raspy
☐	Rapid	☐	Deep
☐	Soft	☐	Ragged
☐	Loud	☐	Clearing throat
☐	Laughter	☐	Deep breathing
☐	Crying	☐	Cracking voice
☐	Normal	☐	Disguised
☐	Distinct	☐	Accent
☐	Slurred	☐	Familiar
☐	Whispered		

If the voice is familiar, whom does it sound like?

_____

_____

BACKGROUND SOUNDS (check all that apply):

☐	Street noises	☐	Factory machinery
☐	Crockery	☐	Animal noises
☐	Voices	☐	Clear
☐	P.A. System	☐	Static
☐	Music	☐	Local
☐	House noises	☐	Long distance
☐	Motor	☐	Booth
☐	Office machinery	Other	_____
			_____
			_____

THREAT LANGUAGE (check all that apply):

☐	Well spoken (educated)	☐	Message read by threat maker
☐	Foul	☐	Incoherent
☐	Irrational	☐	Taped

REMARKS:
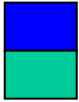
_____

_____

_____

Report call immediately to: _____

at Phone Number: _____

Your Name: _____

Your Position: _____

Your Phone Number: _____

B O M B   T H R E A T   C H E C K L I S T

CITY OF HILLSBORO ANTI-TERRORISM PROTECTION MEASURES

Threat Level: LOW (as determined by Hillsboro Police Department)
A "LOW" level incident can be handles within the normal organization and procedures of the responding departments.
A "LOW" threat level corresponds to "BLUE" and "GREEN" in the Homeland Security Alert System rainbow.

Recommended Minimum "Daily Operations" Measures:

A. **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).

B. **Incident Management**
- Verify that contact information for key staff is current (including EOC personnel).

C. **Police Department**
- Implement "All Employees" measures noted above.
- Check availability of personnel and resources.
- Patrol potential targets.

D. **Fire Department**
- Implement "All Employees" measures noted above.
- Check availability of personnel and resources.

E. **Public Works and Water Departments**
- Implement "All Employees" measures noted above.
- 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. A "MEDIUM" threat level corresponds to "YELLOW" and "ORANGE" in the Homeland Security Alert System rainbow.

Recommended Minimum Protective Measures:

A. **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.
     - o Verify photo ID of everyone entering the "employees only" areas of each facility
     - o Have everyone (employees and public) sign-in and sign-out.
     - o Verify nature of visit of people entering the facility.
   - Conduct routine checks of all areas of the facility that are not secured.
   - Ensure all city vehicles and equipment are fueled and ready.
   - Consider restricting parking in, under, or near facilities.
   - Review "High Threat" procedures.

B. **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).
   - Review/consider additional hardening/security measures for facilities.

C. **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).

D. **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.

E. **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.

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.
A "HIGH" threat level corresponds to "RED" in the Homeland Security Alert System rainbow.

Recommended Minimum Protective Measures:

A. **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.
  - o Verify photo ID of everyone entering the facility.
  - o Have everyone (employees and public) sign-in and sign-out of "employees only" areas.
  - o 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 <u>continuous</u> 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.

B. **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).
- Consider sending non-essential personnel home.
- Review emergency response procedures.
- Consider additional security measures for facilities (as determined by Hillsboro Police).

C. **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.
  - o Temporarily transfer Administrative Officers to Patrol.
  - o Cancel leaves/vacation.
  - o 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.
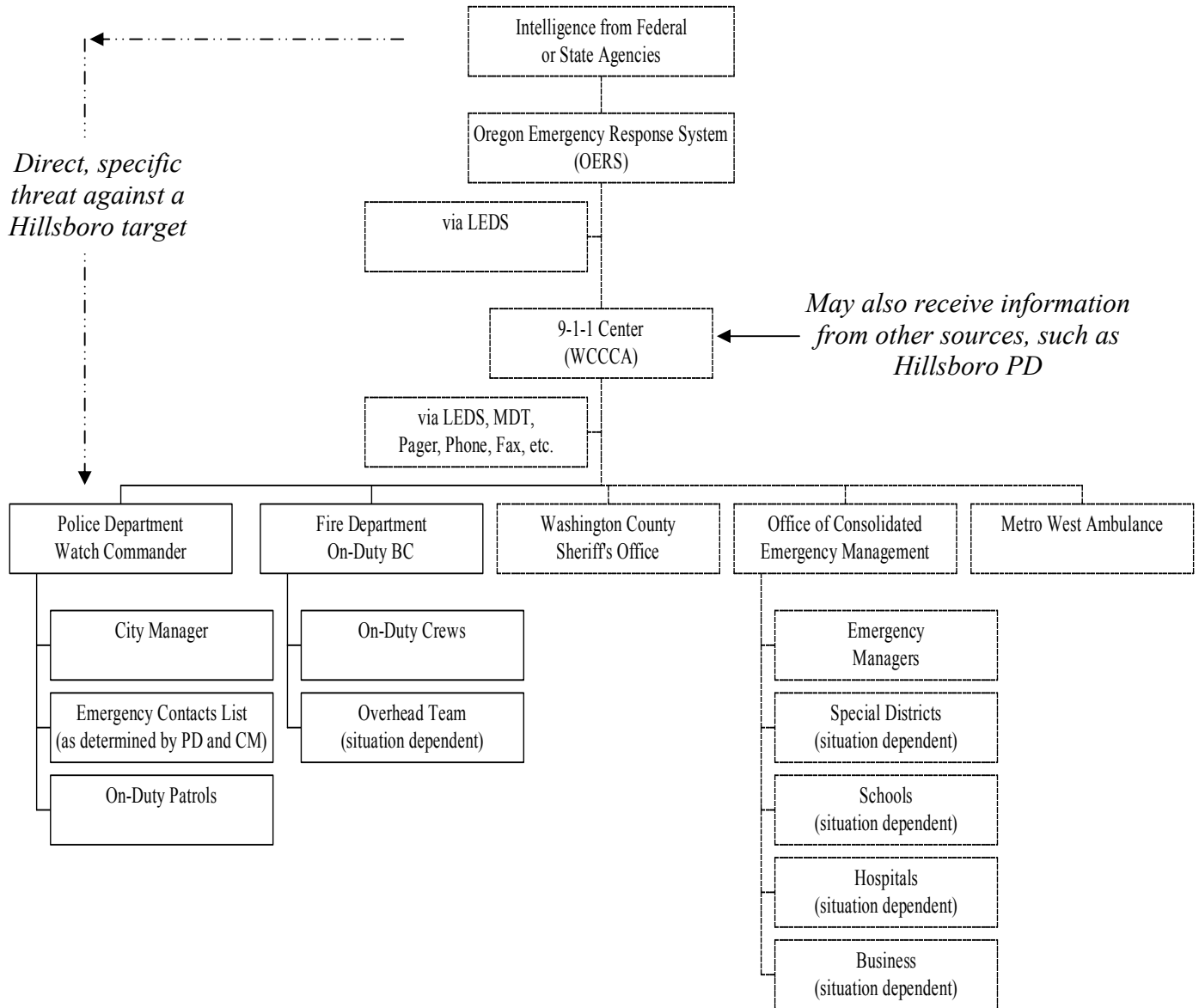- Review emergency response procedures.

