



STATE OF WASHINGTON
— OFFICE OF GOVERNOR JAY INSLEE —

August 28, 2024

TO: Directors of State Agencies, Boards, Institutions of Higher Education,
Commissions and Councils

FROM: Jay Inslee, Governor 

SUBJECT: Letter of Promulgation, 2024 Washington State Comprehensive Emergency Management Plan

I am pleased to promulgate an update to the Washington State Comprehensive Emergency Management Plan (CEMP). The CEMP provides the framework for statewide prevention, protection, mitigation, response, and recovery activities while providing a structure for plan consistency throughout the state and facilitating interoperability between local, state and federal governments.

This update ensures that the CEMP reflects The Adjutant General's (TAG) name as the Director of Emergency Management, per the reference in RCW 38.52. The CEMP provides the official delegation of authority from the TAG to the Emergency Management Division Director.

Attachment (1): Washington State Comprehensive Emergency Management Plan



Comprehensive Emergency Management Plan

Washington Military Department
Emergency Management Division

Base Plan
August 2024



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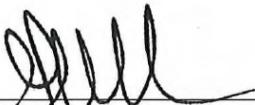


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Approval and Implementation

The CEMP is one of many efforts in preparing the citizens of Washington for emergencies and disasters. This CEMP supersedes all previous CEMPs and is formatted to be consistent with the National Response Framework, complete with Emergency Support Functions and Annexes that support specific areas necessary to enhance the concepts presented in the CEMP. Our objective is to provide a format that all communities can follow, promoting interoperability at all levels of response. Advances in technology allow us to coordinate actions and activities through electronic means much more quickly and frequently and to deliver this plan in a digital form versus a paper document. Any requests for changes or modifications should be directed to the Washington Military Department, Emergency Management Division's Preparedness Section Manager.



Gent Welsh
Major General
The Adjutant General
Washington Military Department

8/27/2024
Date



Robert Ezelle
Director
Washington Military Department
Emergency Management Division

8/26/24
Date



Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected
24-001	08/2024	Replaced former TAG Bret Daugherty with current TAG Gent Welsh to accurately reflect the official delegation of authority from TAG to the Emergency Management Division director.



Record of Distribution

Agency / Organization / Entity	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, & Acceptance
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Introduction

Purpose

The Washington State Comprehensive Emergency Management Plan (CEMP) provides a policy level framework to support emergency management activities in Washington State. Emergency management consists of prevention, protection, mitigation, response, and recovery activities. The CEMP Response Plan, Washington Restoration Framework (WRF), State Enhanced Hazard Mitigation Plan (SEHMP), Emergency Support Functions (ESFs), and Incident Annexes describe specific roles, responsibilities, functions, and support relationships of state agencies through all five mission areas of emergency management.

The CEMP also provides a framework for state, local, tribal, and whole community coordination and cooperation supporting response and recovery of local jurisdictions in times of emergencies and disasters. The CEMP sets in place policies for minimization of the impacts of emergencies and disasters to the people, property, environment, and economy of Washington State; and is the primary implementing document for the National Incident Management System (NIMS) within Washington State.

The CEMP Base Plan lays out a general overview of Washington State's approach to emergency management. The Base Plan directs users to the appropriate plan or annex for description of specific roles and responsibilities and actions to be taken in a given situation and at a given point in emergency management.

Scope

The CEMP Base Plan applies to all state agencies including offices, departments, institutions of higher education (as defined in RCW 286.10.016), commissions, boards, and councils, as the state's policy framework for preventing, protecting from, mitigating, responding to, and recovering from emergencies, disasters, and planned events. The CEMP considers the emergencies and disasters likely to occur in Washington State that have been identified through the Washington State Hazard Identification and Vulnerability Assessment (HIVA) and described in the SEHMP, and the Threat and Hazard Identification and Risk Assessment (THIRA).

The CEMP:

- Provides an overview of how to implement state-level emergency management and details responsibilities in relation to federal and state laws, rules, and regulations. Federal laws include Public Law 93-288, as amended (42 U.S.C. 5121 et seq.). State laws include Chapter 38.52 of the Revised Code of Washington (RCW) and Title 118 of the Washington Administrative Code (WAC).
- Describes functions and activities necessary to implement the five mission areas (prevention, protection, mitigation, response, and recovery) described by the National Preparedness Goal.
- Outlines the strategy for integration and use of government, private sector, and volunteer resources within the National Preparedness System structure and guidance.



This integration requires the establishment of effective emergency management coordination processes and procedures by engaging the whole community and coordinating elements at the federal, state, local, and tribal government levels.

- Outlines the vertical and horizontal integration of the CEMP with other federal, state, local, and tribal emergency management plans.
- Uses federal guidance and supporting plans including the National Prevention, Protection, Mitigation, Response, and Disaster Recovery Frameworks, as well as FEMA's National Incident Management System (NIMS) and Comprehensive Planning Guide 101 v3.

Situation Overview

Washington State is located in the Pacific Northwest. With 66,582 square miles, 39 counties, and 29 federally recognized tribes, it is the 20th largest state in the country geographically, and the 15th largest based on economic and demographic activities. It is bound on the north by the Canadian province of British Columbia, on the east by Idaho, on the south by Oregon, and on the west by the Pacific Ocean.

Emergencies and disasters can result in human suffering, injury, and death, property damage, environmental degradation, loss of essential services, economic hardship, and disruption to federal, state, local, and tribal government functions as well as public and private organizations.

Hazard Assessment Summary

Natural hazards in Washington State include wildfires, floods, landslides, droughts, earthquakes, and volcanoes (including resulting ash fall and lahars). These natural hazards occur more frequently than technological hazards and have a history of being high impact incidents.

Human-caused hazards in Washington State include dam failure, cyberattacks, pipeline incidents, hazardous materials, chemical, and radiological incidents, communicable disease outbreaks (epidemic and pandemic); animal, crop, and plant disease; infestation outbreaks; and terrorism (including cyber-terrorism and weapons of mass destruction). All of the technological hazards pose a low to minimal risk but have the potential for a high degree of impact should one occur.

Table 1 depicts the annual probability of a disaster declaration for the identified hazard types Washington State's annual hazard probabilities based on the number of disaster declarations (state or presidential) for each type since 1980. It should be noted however, these annual probabilities are not based on specific event magnitudes (e.g., a 9.0M earthquake).



Hazard	Annual Probability
Extreme Weather	72%
Wildfire	70%
Flood	60%
Landslide	44%
Drought	24%
Earthquake	2.5%
Volcano	2.5%
Avalanche	<1%
Tsunami	<1%

Table 1: Washington State Hazard Profile

The Washington State Enhanced Hazard Mitigation Plan (SEHMP) analyzes potential impacts of identified natural and technological (human-caused) hazards to the state and its jurisdictions, identifies actions and activities to reduce losses from those hazards, and establishes a coordinated process to implement the plan. FEMA approved the SEHMP update, in accordance with the five-year maintenance cycle. FEMA also conducts an annual review of the SEHMP as part of the Mitigation Program Consultation required by FEMA's State Mitigation Plan Review Guide (2016).

The Washington State Threat and Hazard Identification and Risk Assessment (THIRA) identifies the state's most significant threats and hazards and gives them context within eight scenario descriptions. The Washington THIRA, created in 2012 and updated every three years, was developed in consultation with state, tribal, and local jurisdictions. The THIRA process follows FEMA's Comprehensive Preparedness Guide (CPG) 201. This process includes analyzing the impacts of each scenario to each of the 32 FEMA Core Capabilities identified in the National Preparedness Goal and then determining desired outcomes and a target for each capability. Washington State uses these capability targets as the basis for the state's capability assessment, identifying gaps, and planning strategic objectives to fill the gaps. Resource requirements (capability estimation) developed for the five preparedness mission areas of Prevention, Protection, Mitigation, Response, and Recovery are a part of the THIRA process and are incorporated into future Core Capability strategic planning efforts.

