

MITIGATION MATRIX

City of Hillsboro

City Departments/Other Agencies

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		
		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	City Departments/Other Agencies																				
			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
		P* Each Departments is responsible for maintaining the EOC/alternate EOC and communications capability in their facility																					

RESPONSE MATRIX

City of Hillsboro

City Plan Annex Federal ESF		FUNCTIONS P = Primary S = Support I = Information	City Departments/Other Agencies																										
			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 of Hillsboro		City Departments/Other Agencies																											
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		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*	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																											

Section 3-E
Planning Function Definitions

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.).

MITIGATION MATRIX DEFINITIONS

- 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.

PREPAREDNESS MATRIX DEFINITIONS

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

Family Preparedness Plan and Supplies 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.

Special Needs Populations 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.

Institutional Preparedness Plans and Supplies (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

Emergency Public Information Plan 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.

Continuity of Government Plan Provides for the preservation, maintenance and/or reconstitution of the city's capability to carry out 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.

Emergency Management Plan 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.

Hazard Mitigation Plan 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

Volunteer Management Plan 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.

Disaster Communications 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. Missing Persons Locator: 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. Volunteer Coordination: 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. 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. May work with the county donations manager to coordinate a county-wide program.
11. Alert and Warning: Provides warning, emergency information, and guidance to the public.
12. Direction and Control: 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. Incident Command: 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. 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.
15. Communications/Automation: 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. Emergency Public Information: 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.

RESPONSE MATRIX DEFINITIONS

17. Resource Management: Provides for coordination of the materials, personnel, equipment, and facilities for a disaster response mission.
18. Evacuation: Provides for evacuation of the public whenever required. Includes alert and notification, transport, traffic control, and sheltering.
19. Law Enforcement: 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. Search and Rescue: 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. Heavy Rescue: 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. Fire Suppression: Provides for management, conduct, and coordination of fire fighting activities including the use of mutual aid agreements with neighboring jurisdictions.
23. Hazardous Materials: 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. Emergency Medical: Provides for triage and initial treatment of emergency medical cases and for transportation of victims to medical care facilities.
25. Infrastructure Management: 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. Engineering/Construction: Provides technical advice and evaluations, engineering services, construction management and inspection, and emergency contracting services for public facilities during a disaster.
27. Damage Assessment: Provides for preliminary financial estimates and comprehensive descriptions of the nature and extent of damage.
28. Transportation: 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

RECOVERY MATRIX DEFINITIONS

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

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

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

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