D. **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.

E. **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.
- Conduct periodic communications checks with remote personnel and facilities.
- Review emergency response procedures.

City of Hillsboro Terrorism Threat Notification Tree

```
                              ┌─────────────────────────┐
                              │  Intelligence from Federal│
                              │     or State Agencies     │
                              └─────────────────────────┘
                                         │
                              ┌─────────────────────────┐
                              │ Oregon Emergency Response System│
                              │           (OERS)          │
                              └─────────────────────────┘
                                         │
                         ┌───────────────────────┐
                         │        via LEDS        │
                         └───────────────────────┘
                                         │
                              ┌─────────────────────────┐
                              │      9-1-1 Center         │  ◄── May also receive information
                              │         (WCCCA)           │       from other sources, such as
                              └─────────────────────────┘       Hillsboro PD
                                         │
                         ┌───────────────────────┐
                         │     via LEDS, MDT,      │
                         │  Pager, Phone, Fax, etc.│
                         └───────────────────────┘
```

Direct, specific threat against a Hillsboro target

Police Department Watch Commander	Fire Department On-Duty BC	Washington County Sheriff's Office	Office of Consolidated Emergency Management	Metro West Ambulance
City Manager	On-Duty Crews		Emergency Managers	
Emergency Contacts List (as determined by PD and CM)	Overhead Team (situation dependent)		Special Districts (situation dependent)	
On-Duty Patrols			Schools (situation dependent)	
			Hospitals (situation dependent)	
			Business (situation dependent)	

NOTES:

1. 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
2. Dashed-line boxes represent information flow through agencies other than the City of Hillsboro.
3. 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 us and assist in the response.

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

PERSONAL

SPECIAL DELIVERY

No Return Address
Restrictive Markings

Possibly Mailed from a Foreign Country

Excessive Postage

Misspelled Words

Addressed to Title Only or Incorrect Title

Badly typed or written

Protruding Wires

Lopsided or Uneven

Rigid or Bulky

Strange Odor

Wrong Title with Name

Oily Stains, Discolorations, or Crystalization on Wrapper

Excessive Tape or String

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 2006-3
Produced by: Bomb Data Center
Weapons of Mass Destruction Operations Unit

(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.

SECTION 6-B
EARTHQUAKE

Functional Summary

Description
- o Describe response measures specific to an earthquake scenario
- o Describe some legal options that may be necessary to obtain additional resources and to protect the public

Authority
- o Oregon Revised Statutes 401
- o Hillsboro Municipal Code Chapter 2.46

Assessment
- o Determine extent of damage from the earthquake
- o Determine the status of on-duty personnel
- o Determine the status of communications
- o Determine whether a declaration of emergency is warranted
  - o To request additional resources from Washington County
  - o To implement specific emergency measures for public safety
- o Determine whether temporary shelters are required

Implementation
- o Determine whether to call off-duty personnel in to assist
- o Determine how to split staffing for 24-hour coverage, if needed
- o Determine whether there are appropriate uses for existing city-sponsored volunteer groups (firefighters, reserve police officers, CERT members, etc.)
- o Determine whether activation of the Volunteer Center is needed to recruit and train emergency volunteers
- o Work through the Washington County EOC for support from
  - o American Red Cross Oregon Trail Chapter
  - o Utilities – Verizon, NW Natural, PGE, AT&T Broadband
  - o National Weather Service
  - o Washington County Amateur Radio Emergency Service (ARES)
  - o WCCCA
  - o Washington County Information Hotline
  - o Washington County Donations Management Hotline
  - o Washington County Volunteer Hotline
  - o Regional Hazmat Team
  - o Technical Rescue Team
  - o Urban Search & Rescue Team (FEMA)

Incident Command System (ICS) Position Summary

Incident Commander
- ☐ Determine who should be represented in a unified command structure
- ☐ Consider activating the Emergency Operations Center (EOC)
- ☐ Determine whether an aerial damage assessment of city is warranted
  - o May be *required* by Joint Water Commission to assess damage to Barney Reservoir within an acceptable time limit
- ☐ May need coordination through Washington County EOC (If aircraft become scarce assets, they'll be allocated regionally.)
- ☐ Obtain "emergency area" designations, as appropriate for life safety
  - o Emergency Areas should be included in the Declaration of Emergency
  - o Subsequent designations must be approved by City Council or City Manager
- ☐ Determine restoration priorities for city communications systems
- ☐ Determine restoration priorities for utilities
- ☐ Appoint a liaison to City Council; provide situation and resource status reports

Public Information Officer
- ☐ Provide press releases and status updates to media
- ☐ Determine whether Washington County EOC will activate the Joint Information Center (JIC) and whether we need 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