Table 2 depicts the core capabilities identified for Washington State for each of the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities of Planning, Public Information and Warning, Operational Coordination, and Cybersecurity are common to all mission areas for Washington State.



Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption			Critical Transportation	Economic Recovery
Screening, Search, and Detection		Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Cybersecurity		Fatality Management Services	Housing
	Risk and Disaster Resilience Assessment	Fire Management and Suppression	Natural and Cultural Resources	
		Logistics and Supply Chain Management		
	Threats and Hazards Identification	Mass Care Services		
		Mass Search and Rescue Operations		
		Risk Management for Protection Programs and Activities	On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
		Supply Chain Integrity and Security	Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

Table 2: Core Capabilities by Mission Area

The annual Washington State Preparedness Report (SPR) process asks the whole community to assess Washington State's level of capability through the core elements of Planning, Organization, Equipment, Training, and Exercise (POETE) using a 1 to 5-point system. As previously described, the THIRA capability targets are used as a guide for the assessment rating process. The SPR narrative includes priorities, metrics, advances, and additional analysis to provide a complete picture of Washington State's annual capabilities improvement progress. The Washington State Core Capabilities Strategic Plan brings together the elements of the THIRA with the SPR assessment in a form, both readable by stakeholders not familiar with these complex requirements, and usable by stakeholders who lead state capability improvement.



planning. These documents augment the SEHMP by defining the impacts, outcomes, and resource requirements for each threat and hazard to each of the 32 core capabilities.

Planning Assumptions

Local jurisdictions and tribes are responsible for preparing for response and recovery from local emergencies and disasters, including organizing and training local staff. The state of Washington, through the Washington Military Department, Emergency Management Division (EMD), supports local emergency management preparedness by instituting training and exercise programs for emergency management personnel to respond to and recover from local emergencies and disasters based on local and state agency assessments of response and recovery capabilities.

Some emergencies or disasters will occur with enough warning that appropriate notification will be issued to ensure some level of preparation. Other emergencies or disasters will occur with no advanced warning.

The extent of the challenges created by emergencies or disasters depends on factors such as time of occurrence, geographic area, the severity of impact, weather conditions, area demographics, nature of building construction, and the status of communications and cyber systems operability. Collateral incidents such as fire, floods, hazardous materials releases, or mass cyber systems outages will occur and increase the impact on the community, multiply losses, and hinder immediate emergency response efforts.

Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.

Local jurisdictions may request resources from the state after an incident has occurred, but the state may be unable to satisfy all emergency resource requests during a major emergency or disaster.

Members of the public, private organizations and businesses, state agencies, and local jurisdictions should plan to be self-sufficient for a period of at least two weeks after an emergency or disaster. Catastrophic disasters will require even greater preparation. Therefore, to adequately prepare for a catastrophic disaster, members of the public are encouraged to prepare to remain self-sufficient for longer periods.

Local jurisdictions (political subdivisions) will comply with the intent of Revised Code of Washington (RCW) 38.52 and Washington Administrative Code (WAC) 118, and will:

- Establish procedures for continuity of government and operations.
- Establish an emergency management organization and facility, either independently or in partnership with other local jurisdictions.



- Prepare plans and procedures, including an all-hazard CEMP, and maintain a comprehensive emergency management program per WAC 118-30. Address response to technological hazards, such as cyber incidents, in local jurisdictional CEMPs.
- Communicate with the State Emergency Operations Center (SEOC) on the status of activities during or following any emergency or disaster.
- Issue local emergency proclamations and request state assistance when appropriate.
- Preserve essential records.

State agencies (including its offices, departments, institutions of higher education, commissions, boards, and councils) will have their own comprehensive emergency management program consistent with Washington State Government Responsibilities section of this plan.

Federal assistance may become available for disaster response and recovery operations under the provisions of the National Response Framework and the Stafford Act, Public Law 93-288, as amended.

Concept of Operations

General

The concept of operations is an overview of the support, coordination, and assistance provided to tribes, state agencies, and elements of local government, that in turn aids disaster-affected residents and visitors of Washington State in a comprehensive, coordinated, and expedited manner. This is particularly essential during major and catastrophic incidents that demand immediate action to preserve, protect, and save lives and minimize losses to public and private property in any stricken community overtaken by such occurrences.

Responsibility to develop, maintain, and administer a comprehensive statewide emergency management program resides with the Washington Military Department, as provided in RCW 38.52.005 and RCW 38.52.030(2) and (3). This includes mitigation of, prevention of, protection from, response to, and recovery from emergencies and disasters.

Consistent with the intent of the Emergency Management Act (RCW 38.52), the Military Department coordinates its efforts with the whole community, including the federal government, other states, Washington State agencies, local governments, tribal nations, private industry, institutions, and organizations, and nonprofit organizations.

The Military Department is required by RCW 38.52.030(3) to develop and maintain the Washington State Comprehensive Emergency Management Plan (CEMP), which must include procedures used during emergencies for coordinating the resources of all state and local government organizations. This statute also requires the Military Department to administer and manage the State Emergency Operations Center (SEOC) in an emergency and to include



representation from all appropriate state agencies for the purpose of authorizing state resources and actions during an emergency.

The Governor is granted general supervision and control of the emergency management functions of the Military Department and is "responsible for the carrying out of the provisions" of the Emergency Management Act (RCW 38.52). The Director of the Military Department, subject to the direction and control of the Governor, is responsible to the Governor for carrying out the program for emergency management of the state pursuant to RCW 38.52.030(2).

For the purpose of carrying out the provisions of the Emergency Management Act (RCW 38.52), the Governor is broadly directed by RCW 38.52.110(1) "to utilize the services, equipment, supplies, and facilities of existing departments, offices, and agencies of the state ... to the maximum extent practicable, and the officers and personnel of all such departments, offices, and agencies are directed to cooperate with and extend such services and facilities to the governor and to the emergency management organizations of the state upon request notwithstanding any other provision of law."

When an imminent or actual emergency or disaster threatens the state, The Adjutant General (TAG), or designee, will activate the SEOC, gather and evaluate relevant factual information concerning the incident, and recommend, as appropriate, the Governor proclaims a state of emergency.

In the event of a catastrophic incident, Washington State government will respond to the incident to the best of its ability but will require help from non-governmental organizations (NGOs), the private sector, neighboring states, provinces, and the federal government. State agencies will rely on their Continuity of Operations plan to quickly address and recover from the incident.

Plan Activation

The State Emergency Operations Center (SEOC) serves as a single point of contact for the authorizing of state resources or actions in response to and recovery from natural, technological, or human-caused emergencies or disasters. It operates following the principles of the National Incident management Systems (NIMS) and the Incident Command System (ICS) and includes representation from all appropriate state agencies filling Emergency Support Functions as needed by the nature, size, and complexity of the incident.

The SEOC is a permanent facility located in Building 20 on Camp Murray. Pursuant to RCW 38.52.030, the SEOC will include representation from all appropriate state agencies. A detailed description of SEOC procedures and organization is maintained in the Washington State Emergency Operations Center Standard Operating Procedures Manual, published separately.



SEOC Activation Levels

In the event the SEOC is threatened or unusable, an alternate SEOC may be activated in accordance with the Washington Military Department Continuity of Operations Plan, published separately. SEOC operations are dictated by the nature, size, and complexity of an event or incident and generally categorized into the following three activation levels, which may be modified as the situation dictates:

LEVEL 1 Full Activation
<ul style="list-style-type: none">• Major Incident• In a Full Activation, all primary SEOC functions activate to support the incident or the impacted jurisdictions from the SEOC or JFO. Supplemental staffing may be utilized for the SEOC and ESFs as dictated by the incidents.
LEVEL 2 Partial Activation
<ul style="list-style-type: none">• Significant Event• When an incident exceeds the capability or capacity of the AWC or requires specialized incident support, the SEOC activates to a level 2 Partial Activation. In a Partial Activation, one or more of the SEOC functions activate to support the incident or the impacted jurisdictions from the SEOC or JFO. State agencies activate to fill SEOC positions and ESFs as dictated by the incident.
LEVEL 3 Enhanced Monitoring Activation
<ul style="list-style-type: none">• Routine Activation Level• The routine activation level in which state agencies conduct their daily emergency management responsibilities. The State Emergency Operations Officers (SEOOs) in the SEOC AWC manage and coordinate incidents in cooperation with local, state, and federal agencies. The AWC operates 24 hours a day, including weekends and holidays.

Table 3: Washington State Emergency Operations Center Activation Levels

A detailed description of the SEOC activation process and phases of response can be found in the Washington State Emergency Management Response Plan (Response Plan).

Whole Community Involvement

The Whole Community, as defined by the federal government, is:

"A means by which residents, emergency management practitioners, organizational community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Whole Community includes individuals and families, including those identified as at-risk or vulnerable populations; businesses; faith-based and community organizations; nonprofit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial, and federal partners."



Involving the Whole Community is a means by which Washington State residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The Whole Community approach in Washington State attempts to engage the full capacity of the public, private, and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), children with and without disabilities and their caregivers, and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.

State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.

Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating on the basis of race, color, or national origin. Recipients of federal financial assistance must also take reasonable steps to provide meaningful access for persons with Limited English Proficiency (LEP) to their programs and services.

Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies issue guidance to grant recipients, assisting such organizations and entities in understanding their language access obligations. The Department of Homeland Security (DHS) published the required grant recipient guidance in April 2011, DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 76 Fed. Reg. 21755-21768. (April 18, 2011) The guidance provides helpful information such as how a grant recipient can determine the extent of its obligation to provide language services, selecting language services, and elements of an effective plan on language assistance for LEP persons.

People with access or functional needs are those who may have additional needs before, during, or after an incident in functional areas including, but not limited to maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, who live in institutionalized settings, who are older adults, who are children, who are from diverse cultures, who have limited English proficiency or who are non-English



speaking, or who are transportation disadvantaged. (National Preparedness Goal, September 2015)

The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

Operational Objectives

Incident Management

Operational objectives are based on the following priorities:

- **Life Safety;**
- **Incident Stabilization;**
- **Protection of Property;**
- **Protection of the Environment; and**
- **Meet Basic Human Needs.**

NIMS Components to Achieve Priorities

Incident management priorities include saving lives, stabilizing the incident, and protecting property and the environment. To achieve these priorities, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

- *Flexibility* – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- *Standardization* – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- *Unity of Effort* – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

Request for a Proclamation of Emergency

A Governor's *Proclamation of Emergency* allows the state to mobilize its assets for impending or existing disasters and emergencies and facilitates response activities. The Governor proclaims a state of emergency pursuant to RCW 43.06.010(12) to meet a variety of response and recovery needs, such as:

- Deploying response assets to include activating the National Guard.
- Prohibiting activities to help preserve and maintain life, health, property, or the public peace.



- Waiving or suspending certain state laws, rules, and regulations to facilitate response and recovery operations.
- Providing assistance to disaster survivors.

The executive heads of government at the local level (mayor, city manager, or board of county commissioners) may declare or proclaim a local state of emergency in accordance with the provisions of their local codes, charters, or ordinances. The Governor's authority to proclaim a state of emergency is identified in RCW 43.06.010(12). The President of the United States is authorized to declare an emergency or disaster at the national level.

Local Jurisdiction Emergency Declaration Process

Impacted counties, cities, or towns will coordinate their emergency response effort to an emergency or disaster within their jurisdiction and should declare or proclaim a state of emergency in accordance with their local codes, charters, or ordinances.

Please refer to the Response Plan for a detailed description of the local jurisdiction emergency declaration process.

State Emergency Proclamation Process

The governor may, after finding a public disorder, disaster, energy emergency, or riot exists within the state affecting life, health, property, or the public peace, proclaim a state of emergency in the area affected. The powers granted the governor during a state of emergency will only be effective within the area described in the proclamation in accordance with RCW 43.06.010(12). The proclamation by the governor is a prerequisite for access to the full range of federal disaster recovery programs available to the state.

Please refer to the Response Plan for a detailed description of the state emergency proclamation process.

Presidential Emergency or Major Disaster Declaration

Pursuant to Title 44, Code of Federal Regulations, Part 206, Subpart B, the governor may request the President of the United States issue an emergency or a major disaster declaration. Before making a request, the governor must proclaim a state of emergency and ensure all appropriate state and local actions have been taken.

Please refer to the Response Plan for a detailed description of presidential emergency or major disaster declaration requests, as well as federal disaster declarations and requests for a proclamation of emergency.



Direction, Control, and Coordination

Multi-Jurisdictional Coordination

The complexity of emergency management operations during a disaster or emergency requires that direction, control, and coordination channels are formalized and understood by all involved in the incident.

Day-To-Day

Direction, control, and coordination of emergency management in Washington State is the responsibility of the governor, other elected officials, and the executive heads of political subdivisions of the state as authorized by law. These officials may delegate various emergency management administrative functions to their respective emergency management directors or selected emergency management personnel. It is important to note that certain state agencies, such as the Department of Natural Resources, have their own specified statutory authorities and responsibilities for which they do not report to the governor. The governor has general supervision and control of emergency management functions for the state and is responsible for the carrying out of the state's emergency management program in accordance with RCW 38.52.050(1). Additionally, the governor is authorized by RCW 38.52.050(3) to delegate administrative authority granted under the Emergency Management Act and to provide for sub-delegation of this authority.