Safety Officer
- ☐ Ensure 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

Operations Section Chief
- ☐ Establish communications with any 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 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 Fire DOC, as needed, to
- ☐ Assist in damage assessment
- ☐ Determine extent of fire and hazardous materials damage
- ☐ Direct structural search & 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 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 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 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 other Building DOC, as needed, to
  - Prioritize damage assessment efforts
  - 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

Planning Section Chief
- Track status of city employee evacuations
- Work with city departments to conduct damage assessment of city resources
  - Notify Logistics which facility and equipment damages require immediate repair or replacement
  - Determine water supply for fire suppression
  - Determine status of water supply, storm drains, sewer system, and streets
  - Determine need for supplying potable water and portable sanitation facilities
- Initiate city-wide damage assessment procedures, if appropriate
  - See Section 4-J, 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 Section 4-B, Emergency Declaration Process
- Complete Initial Damage Assessment Form and forward to Washington County EOC
- Coordinate with Operations, 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 Washington County EOC to coordinate utility restoration priorities
- Draft staffing pattern for 24-hour coverage, if needed
- Establish a status report schedule with Washington County EOC
- Determine need for a price-gouging ordinance
- Establish a schedule for the planning cycle and oversee the planning process
- Coordinate with Washington County EOC and franchised garbage collectors on food-type garbage collection, general trash collection, and debris removal priorities
- Coordinate any public health-related issues with the Washington County EOC
- Determine need for care of city employees' children (if not otherwise available)
- Maintain liaison with assisting non-profit organizations by contacting the American Red Cross Oregon Trail Chapter representative at the Washington County EOC
- Work with 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

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 Department Operations Centers (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
  - Request Washington County Amateur Radio Emergency Service (ARES) support
  - Activate Community Emergency Response Team (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 Public Information Officer 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

Finance Section Chief

- Assess financial tracking needed to facilitate potential cost recovery, and provide guidelines to Logistics and Operations

- Ensure responder actions are documented, to include incident location, times, equipment, etc., to facilitate potential cost recovery, and provide guidelines to Operations and Logistics
- Ensure 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

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

Policy Group

- Sign declaration of emergency, if warranted
  - Include any emergency measures necessary to protect life and safety
  - Ensure 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
  - Repair of or upgrades to city-maintained roadways, water lines, storm drains, sewer system
  - Hiring/contracting additional staff to implement programs

SECTION 6-C
FIRE

I.   LEAD AGENCY: Fire Department

II.   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.

III.   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.

A.   Suppression Assistance

Additional resources which 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 which involve more than one fire burning at one time, may require the implementation of the State Conflagration Act (See Attachment A to this Section).

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 (NIC) provides centralized coordination of dispatch of all wildland agency fire resources in Washington and Oregon. Policy makers of the primary agencies which are represented at the NICC can be reached at the office numbers listed below:
          BLM - 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 ICS personnel.

* These are 24-hour numbers and should not be released to the public without prior approval of the NW Coordination Center and the Mt. Hood National Forest.

B.   **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.

IV.   **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 which would increase the chance of fire, or during periods of extreme hot, dry and windy weather, additional public information briefings will be conducted.

V.   EMERGENCY SERVICE ACTIONS

All Incident Command System functions accrue to the Fire Department unless directed by Incident Command.

A. Fire Department

WARNING

_____	**1**	**Assess staffing. Increase personnel during periods of increased risk, as necessary.**
_____	**2**	**Review status and location of equipment, fuel, and other essential supplies.**
_____	**3**	**Consider repositioning equipment if current location could become cut off, or if staging equipment closer to high risk areas would be more effective.**
_____	**4**	**Check generators and other power, lighting and communications equipment.**
_____	**5**	**Determine fire readiness of vehicles and equipment.**
_____	**6**	**Consider activation of volunteers.**
_____	**7**	**Conduct wildland suppression training.**
_____	**8**	**Alert field personnel and fire stations. Consider daily fire weather briefings during extreme fire danger.**

IMPACT

_____	**1**	**Assume Incident Command.**
_____	**2**	**Assess the fire situation, including a determination of affected area. Obtain information such as current and predicted speed and direction of wind, resources committed and available, etc.**
_____	**3**	**Notify Emergency Management staff.**
_____	**4**	**Maintain communications with operating units and fire station personnel.**

_____ 5   **Keep information on access routes up-to-date. Utilize appropriate routes as conditions change. Keep other department informed of changes in the use of such routes.**

_____ 6   **Consider activation of the EOC.**

_____ 7   **Establish and maintain contact with mutual aid cooperators and other fire agencies.**

_____ 8   **Consider activation of the Conflagration Act.**

_____ 9   **Consider reducing or discontinuing EMS response.**

_____ 10   **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.**

_____ 11   **Provide public information and direction.**

_____ 12   **Coordinate scene control with the Police Department. Allow no one in the fire area except authorized emergency personnel and properly escorted press.**

_____ 13   **Establish and maintain communications with the EOC if activated. Provide situation updates on a periodic basis and as major changes occur.**

_____ 14   **Establish containment and control of the fire according to Department standard operating guidelines.**

_____ 15   **EOC Activation:**

- **Activate and staff appropriate Command and General Staff positions. Brief staff on current conditions, capabilities, and activities.**
- **Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.**
- **Provide Planning Section with list of resources committed to the incident, and those available to be assigned.**
- **Maintain time and expenditure reports for Finance Section.**

_____ 16   **Maintain Unit Lot of decisions made and actions taken.**

<u>RECOVERY</u>

	1	Release excess personnel and equipment.

      1   **Release excess personnel and equipment.**

      2   **Resume EMS response (if discontinued)**

      3   **Complete necessary paperwork and reports.**

      4   **Conduct critique.**

B.   **Police Department**

WARNING

      1   **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.**

      2   **Review status and location of personnel, equipment, fuel, vehicles, and other essential supplies for use during and after the incident.**

      3   **Check generators and other power, lighting, and communications equipment.**

      4   **Assess staffing. Consider the activation of Reserves and/or Cadets/Explorers.**

      5   **Alert field units.**

IMPACT

      1   **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.**

      2   **Maintain communication with field units.**

      3   **Develop scene and traffic control plans with Fire Department. Limit travel into fire area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.**