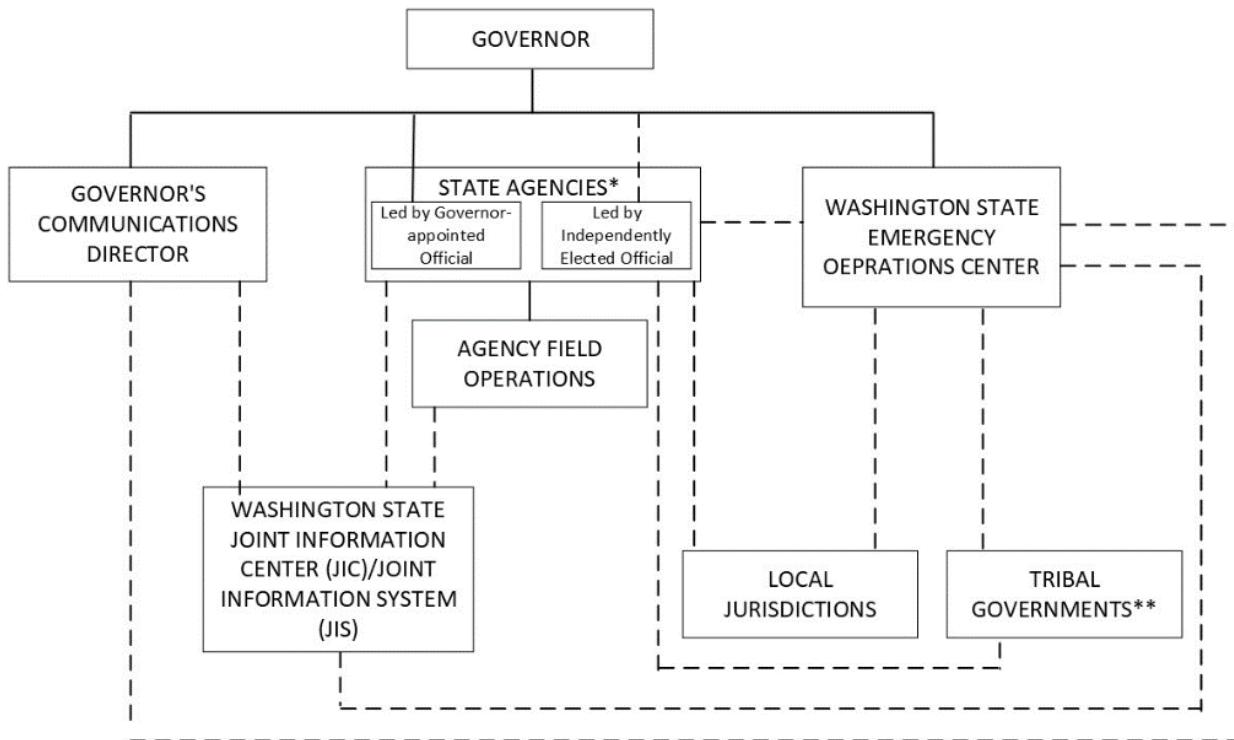
The Adjutant General (TAG) is defined in RCW 38.52.010 as the Director of the Washington Military Department and is responsible to the governor for carrying out the emergency management program for the state. The Director of the Washington Military Department (TAG) shall coordinate the activities of all organizations for emergency management within the state, maintain liaison, and cooperate with the emergency management organizations of other states and the federal government, and have additional authority, duties, and responsibilities authorized in the Emergency Management Act as may be prescribed by the governor in accordance with RCW 38.52.030(2). State and local jurisdiction emergency management directors provide the means for coordinating available capabilities, resources, and assets necessary to alleviate the impact of disasters or emergencies on Washingtonians and public entities.

Disasters and Emergencies

All disasters and emergencies begin locally, and local jurisdictions working in collaboration with county and other local emergency management agencies provide an initial response. Direction, control, and coordination of the initial emergency management response activities are provided by local jurisdictions and their emergency management agencies. Local incident commanders lead tactical direction and control activities. Incident commanders report as specified in their chain of command and request resources through their local Emergency Operations Center/Emergency Coordination Center (EOC/ECC). After public, private, and mutual aid or inter-local agreement resources from adjacent political subdivisions are exhausted, the county EOC/ECC requests assistance from the SEOC. Although requests for



assistance from cities, independently recognized by the state as separate emergency management jurisdictions, can be made directly to the SEOC, the state strongly recommends that requests are coordinated through the county EOC/ECC to determine if more timely assistance may be coordinated through the local county EOC/ECC. Tribal nations can coordinate directly through federal, state, county and local channels. When local resources and capabilities of the impacted jurisdictions are exceeded, requests for assistance are elevated to the State. In major or catastrophic disasters, the state may request further assistance from the federal level, other states, or provinces through mutual aid.



*Control of vs. coordination with state agencies by the governor depends on whether the state agency is led by governor-appointed officials or individually elected officials. See the Washington State Government Organization Chart for specific breakdown.

CONTROL

COORDINATION

**Note - Tribal Governments can coordinate directly with federal, state, and local channels.

Figure 1: Emergency Management Operational Structure – Local and State Incidents (No Federal Assistance)

Figure 1, Emergency Management Operational Structure – Local and State Incidents, depicts the control and coordination channels used during incidents and emergencies in Washington State that do not have federal assistance or a Presidential disaster declaration.



Pursuant to RCW 38.52.030(2) and RCW 38.52.010(4), the Director of the Washington Military Department (also known as The Adjutant General or TAG), subject to the direction and control of the Governor, is responsible for carrying out all emergency functions of the state to mitigate, prepare for, respond to, and recover from emergencies and disasters, including coordination of all state and local resources and the activities of all state and local emergency management organizations. The State CEMP reflects these responsibilities. When the Governor proclaims a state of emergency, the Governor usually directs that the plans and procedures in the State CEMP be implemented. TAG carries out these responsibilities in cooperation and collaboration with state agencies, local jurisdictions, volunteer organizations, and the private sector. The Governor, through The Adjutant General (TAG), provides liaisons to federal agencies. A liaison may be provided to local jurisdictions, tribal nations, neighboring states, and provinces, and other entities based upon the scope of the disaster or emergency and available resources. State agencies of activated ESFs will assign representatives to the SEOC to coordinate emergency support functions.

Figure 2, Emergency Management Operational Structure – Presidential Declaration, depicts the control and coordination channels used during incidents and emergencies in Washington State that receive federal assistance through a Presidential disaster declaration. Note: That some federal assets such as the FBI will coordinate directly with the affected political subdivision.

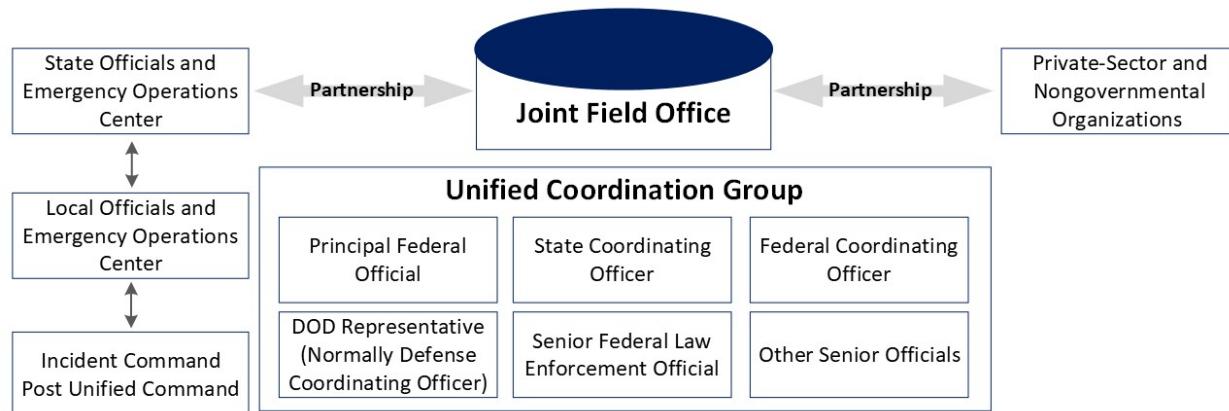


Figure 2: Emergency Management Operational Structure – Presidential Declaration (Federal Assistance)

The Governor is responsible for providing general supervision and control of the emergency management functions of the Washington Military Department, carrying out the provisions of the Emergency Management Act (RCW 38.52) and, in the event of disaster beyond local control, assuming direct operational control over all or any part of the emergency management functions within this state, as described in RCW 38.52.050(1). The governor is also authorized to cooperate with the federal government, with other states, and with private agencies in all matters pertaining to the emergency management of this state and of the nation, as provided in RCW 38.52.050(2). The governor is further authorized and empowered:



- To make, amend, and rescind the necessary orders, rules, and regulations to carry out the provisions of RCW 38.52 within the limits of the authority conferred upon him or her in the Emergency Management Act, with due consideration of the plans of the federal government (RCW 38.52.050(3)(a));
- On behalf of this state, to enter into mutual aid arrangements with other states and territories or provinces of the Dominion of Canada, and to coordinate mutual aid inter-local agreements between political subdivisions of this state (RCW 38.52.050(3)(b)); and
- To cooperate with the President and the heads of the armed forces, the emergency management agency of the United States, and other appropriate federal officers and agencies, and with the officers and agencies of other states in matters pertaining to the emergency management of the state and nation (RCW 38.52.050(3)(e)).

The Adjutant General (TAG) may employ personnel and make expenditures that are necessary for the purposes of emergency management within the appropriation provided for these functions or from funds made available for purposes of emergency management, as authorized by RCW 38.52.030(1). Pursuant to RCW 38.52.030(2), the Director (also known as The Adjutant General or TAG) is responsible to the governor for carrying out the program for emergency management of this state, coordinating the activities of all organizations for emergency management within the state, maintaining liaison with and cooperating with emergency management agencies and organizations of other states and the federal government, and performing such additional functions, duties, and responsibilities under the Emergency Management Act as may be prescribed by the governor. The Adjutant General is required by RCW 38.52.030(3) to develop and maintain the CEMP for the state and is responsible to the governor for carrying out the program for emergency management of the state. This includes the procedures to be used during emergencies for coordinating local resources, as necessary, and the resources of all state agencies, departments, commissions, and boards, as authorized by RCW 38.52.030(3). Pursuant to RCW 38.52.030(9), this also includes preparing and administering a state program for emergency assistance to individuals within the state who are victims of a natural, technological, or human-caused disaster, as defined by RCW 38.52.010(13)(a). The emergency assistance to individuals program is to "be integrated into and coordinated, to the extent possible, with federal disaster assistance plans and programs providing the state or, through the state, any political subdivision of the state, services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of assistance to individuals affected by a disaster." (RCW 38.52.030(9)).

The Director of the Emergency Management Division (EMD) is responsible for preparing the state, to the extent possible, to deal with any disaster or emergency by administering the program for emergency management delineated by TAG. The EMD Director also coordinates the state's response in any disaster or emergency. The EMD Director's primary duty is responsibility for effective and collaborative response to and recovery from incidents and disasters. Additionally, the EMD Director:



- Maintains outward facing interaction with state, tribal, federal, and local elected officials, including the media and the public;
- Supports local and tribal emergency managers;
- Maintains coordination and consultation with federal officials;
- Services as primary Policy Group Coordinator or designates responsibility; and
- Provides the Policy Group's intent, direction, and priorities to the State Coordinating Officer.

The EMD Director of Emergency Management for Political Subdivisions is appointed by the executive head of the political subdivision and has direct responsibility for the organization, administration, and operation of the local organization for emergency management. The Political Subdivision Director performs emergency management functions within the territorial limits of the political subdivision within which it is organized and, in addition, conducts such functions outside of its territorial limits as may be required pursuant to the provisions of RCW 38.52. A county, city, or town in which any disaster or emergency occurs is authorized by RCW 38.52.070(2) to enter into contracts and incur obligations necessary to protect the health and safety of persons and property and provide emergency assistance to the victims of the disaster. Each county, city, or town is authorized to exercise these statutory powers in instances of an extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements), including, but not limited to, budget law limitations, requirements of competitive bidding, and publication of notices, provisions pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, the levying of taxes, and the appropriation and expenditures of public funds.

The Governor's Authorized Representative (GAR) is appointed by the governor and executes all the necessary documents, particularly agreements with the federal government, on behalf of the state and the governor. The GAR administers federal disaster assistance programs on behalf of the state and local governments and other grant or loan recipients. The GAR is responsible for state compliance in accordance with the FEMA/State Agreement.

The State Coordinating Officer (SCO) is appointed by the governor for federally declared emergencies and by the EMD Director for non-federally declared events. The SCO is responsible for the coordination of state disaster assistance efforts. In circumstances when federal coordination is not required, the SCO, or designee, coordinates the Unified Coordination Group (UCG) and state response and/or recovery efforts. The SCO determines the need for and membership of the UCG, provides coordination of the group, and oversees and delegates the group's administrative duties. They establish the state's priorities and provide executive co-leadership for the UCG and Joint Field Office (JFO) state staff. The SCO provides operational oversight and direction of the disaster or emergency to JFO and State Emergency Operations



Center (SEOC) operations, directing and coordinating with the SEOC Supervisor. The SCO is also responsible for the direction and coordination of all state disaster staff, state agency executives, SEOC supervisor, and state technical representatives. The SCO takes strategic guidance passed from the Policy Group (PG), if one is convened, or the EMD Director, if there is not a PG for the incident, and executes on behalf of the governor and other policy officials. The SCO may or may not be designated as the GAR. The SCO is responsible for:

- Providing executive oversight and direction of the disaster or emergency response and recovery on behalf of the governor;
- Ensuring the execution of the priorities established by the governor and/or the PG;
- Providing operational objectives to the SEOC to direct response efforts;
- Interfacing with the Federal Coordinating Officer (FCO) in the case of a declaration of a major disaster or emergency under the Stafford Act and with the Defense Coordinating Officer (DCO) in the case of application of defense support for civil authority or Defense Support of Civil Authorities (DSCA) resources under a Stafford Act declaration;
- Directing activities for state departments and agencies;
- Integrating state, federal, local, and voluntary agencies' actions; and
- Coordinating response and recovery operations.

The Federal Coordinating Officer (FCO) is appointed by the President to coordinate federal assistance in the designated area following the declaration of a major disaster or emergency under the Stafford Act. The FEMA FCO, in coordination with the UCG, may establish a JFO for the duration of the emergency and work with the SCO (and DCO if assigned) to coordinate the federal response. The FCO will be in unified coordination with the SCO throughout the incident to coordinate delivery of federal assistance according to state priorities.

Emergency Operations/Coordination Centers

State and local jurisdiction emergency management organizations coordinate actions or operations from a centrally located facility equipped with the communications capabilities required to conduct such activities. These facilities are generally referred to as an Emergency Operations Center (EOC) or Emergency Coordination Center (ECC). Procedures are maintained to ensure these facilities are adequately staffed and equipped to be immediately available when needed. The Governor or designee, directors of selected state agencies or their designees, and other key individuals may operate during disasters and emergencies from the primary State Emergency Operations Center (SEOC), a designated alternate state EOC as defined in the Washington Military Department Continuity of Operations Plan, or other site designated by the Governor. Direction and control can be conducted from the SEOC using the existing emergency management communications systems or communications specifically established for disaster or emergency operations. See the Communications section of this plan, and ESF 2 – Communication, Information, and Warning Systems. The SEOC contains equipment to provide efficient and effective emergency management. This equipment includes display media and materials, internal communications, back-up electrical power, supporting



equipment, materials, and supplies required to ensure sustained 24-hour operations. Local jurisdiction EOCs/ECCs should be equipped, activated, and staffed in accordance with local directives. State agencies may conduct operations from internally established operations centers and locations, that agency directors deem necessary, to fulfill their disaster and emergency responsibilities.

Horizontal Integration

Continuity of Government

The Washington State Constitution, Article III, Section 10, provides the line of succession for the Office of Governor should the office become vacant, "In case of the removal, resignation, death, or disability of the governor, the duties of the office shall devolve upon the lieutenant governor; and in case of a vacancy in both the offices of governor and lieutenant governor, the duties of governor shall devolve upon the secretary of state." The provisions of RCW 42.14, Continuity of Government Act, shall apply if necessary. Executive directors of state agencies will designate successors to ensure continuity of leadership and operations. Successors should be aware of their emergency responsibilities. Directors are responsible for their agency having a continuity of government or business continuity plan in place, exercise of the plan, and, if necessary, updating the plan on an annual basis (RCW 38.52.030(11)).