      4   **Coordinate alert and warning and evacuation planning with the Fire Department and the Information Officer.**

_____ 5   **Conduct evacuations according to Police Department standard operating guidelines.**

_____ 6   **EOC Activation:**

- **Assume/staff ICS positions as requested by Incident Command. Brief staff on current conditions, capabilities, and activities.**
- **Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.**
- **Provide Planning Section with list of resources committed to the incident, and those available to be assigned.**
- **Maintain time and expenditure reports for Finance Section.**

_____ 7   **Maintain Unit Log of Decisions made and actions taken.**

RECOVERY

_____ 1   **Release excess personnel and equipment.**

_____ 2   **Complete necessary paperwork and reports.**

_____ 3   **Participate in critique.**

C   Public Works Department

WARNING

_____ **1**   **Review status and location of equipment, fuel, etc., for use during and after the fire.**

_____ **2**   **Check generators and other power, lighting, and communications equipment.**

_____ **3**   **Assess staffing.**

_____ **4**   **Alert field personnel of impending situation.**

_____ **5**   **So far as is practical, put personnel and equipment on alert, and keep in communication with operating and alert cres.**

IMPACT

_____ **1   Assist Fire and Police Department in planning evacuation and access routes, traffic and scene control, fireline construction, and other activities as requested.**

_____ **2   EOC Activation:**

- **Assume/staff ICS positions as requested by Incident Command. Brief staff on current conditions, capabilities and activities.**
- **Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.**
- **Provide Planning Section with list of resources committed to the incident and those available to be assigned.**
- **Maintain time and expenditure reports for Finance Section.**

_____ **3   Maintain Unit Log of decisions made and actions taken.**

RECOVERY

_____ **1   Release excess personnel and equipment.**

_____ **2   Complete necessary paperwork and reports.**

_____ **3   Participate in critique.**

SECTION 6-D
FLOOD

Functional Summary

Lead Agencies: Public Works, Water

Description
- ☐ Describe activities specific to flood response

Authority
- ☐ Oregon Revised Statutes 401
- ☐ Hillsboro Municipal Code Chapter 2.46

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

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, CERT members, etc.)
- ☐ Work through Washington County EOC for support from
    - o American Red Cross Oregon Trail Chapter
    - o Utilities – Verizon, NW Natural, PGE, Comcast, etc.
    - o National Weather Service
    - o Washington County Amateur Radio Service (ARES)
    - o WCCCA
    - o Washington County Information Hotline
    - o Washington County Donations Management Hotline
    - o Regional Hazmat Team
    - o Technical Rescue Team
    - o Urban Search & Rescue Team (FEMA asset)

Incident Command System (ICS) Position Summary

The procedures in this annex are hazard-specific; and they should be considered in addition to the ICS position functions outlined in the function-specific annexes.

Incident Commander
- Allocate resources to flood response, based upon overall incident priority

Public Information Officer
- Work with media to inform public of expected impacts and protective actions to be taken
  o Use National Weather Service projections, Planning Section determination of expected damages, and approved protective action strategies
  o Include locations of mass care facilities, if activated
  o Include actions being taken by City of Hillsboro
  o Use the community notification system, if appropriate
  o Use route alerting or even door-to-door notifications, if required, for areas where power is out
  o Post notices/flyers in reception areas, mass care facilities, or neighborhood gathering places
- Determine whether rumor control, donations management, or volunteer hotlines are necessary
  o Contact Washington County EOC to determine whether they are implementing county-wide hotlines
  o Assist in implementation, if appropriate

Safety Officer
- Ensure appropriate PPE and sanitation for responders
- Ensure appropriate flood operations briefings for responders

Operations Section Chief
- Conduct flood response, based upon overall incident priority and resources

Planning Section Chief
- Determine the extent of damages within the impacted area
  o Determine which emergency routes remain open
  o Determine how many residents are displaced or isolated due to flood damage
  o Determine how many injuries or deaths resulted (directly or indirectly)
  o Determine whether there is damage to city facilities that will impact emergency response capabilities or continuity of government
  o Estimate debris removal requirements
    ▪ For city (or city-occupied) properties and public rights-of-way
    ▪ For business and residential properties
    ▪ Work through 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 number of city-sponsored volunteers available
        - Determine whether activation of the Volunteer Center is needed to train emergency volunteers
        - Determine need to recruit additional (emergent) volunteers
        - Determine need to use Washington County Volunteer Hotline, if activated

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

Finance Section Chief
- Initiate procedures for potential cost recovery

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SECTION 6-E
HAZARDOUS MATERIALS

Functional Summary

</div>

1   Lead Agency: Fire Department

2   Description
  2-1   "Hazardous material" describes anything which, when out of its intended
         container, has potential for serious harm to life safety, environment, or property
  2-2   A hazardous material may be in the form of liquid, solid, or gas

3   Authority
  3-1   29 CFR 1910.120(q), as adopted by OR-OSHA

4   **Assessment**
  4-1   Determine whether a hazardous material poses a potential hazard
  4-2   Use the DOT Emergency Response Guidebook to determine immediate actions

Incident Command System (ICS) Position Summary

Incident Command
- Establish a single command post in an appropriate location
- Ensure appropriate notifications are made
- Determine appropriate protective actions (evacuation, shelter in-place)
-

A.   Fire Department

1)   Assume incident command and responsibility for all emergency response operations.

2)   Establish an appropriate incident command post. Consider a unified command with other agencies, if appropriate.

3)   Assign an incident safety officer.

4)   Contact OERS to obtain technical assistance (e.g., consultation with a Regional Hazardous Materials Team, DEQ, CHEMTREC, etc.).

5)   Establish appropriate incident command organization, including a Safety Officer.

6)   Assure appropriate notifications are made.

7)   Identify the hazardous material(s), scope of the incident, and level of protection required.

8)   Establish hot, warm, and cold zones, as appropriate.

9)   Make initial product identification and notification per departmental Standard Operating Guidelines (SOG).