Please refer to the Response Plan for additional information on continuity of government, continuity of operations, and how they are linked to one another and the execution of incident response at the state level.

Additional layers of horizontal integration, including Emergency Support Functions (ESF), tribal government, and mutual aid agreements can be found in the Response Plan.

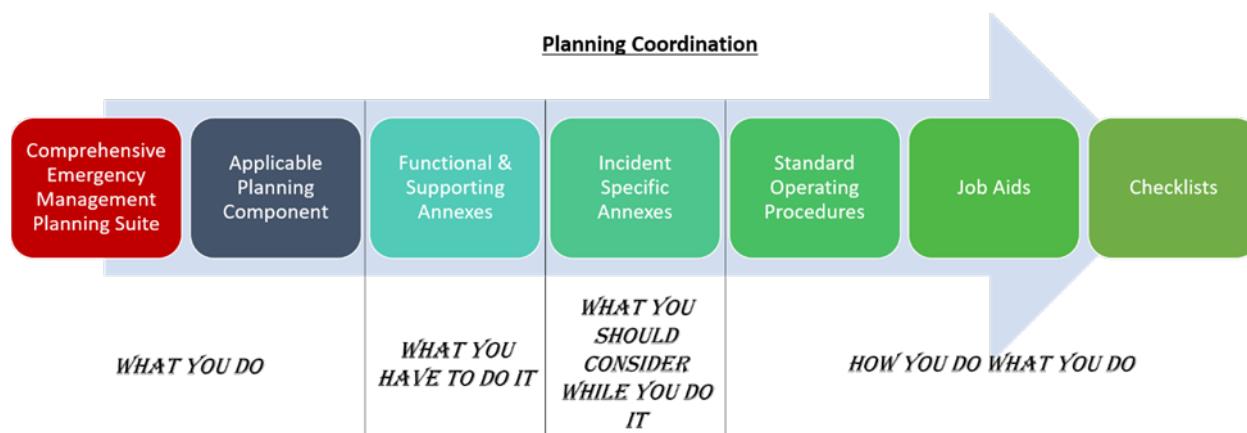


Figure 3: Washington State Emergency Management Division Plans and Supporting Documentation



Vertical Integration

The Washington State CEMP must work to ensure vertical integration both up and down with local jurisdictions and the federal government. Detailed descriptions of these layers of integration can be found in the Response Plan.

Unity of Effort through Core Capabilities

The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation.

COMMON CORE CAPABILITIES
Planning
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning
Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

Table 4: Common Core Capabilities

Preparedness

Preparedness actions develop operational capabilities in advance of an emergency or incident in order to mitigate or prevent an imminent or actual incident and to protect residents, visitors, business owners, assets, systems, and networks against the greatest threats and hazards.

Training and exercises are two critical activities of preparedness. Training activities range from familiarization of plans to practical application of systems and procedures. Exercises include discussion-based exercises (seminars, workshops, tabletops, and games) and operation-based exercises (drills, functional, and full-scale) in order to test the full spectrum of state preparedness.

The Annex B – Catastrophic Incident Annex (CIA) addresses all hazards planning in accordance with the Emergency Management Act (RCW 38.52), by including catastrophic incident planning. Coordinating general courses of action in advance to address activities likely in a catastrophic



disaster simplifies communications, speeds response, and helps to guide a host of additional participants that commonly become involved. Pre-coordinated activities and additional response operations needed for a catastrophic incident are termed as Catastrophic Contingency Options (CCOs) and may be implemented by state agencies to support local jurisdictions.

Washington State agencies are expected to develop a plan and identify operational capabilities that facilitate response in the event of a disaster or emergency. State agencies are expected to consider the following preparedness activities:

- Conduct resource capabilities and needs assessments for disaster scenarios considering personnel, equipment, facilities, cyber systems, critical business functions and operations, and materials for life and family safety.
- Develop and maintain a current resource inventory.
- Establish a method for resource coordination and integration among responding agencies, departments, and individuals.
- Determine the need for mutual aid and memoranda of agreement, establish written agreements and reference, or include these agreements in the agency's internal emergency management program.
- Develop procedures to document and report emergency or disaster-related expenditures to qualify for insurance, state, or federal reimbursement.

Each state agency identifies and documents lines of authority for continuity of operations within the agency. Individuals with departmental internal and external responsibilities during mitigation, preparedness, response, and recovery phases should be identified and documented. State agencies should identify roles and responsibilities, emergency operational procedures, and checklists for each ESF in an agency's emergency response or continuity of operations plan. Each state agency should maintain the plan by conducting an annual preparedness training, education, and exercise program to validate agency emergency plans and procedures. Prevention and protection activities include coordination and partnership between the Washington State Fusion Center (WSFC) and the US Department of Homeland Security and are the responsibility of ESF 13 – Public Safety, Law Enforcement, and Security.

SHARED PREVENTION & PROTECTION CORE CAPABILITIES
Intelligence and Information Sharing
Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection



SHARED PREVENTION & PROTECTION CORE CAPABILITIES

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

Table 5: Common Prevention and Protection Core Capabilities

Prevention and Protection activities in the state of Washington are focused on the identified threats of cybersecurity, pandemic, and terrorism.

At the state level, the Washington State Department of Health employs several strategies to prevent the outbreak and spread of pandemic as outlined in ESF 8 – Public Health, Medical, and Mortuary Services and ESF 8 Appendix 4: Communicable Disease Pandemic Response Plan. The Washington State Department of Health works closely with the United States Health and Human Services (HHS). These efforts align to ensure support to local public health officials. The Washington State Fusion Center (WSFC), sponsored by the Washington State Patrol (WSP) and part of the US Department of Homeland Security National Network of Fusion Centers, are the responsibility of ESF 13. The WSFC is Washington State's single fusion center and concurrently supports federal, state, and tribal agencies, regional and local law enforcement, public safety and homeland security by providing timely, relevant and high-quality information and intelligence services.

The ESF Annexes and the Cybersecurity Annex identify specific state agency prevention and protection activities. State agencies are expected to conduct the following activities to support prevention and protection:

- Collect, analyze and disseminate information related to pandemic, terrorist, and/or cybersecurity threats.
- Gather and share information in support of creating a common operating picture.
- Perform threat assessments including for the protection of critical infrastructure.
- Conduct research on pandemic diseases.
- Coordinate the distribution of vaccinations, medications, and personal protective equipment.
- Inform and educate the public on the nature, causes, and prevention of diseases.

Prevention

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, Prevention core capabilities are focused specifically on imminent terrorist threats, including on-going attacks or stopping imminent follow-on attacks.

PREVENTION CORE CAPABILITIES

Forensics and Attribution

Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and



PREVENTION CORE CAPABILITIES

for the preparation for an attack, in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Table 6: Prevention Core Capabilities

Protection

Protection includes the capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

PROTECTION CORE CAPABILITIES
Access Control and Identity Verification
Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity
Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures
Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Programs and Activities
Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security
Strengthen the security and resilience of the supply chain.

Table 7: Protection Core Capabilities

Mitigation

Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private and nonprofit sectors, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

MITIGATION CORE CAPABILITIES
Community Resilience
Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-term Vulnerability Reduction
Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.



MITIGATION CORE CAPABILITIES	
Risk and Disaster Resilience Assessment	
Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.	
Threats and Hazards Identification	
Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.	

Table 8: Mitigation Core Capabilities

Mitigation actions reduce or eliminate long-term risk to people, property, the environment, and the economy from natural and technological hazards. The Washington State Enhanced Hazard Mitigation Plan (SEHMP) considers the impact of hazards to the state and its communities and identifies hazard mitigation goals, objectives, and actions that reduce injury and damage from natural and technological hazards. The goal of the SEHMP is to maximize the disaster resilience of Washington State residents, communities, businesses, and government through all-hazard planning.