10)   Undertake initial incident mitigation efforts which may include fire fighting, rescue, containment, decontamination and emergency medical care.

11)   Provide and control public information.

12)   Provide inner perimeter security.

13)   Provide decontamination

        a.   Assign decontamination area officer and team.

b. Identify people and equipment possibly exposed.

c. Set up decontamination area procedures.

14) Coordinate with the Oregon Department of Environmental Quality (DEQ), who shall assume the lead role for directing the cleanup and site restoration, unless other arrangements have been made.

15) 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.

16) Request assistance from volunteer organizations, as appropriate to the situation

17) Retain Incident Command until emergency operations, including stabilization and control activities, are completed; unless the incident commander requests that another (appropriately trained) agency assume control.

B. Police Department

1. Coordinate tasks with Incident Command.

2. Coordinate and maintain outer perimeter limiting access to spill area.

3. Coordinate with Public Works to provide crowd and traffic control and detour traffic.

4. Detour traffic.

5. Direct evacuations.

6. 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.

C. Emergency Medical

1. Provide emergency care as needed.

2. Provide patient transport.

3. Provide triage, isolation sectors and assist in decontamination as needed.

D. Emergency Management

1. Confirm initial notifications.

2. Provide assistance in secondary notifications.

3. Provide assistance in procurement of materials, resources, and technical assistance.

4. Activate the EOC as appropriate.

E. Public Works

1. Coordinate tasks with Incident Command.

2. Provide assistance with sewerage control.

3. Provide assistance with water control.

4. Provide routing assistance through barricades, traffic light control and routing control.

5. Provide maps and other information as needed.

6. Provide such equipment and material as may be available.

7. Support containment activities as requested and appropriate for training level and only with appropriate personal protection gear.

F. Planning Department

1. Provide aerial photos and property ownership records, as requested.

G. Industry

1. Be familiar with this plan and work with state and local government to see that their emergency operations plans are consistent with this.

2. Respond to emergencies as required by law.

3. Conduct cleanup and site restoration as required by law.

4. Provide expertise and resources to local government and/or state government to help mitigate the effects of a hazardous materials incident.

ATTACHMENT A
to Section 3-b
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
OR Dept. of Environmental Quality	1-800-452-4011	or through OERS
HazMat Section - Portland	229-5759	
OR Dept. of Energy	1-800-221-8035	or through OERS
Siting & Regulation Div. - Salem	378-6469	
OR State Health Division - Portland	229-5599	
Radiological Fixed Site Incidents		
Communicable Disease Agents		
Radiation Emergency Response Team		
OR State Highway Division - Salem	378-6570	
Local Regional Office	653-3090	
OR State Fire Marshal	378-2885	
Hazardous Materials Section		
OR Military Department - Salem	378-3903	
State Forestry Dept. - Salem	378-2560	
Local Headquarters - Forest Grove	357-2191	
OR Public Utilities Comm. - Salem	378-5849	
OR Dept. of Fish & Wildlife - Portland	229-5683	
OHSU Poison Control Center	1-800-452-7165	24 hours

FEDERAL AGENCIES

NRC	1-800-424-8802	24 hours
US Coast Guard Command Center - Washington, DC	1-202-426-1830	
US Coast Guard Seattle (RRT)	1-206-442-5233	
US Coast Guard Portland	240-9300	
Environ. Prot. Agency - Seattle	1-206-442-1196	
US Forest Service - Portland	221-2931	
Nat'l Oceanic & Atmospheric Administration (NOAA) - Seattle	1-206-526-6343	
US Army Corps of Engineers - Portland	221-2193	
Dept. of Health and Human Services (NIOSH) - Seattle	1-206-442-0530	
US Dept. of Energy - Richland	1-509-376-2603	
US Dept. of Interior - Portland	231-6157	
US Fish & Wildlife Svc - Portland	231-6154	
FEMA - Seattle	1-206-403-7243	
Agency of Toxic Substance &	1-404-241-6200	

Disease Registry - Atlanta
US Army Explosive & Ordinance   1-301-677-5770
  Disposal - Maryland
US Nuclear Regulatory Comm. - Maryland   1-301-492-7000
National Weather Service - Portland 281-1911
            Salem   363-7863
            Tape   363-4131
Center for Disease Control   1-404-633-5313
  Night Emergency - Atlanta
Bombing Investigations & Terrorist 1-202-324-4664
  Bombing (FBI) - DC
Classification of Explosives   1-202-325-0891
  Military Board - DC
Destruction of Explosives &   1-202-566-7087   24 hours
  Destructive Devices - DC (AIF)
Bureau of Alcohol & Firearms - DC 1-202-566-7395
Explosives Unit Lab (FBI) - DC   1-202-324-2696
Fed. Aviation Admin. Info - DC   1-202-426-4817
FAA Coordinator – Hillsboro   681-5500   Daytime Number
    "   "   1-425- 227-1389   Nighttime Number
U.S. Postal Inspection Service   279-2060
       (suspicious parcels)

TRANSPORTATION AGENCIES
Tri-Met
Tri-Met Light Rail
Port of Portland Hillsboro Airport

INDUSTRY INFORMATION SOURCES

Industry Chemical Info - CHEMTREC   1-800-424-9300   24 hours
American Petroleum Inst. - DC   1-202-682-8134
Assoc. of American Railroads - Portland 1-800-826-4662
Burlington Northern RR 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 228-7655
Southern Pacific Railroad Dispatch   220-4424
Union Pacific Railroad Dispatch   249-2711
Portland Willamette Railroad Dispatch

VOLUNTEER ORGANIZATIONS

Use of volunteer organizations shall be coordinated through the Emergency Program Manager.

American Red Cross - Portland   284-1234   24 hours
Salvation Army - Local   640-4311   8:30-4:30

Functional Summary

1. **Lead Department: Public Works**

2. **Description**
   2.1. Describe response measures specific to a severe weather scenario.
   2.2. Describe legal options available to obtain resources and protect the public.