The SEHMP incorporates information on hazard impacts and potential hazard mitigation resources gathered from state agencies, local government, the private sector, and the public. State agencies are required to:

- Review the SEHMP annually and report completed recommendations and update on the progress of recommendations to the EMD Hazard Mitigation Strategist.
- Coordinate completion of recommendations for which they have lead responsibility and educate their staff regarding their agencies' responsibilities.
- Conduct structural and non-structural hazard analysis of their facilities and cyber systems to identify and mitigate hazardous conditions.

For an in-depth analysis of the state's mitigation efforts, please refer to the State Enhanced Hazard Mitigation Plan.

SHARED RESPONSE & RECOVERY CORE CAPABILITY	
Infrastructure Systems	
Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.	

Table 9: Common Response and Recovery Core Capabilities

Response

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the



incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.

RESPONSE CORE CAPABILITIES
Critical Transportation
Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Fatality Management Services
Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management & Suppression
Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Logistics & Supply Chain Management
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services
Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search & Rescue Operations
Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security, Protection, & Law Enforcement
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications



RESPONSE CORE CAPABILITIES
Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, & Emergency Medical Services
Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Situational Assessment
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Table 10: Response Core Capabilities

State agencies should establish response strategies and actions to be taken immediately before, during, or directly after an emergency occurs to save lives, minimize damage to property and the environment, and to enhance the effectiveness of disaster recovery and business resumption. The ESF Annexes identify specific state agency response activities.

State agencies are expected to establish the following activities to support response:

- Implement notification and activation procedures for:
 - Processing emergency calls or information.
 - Activation of emergency operations procedures.
 - Notification of personnel who have response duties.
 - Mobilization or demobilization of services.
 - Continuity of government.
- Implement redundant information technology and communications systems and procedures in support of emergency operations.
- Activate procedures to disseminate and respond to requests for disaster information involving the agency, employees, responders, the public, and the media.
- Implement procedures and provide resources when requested by local governments to assist with authorized evacuation or sheltering in place orders. Evacuation operations are initiated and directed at the local jurisdiction level.
- Personnel Identification and Accountability:
 - Control access to the area affected by the emergency or disaster.
 - Identify personnel engaged in activities at the incident.
 - Account for personnel engaged in incident activities.
- Implement procedures for providing or requesting mass care for personnel or populations affected by the emergency or disaster.
- Activate procedures to provide for behavioral health and physical well-being of individuals affected by the emergency or disaster.
- Implement procedures for maintaining continuity of response activities while initiating and conducting recovery activities.



- Conduct and manage ESF Coordinating, Primary, and Support Agency responsibilities as reflected in this plan.
- Activate procedures to track and manage resource time and expenditures related to the incident.
- Work closely with local officials to ensure outreach to the whole community (LEP, AFN, ADA, cultural diversity populations).

Transition to Recovery

Recovery planning starts concurrently with response activities in a disaster. The state provides uninterrupted response and recovery support to local jurisdictions as it transitions disaster recovery operations from the State Emergency Operation Center (SEOC) at Camp Murray, to the state-federal partnership, multi-agency Joint Field Office (JFO), when there is a Presidential declaration.

A detailed description of the transition from response to recovery efforts is included in the Response Plan. Please also refer to the response plan for an in-depth explanation of the state's response efforts.

Recovery

Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. Successful recovery ensures that we emerge from any threat or hazard stronger and positioned to meet the needs of the future. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environmental fabric.

RECOVERY CORE CAPABILITIES
Economic Recovery
Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health & Social Services
Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing
Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Natural & Cultural Resources
Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in



RECOVERY CORE CAPABILITIES

compliance with applicable environmental and historic preservation laws and Executive orders.

Table 11: Recovery Core Capabilities

ESF 21 – Recovery, along with the Washington Restoration Framework (WRF) and accompanying Recovery Support Functions (RSF), address recovery for Washington State. In addition to state agency responsibilities associated with ESF 21 and its corresponding Recovery Task Forces, state agencies are responsible for ensuring the continuity of essential services after a disaster and during recovery.

State agency recovery aims to re-establish business operations based on their required continuity plans. State agencies should conduct a business impact analysis before an incident occurs in order to establish short- and long-term recovery goals and objectives. In developing these goals and objectives, the agency should consider a variety of operational related issues, including but not limited to the following:

- Health and safety of employees and clients.
- Continuity of operations and services.
- Environmental impact of the disaster.
- Economic impact.
- Regulatory and contractual requirements.
- Positive relationships with the whole community including local jurisdictions and tribal nations.
- Information technology and communications availability and security.

When establishing short-term recovery goals, agencies should consider the following activities:

- Identifying essential records, vital systems, and operations.
- Establishing priorities for reinstatement of systems and operations.
- Establishing maximum acceptable downtime before reinstatement to an acceptable system and operational level.
- Identifying minimum resources needed to recover business operations.

When establishing long-term recovery goals, agencies should consider the following activities:

- Strategic planning to include budgeting for structural and nonstructural repairs and mitigation.
- Management and coordination of recovery activities.
- Managing fiscal operations and recovery funding to include capturing costs for reimbursement.
- Management of volunteer, contractual, mutual aid, and agency resources.
- Development and implementation of mitigation goals and activities.



State agencies should also identify recovery tasks and responsibilities to achieve short and long-term goals and objectives. State agencies should, at a minimum, include the following recovery tasks and responsibilities in their internal emergency management program:

- Organization and staffing for continuity of government.
- Essential records maintenance
- Resource procurement.
- Restoration of utility, telecommunications, and information technology services.
- Damage assessment documentation and record keeping.
- Business operations with either limited or no utility services in place.
- Agency, local jurisdiction, state, and community resource coordination.
- Debris and waste removal.
- Restoration and salvage. Personnel reunification.
- Identification of recovery resources.
- Identification of recovery funding sources.

State agencies should conduct a post-disaster situation analysis and an after-action report to review and determine the effectiveness of established operating procedures, assigned tasks, and responsibilities.

The state's fully developed recovery plan can be found in the Washington Restoration Framework.

Organization

Organizational Structure

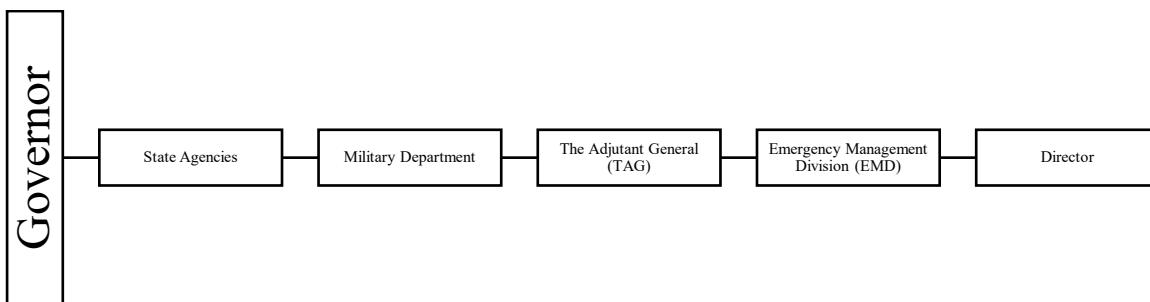


Figure 4: State Emergency Management Chain of Command

Emergency Organizational Structure

ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As



incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC director, and subordinate supervisors delegate additional functional responsibilities.

Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.