3. **Authority**
   3.1. Oregon Revised Statute, Chapter 401, Emergency Services and Communications
   3.2. Hillsboro Municipal Code, Chapter 2.46, Emergency Management

4. **Assessment**
   4.1. Determine the type, severity, and length of the sever weather emergency
         (There are a more specific sections for floods, utility failures and resource shortages)
   4.2. Determine the areas of the city impacted by the weather
   4.3. Determine the protective measures needed to mitigate the results of the severe weather
   4.4. Determine the impact on continuity of city government
   4.5. Determine if a declaration of emergency is needed to implement emergency measures
         or to request additional resources

5. **Implementation**
   5.1. Determine whether to call off-duty personnel in to assist
   5.2. Determine how to split staffing for 24-hour coverage if needed
   5.3. Determine if there are appropriate uses for existing city-sponsored volunteer groups
         (firefighters, reserve police officers, CERT members, etc.)
6. Work through the Washington County EOC for support from
   6.1. American Red Cross Oregon Trail Chapter
   6.2. Utilities – Verizon, NW Natural, Portland General Electric, Comcast Cable Network,
         Clean Water Services
   6.3. National Weather Service
   6.4. Washington County Amateur Radio Emergency Service (ARES)
   6.5. Washington County Consolidated Communications Agency (WCCCA)
   6.6. Washington County Information Hotline, if activated
   6.7. Washington County Donations Management Hotline, if activated
   6.8. Washington County Volunteer Hotline, if activated
   6.9. Regional Hazmat Team
   6.10. Technical Rescue Team
   6.11. Urban Search & Rescue Team (FEMA)

Incident Command System (ICS) Summary

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
  - o E.g., cancel Parks & Recreation classes or close Aquatic Center
- ☐ Provide Mayor and city administration with periodic updates.

Public Information Officer
- ☐ Provide press releases and status updates to the media
- ☐ Assist Logistics in implementing an employee call-in line or recorded message, if needed
- ☐ Determine the need for public service messages
  - o Coordinate with Washington County EOC, if activated

Safety Officer
- ☐ Determine specific safety considerations for the type of severe weather
  - o Safety of city employees and responders
  - o Safety of the public
- ☐ Coordinate with Incident Command and Public Information Officer for the dissemination of safety briefings and messages

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)
  - o See list of critical and vulnerable facilities
- ☐ Coordinate with Logistics Section Chief for the lease or purchase of supplies and equipment, if needed

Planning Section Chief
- ☐ Determine the forecasted duration and extent of this severe weather
  - o Contact the Washington County EOC for current weather information
  - o See Section 8-B, Emergency Contacts, 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
- ☐ 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:
  - o Use City-sponsored volunteers first (Fire, Police, CERT)
  - o Determine if activation of the Volunteer Center is needed to train emergency volunteers
  - o Determine need to use Washington County Volunteer Hotline, if activated
- ☐ Determine if damage assessment is needed
  - o City-owned and city-occupied facilities, properties, and response equipment resources
  - o City-wide damage assessment (may use volunteers to be "eyes and ears in neighborhoods," e.g., Neighborhood Watch, CERT, ARES volunteers)
  - o "Critical and Vulnerable Facilities" may be a high priority for damage assessment, depending upon impact of severe weather. (See list at Section 5-C, Critical Facilities)
- ☐ Determine if a declaration of emergency is needed for City Council approval
- ☐ Establish coordination with Washington County EOC, if activated
- ☐ Coordinate with outside assistance agencies for needed support
  - o 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
  - o Washington County Health and Human Services Department may provide social services to citizens who need extra assistance during extreme weather

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

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 running total of response costs for Incident Command and Policy Group
- ☐ Work with Public Information Officer to Assist Logistics in implementing an employee call-in line or recorded message, if needed

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
  - o Incident Command and staff will provide recommendations
  - o May require legal counsel input (e.g., forced evacuations vs. voluntary)

SECTION 6-G
INDUSTRIAL TRANSPORTATION INCIDENT

Functional Summary

1. Description
   1.1. Describe factors to consider when responding to an industrial transportation incidents
       1.1.1. E.g., Airport, railroad, commercial trucking
       1.1.2. Presence of hazardous materials requires response using Section 5-E Hazardous Materials Incident
   1.2. Describe resources that may be available for response
2. Authority
   2.1. Oregon Revised Statutes 401
   2.2. City of Hillsboro Municipal Code Chapter 2.46
3. Assessment
   3.1. Determine need for Emergency Operations Center to support
       3.1.1. Protective action strategies: evacuation, shelter in-place
       3.1.2. Large-scale traffic problems
       3.1.3. Large-scale life safety efforts
       3.1.4. Long-term impacts
   3.2. Determine extent of damages to people/environment/property directly involved
   3.3. Determine extent of impact on surrounding people, environment, property
   3.4. Determine whether there is potential for further damage
   3.5. Determine best means to mitigate impacts
   3.6. Determine need for search and rescue
   3.7. Determine required resources, personnel, personal protective equipment
       3.7.1. Regional Hazardous Materials Team
       3.7.2. Technical Rescue Team
       3.7.3. Confined space rescue personnel
       3.7.4. Heavy equipment
   3.8. Coordinate with Police, Fire, and Public Works to develop evacuation plans, emergency access routes, and alternate traffic routes, if necessary
   3.9. Determine whether immediate protective actions must be taken by the public
       3.9.1. May trigger use of the Emergency Alert System or Community Notification System
       3.9.2. See Section 4-C Alert & Warning
4. Implementation
   4.1. Conduct life safety operations, as necessary
   4.2. Assist the public with protective actions, if necessary
   4.3. Preserve any "crime scene" evidence, to the extent possible
   4.4. Mitigate further impact on surrounding area, to the extent possible
   4.5. Cooperate with any regulatory or inspection personnel assigned to the incident
   4.6. Provide water for responders; provide food for responders, if needed
5. Demobilization
   5.1. Prepare demobilization plan, if needed (Planning Section)
       5.1.1. Release resources as they are no longer needed (Incident Command)

5.1.2.　Release most expensive or mutual aid resources first, if appropriate

5.1.3.　Ensure food and rest before travel, if appropriate

5.2. Participate in post-incident analysis

6. Related Documents

6.1. Port of Portland Hillsboro Airport Response Plan

6.2. Hillsboro Fire Department Mass Casualty Response Plan

6.3. Washington County Mass Fatality Incident Response Plan

7. Attachments

Incident Command System (ICS) Position Summary

Incident Command
- Establish 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

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 2-minute message for broadcast over the Emergency Alert System, if criteria is met (See Section 4-C, Alert & Warning)
- Draft a message to record for the Community Notification system, if necessary, to deliver broad area message via telephone (See Section 4-C, Alert & Warning)

Safety Officer
- Ensure appropriate personal protective equipment is used
- Ensure appropriate safety briefings are provided
- Ensure personnel have been trained for assigned tasks
- Ensure Safety Officers are posted on-site, as necessary

Operations Section
- Notify Incident Command if additional resources are needed
- Conduct search and rescue operations, if necessary
- Conduct traffic control operations, if necessary
    - 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

Planning Section
- Recommend activation of Mass Casualty Plan or Mass Fatality Plan, as appropriate
- Determine area impacted by event
- Track impact area as part of Situation Status
- Ensure appropriate notifications are made for road closures
- Ensure resource and situation status are maintained throughout the incident
- Recommend appropriate protective action strategies
- Coordinate actions with utilities, as needed

Logistics Section
- Provide communications and maps, as needed
- Provide medical aid for responders is staged, if necessary
- Provide adequate water for responders
- Provide food for responders, if needed

Finance Section
- Initiate measures for potential cost recovery (e.g., from Responsible Party)

Functional Summary

1. **Description**
   1.1. Mitigate and respond to utilities failure for an extended time period: drinking water, sanitary sewer services, electrical power, natural gas, telephone, cable TV, internet
   1.2. Mitigate and respond to a widespread resource shortage for an extended time period: food supplies, gasoline, heating oil, building supplies, etc.

2. **Authority**
   2.1. Oregon Revised Statues 401
   2.2. Hillsboro Municipal Code Chapter 2/46, Emergency Management
   2.3. Washington County Natural Hazard Mitigation Plan
   2.4. Hillsboro Capital Improvement Plans
   2.5. Joint Water Commission Management/Curtailment Plan
   2.6. Hillsboro Public Works Standard Specifications
   2.7. Hillsboro Water Department Standard Specifications
   2.8. Oregon Petroleum Contingency Plan (Oregon Department of Energy)

3. **Assessment**
   3.1. Verify whether utility outages and/or resource shortages are isolated or wide-spread
   3.2. Verify, if possible, expected duration of outage and/or shortage
   3.3. Verify list of industries, facilities, and special populations that might be impacted by or vulnerable to in this event
   3.4. Determine need for warming shelters or other forms of mass care and feeding
   3.5. Determine coordination needs with other Washington County and Portland metro region jurisdictions
       3.5.1. Public information campaign
       3.5.2. Possible disaster declaration
       3.5.3. Restoration priorities
       3.5.4. Evacuation and Sheltering
       3.5.5. Sanitary waste disposal

4. **Implementation**
   4.1. Keep public apprised of progress toward service restoration
   4.2. Work with Washington County Emergency Operations Center and utility company representatives to ensure appropriate prioritization of restoration activity
   4.3. Work with Washington County Emergency Operations Center and American Red Cross representatives to activate mass care and feeding, as needed
   4.4. Develop an plan for emergency response and public outreach

5. **Demobilization**
   5.1. Develop a plan for lifting voluntary or mandatory conservation/curtailment measures

SECTION 5-H
UTILITY FAILURES & RESOURCE SHORTAGES

Incident Command System (ICS) Position Summary

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 advise from City Attorney, as needed

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 for public release

Public Information Officer
- Determine media outlets for public information
- Coordinate the dissemination of information
  - Keep City Council and all departments informed of developing conditions and corresponding ramifications
  - Keep public informed, as appropriate
- Conduct "rumor control" efforts and verify information with Planning Section

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

Planning Section Chief
- Verify list of industries, facilities, and special populations that might be impacted by or vulnerable to in this event
  - See Section 4-G, Protective Action Strategies, for list of critical & vulnerable facilities
  - See Water Department's list of NE Industrial Users to identify major water users
- Determine 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 & resource needs for Public Safety, delivery of emergency services, and continuity of government
  - Determine potential for price gouging and need for anti-price gouging ordinance
  - Determine need for disaster declaration or other action by City Council to implement mandatory conservation or curtailment actions or to request additional resources

- Determine need for evacuation and shelter planning for the affected population
  - Work with Police, Fire, Washington County Emergency Operations Center, and the American Red Cross
  - See Section 4-G, Protective Action Strategies
- Determine need for monitoring compliance with mandatory conservation/curtailment measures, and develop a plan for accomplishing it
- Determine need for volunteers to assist in operations
  - Existing city volunteer groups may be easiest to activate
  - See Section 4-L, Volunteer Management, for a listing of existing volunteer groups and a Volunteer Center Activation Plan
- Coordinate response and restoration priorities with Washington County Emergency Operations Center and utility representatives
- Develop a phased plan to implementing 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 plan with EOC staff, then submit to Policy Group for approval
  - Submit plan to City Attorney for review, then to City Council for adoption
- Notify regulatory agencies of actions, as appropriate

Logistics Section Chief
- Identify additional sources of scarce resources
- Coordinate with Incident Commander to allocate scarce resources

Finance Section Chief
- Document incident actions and costs incurred
- Assist in determining whether "price gouging" is occurring within the city
  - See Section 4-F, Resource Management, for sample price gouging ordinance

SECTION 6-I
VOLCANIC ERUPTION

Functional Summary

1. **Lead Department: Public Works**

2. **Description**
   2.1. Describe response measures specific to a volcanic eruption scenario
   2.2. Identify populations and resources that may be particularly impacted

3. **Authority**
4. Oregon Revised Statutes 401
5. Hillsboro Municipal Code Chapter 2.46

6. **Assessment**
   6.1. Determine when ash fall might end, so clean up can begin
   6.2. Determine extent and impact of damage from the volcanic eruption
       6.2.1.   Which equipment and facilities are inadequately protected?
       6.2.2.   How will you protect vulnerable equipment and facilities from ash?
       6.2.3.   Which facilities must be kept open and which can be closed during and after ash
              fall (according to availability of protective measures and resources)?
   6.3. Determine public information strategy for protective measures and clean-up
   6.4. Determine the status of communications systems
   6.5. 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
   6.6. Determine safe, efficient, and effective means of ash removal
   6.7. Determine whether ash disposal sites are required
   6.8. Determine whether a declaration of emergency is warranted
       6.8.1.   To request additional resources from Washington County
       6.8.2.   To implement specific emergency measures for public safety
       6.8.3.   To authorize additional budgetary authority

7. **Implementation**
   7.1. Call off-duty personnel in to assist, if needed
   7.2. Split staffing for 24-hour coverage, if needed
   7.3. Determine appropriate uses for existing city-sponsored volunteer groups (firefighters,
       reserve police officers, CERT members, etc.)
   7.4. Activate the Volunteer Center, if needed, to recruit and train volunteers
   7.5. Work through the Washington County EOC for support from
   7.6. American Red Cross Oregon Trail Chapter
   7.7. Utilities – Verizon, NW Natural, PGE, Comcast Cable
   7.8. National Weather Service
   7.9. Washington County Amateur Radio Emergency Service (ARES)
   7.10.   WCCCA

Incident Command System (ICS) Position Summary

Incident Commander
- ☐ Determine who should be represented in a unified command structure
- ☐ Consider activating the Emergency Operations Center (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

Public Information Officer
- ☐ Provide press releases and status updates to media
- ☐ Provide public with personal protective measures and ash clean-up instructions
  - o Provide guidance on respiratory protection
  - o Provide suggestions for protecting homes, vehicles, and electronic equipment
  - o Request that people separate volcanic ash from normal garbage for collection or disposal at a designated locations—mixing ash with normal garbage can damage collection vehicles and take up space in landfills. (Small amounts of ash have been disposed successively in household gardens and lawns.)
  - o Coordinate with Public Works to publicize the street cleanup schedule
  - o 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 Policy Group, as needed, on situation and resource status
- ☐ Prepare elected officials and city management for media interviews, if needed

Safety Officer
- ☐ Provide PPE (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 IAP's safety message
- ☐ Assist PIO with safety information for public service announcements, if needed

Liaison Officer
- ☐ Provide Liaison Officer to Policy Group to discuss policy issues
- ☐ Work with PIO to brief the Policy Group, as needed, on situation and resource status

Operations Section Chief
- ☐ Establish communications with any 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 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 HVAC filters in city-owned facilities
  - Check air and fuel filters on city-owned vehicles and equipment
- Coordinate clean-up 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 public with ash removal/disposal
- Coordinate with Police DOC, as needed, to
  - Assist in damage assessment
  - Control traffic to minimize suspension of ash or if ash has covered roadway markings, as required. Actions might include
    - Close roads
    - Reroute travel
    - Reduce speed limits to 10 – 20 MPH
    - Limit the number of vehicles allowed on the road (e.g., one per minute)
  - Clear roadways of stalled vehicles, as required
- Coordinate with 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 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 waste-water drains and gutter downspouts that enter the road to avoid blockages
    - Coordinate the various road, residential, and building clean-up 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 waste-water or storm drains, as able
- Coordinate with 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 clean-up efforts to maintain supply

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 Section 4-J, Damage Assessment
  - Forward completed Initial Damage Assessment Form to 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 Section 4-B, Emergency Declaration Process
  - Determine 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 clean-up efforts, as needed
- Coordinate with Washington County EOC to determine need for ash disposal sites
- Assign a Recovery Technical Specialist to monitor and direct the long-term mitigation and recovery process

Logistics Section Chief

- Inventory supplies, and purchase more, as needed
  - PPE for emergency workers (particulate masks, goggles, gloves)
  - Filters for vehicles, equipment, and HVAC systems
  - 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 in accordance with restoration priorities
  - Provide additional communications capability, as needed
  - Determine need for on-going protection of electronic equipment
- Implement procedures to check on families of on-duty staff, as requested
- Determine which Department Operations Centers (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
- Activate volunteers, if needed
  - Request Washington County Amateur Radio Emergency Service (ARES) support
  - Activate Community Emergency Response Team (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"

- o Work with Public Information Officer and Planning to determine need
- o Provide staffing and communications, if needed
- Coordinate with 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

Finance Section Chief
- Assess financial tracking needed to facilitate potential cost recovery, and provide guidelines to Logistics and Operations
- Ensure responder actions are documented, to include incident location, times, equipment, etc., to facilitate potential cost recovery, and provide guidelines to Operations and Logistics
  - o Use existing department forms (log books, trouble tickets, incident reports, etc.), if they provide sufficient information and can be kept up during heavy workload
  - o Use ICS Form 214, Unit Log, if another method of documentation is needed
- Ensure 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

Department Operations Centers
- Establish communications with the Operations Section in the EOC
  - o Test all available means (e.g., 800 MHz, 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
- Ensure responder actions are documented, to include incident location, times, equipment, etc., to facilitate potential cost recovery, according to guidelines provided by Finance
  - o Use existing department forms (log books, trouble tickets, incident reports, etc.), if they provide sufficient information and can be kept up during heavy workload
  - o 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

Policy Group
- Sign declaration of emergency, if warranted
  - o Include any emergency measures necessary to protect life and safety (e.g., anti price-gouging or curfew)
  - o Ensure all city resources have been expended prior to requesting additional support from Washington County
- Approve emergency funding beyond budgeted amounts, if necessary

METRO

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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 vactor-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 be re-evaluated 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.

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.

Appendix A

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 drop-box 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:

I . 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 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 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
policyc2.exo

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