Bringing representatives from various stakeholder and partner organizations together in EOCs optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and generally provide whatever support is required. The composition of EOC teams may also vary depending on the nature and complexity of the incident or situation. Regardless of which organizations are represented, all EOC teams receive oversight from elected and/or appointed officials such as governors, tribal leaders, mayors, and city managers. They typically make decisions regarding priorities and on issues such as emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers to ordinances and regulations, and adjudication of scarce resources.

Washington State Incident Management System

Updated April 24, 2024

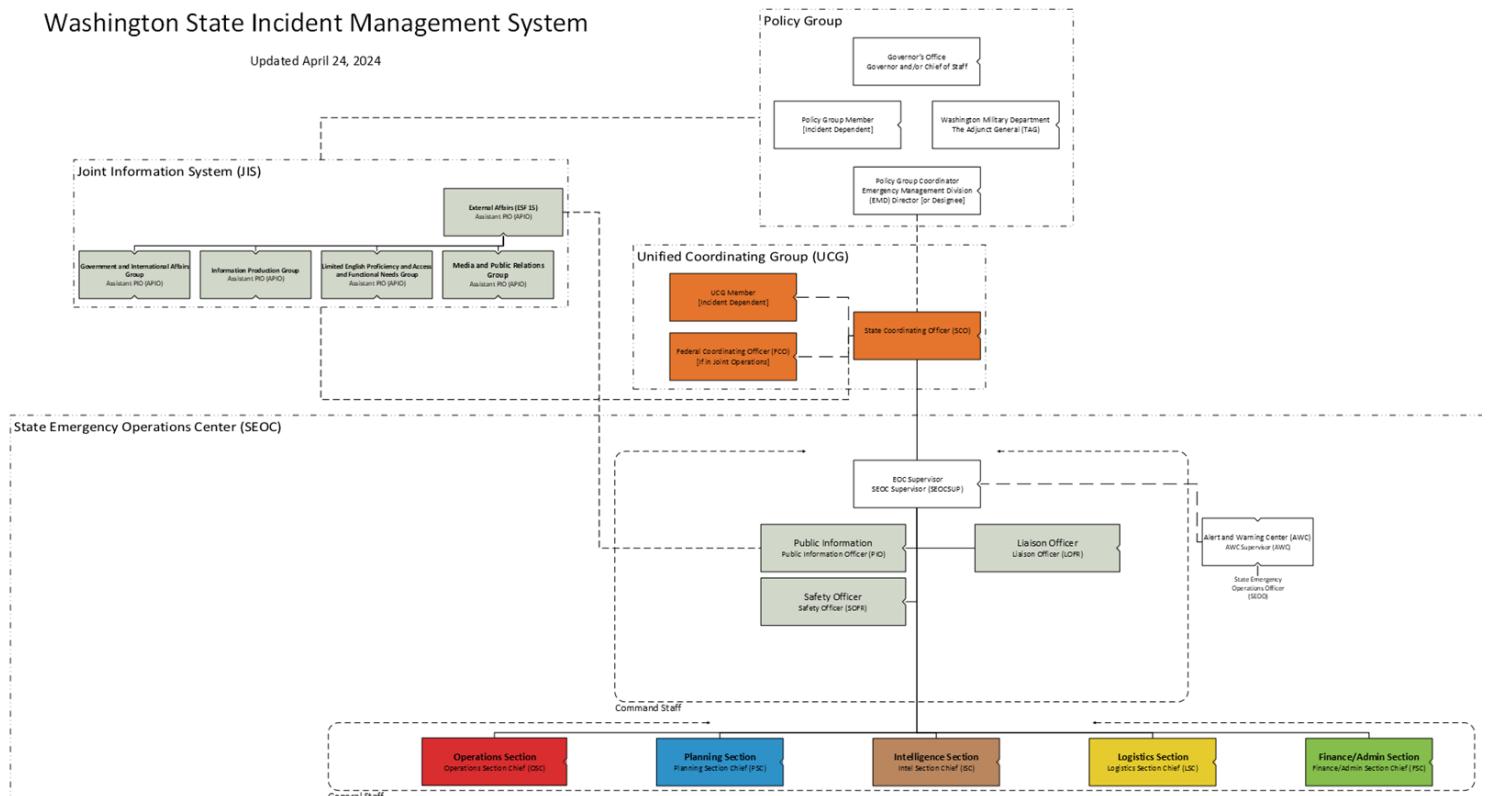


Figure 5: Washington State Incident Management System, Level 1 Full Activation Organization Chart – PG, JIS, UCG, SEOC Command and General Staff

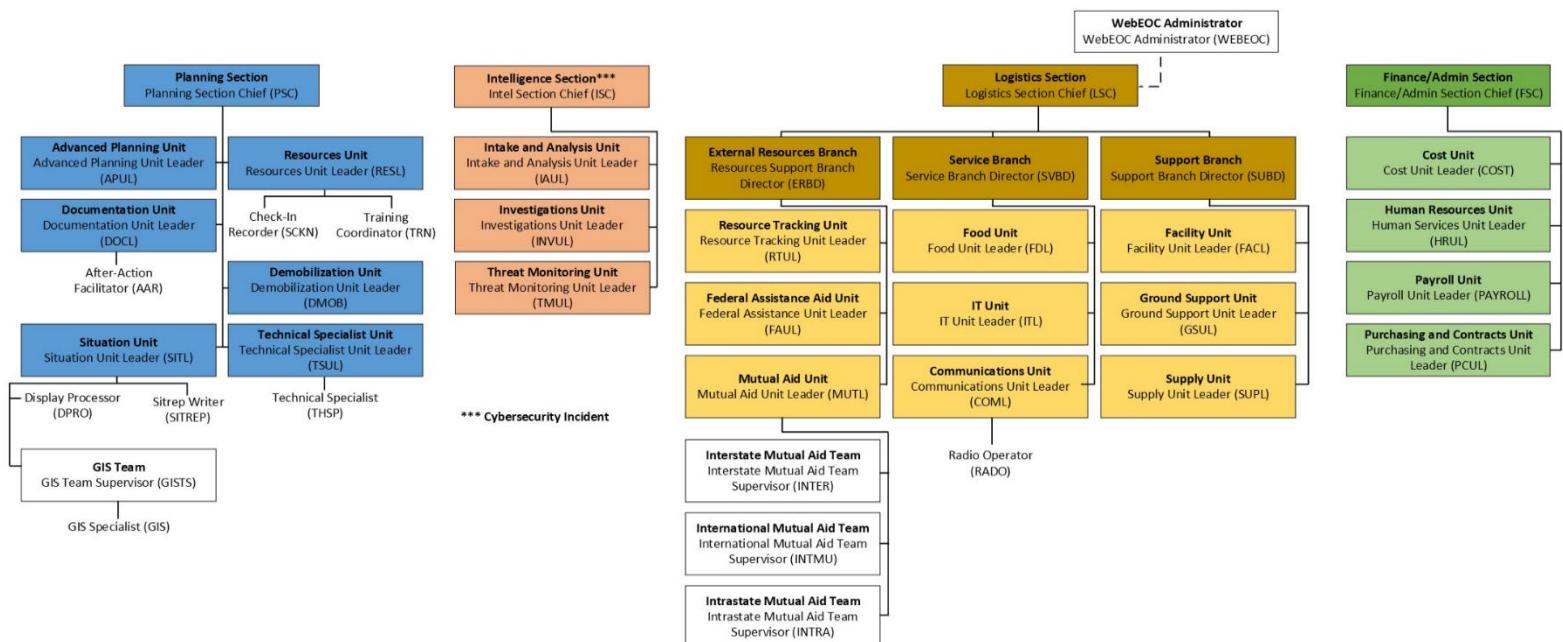
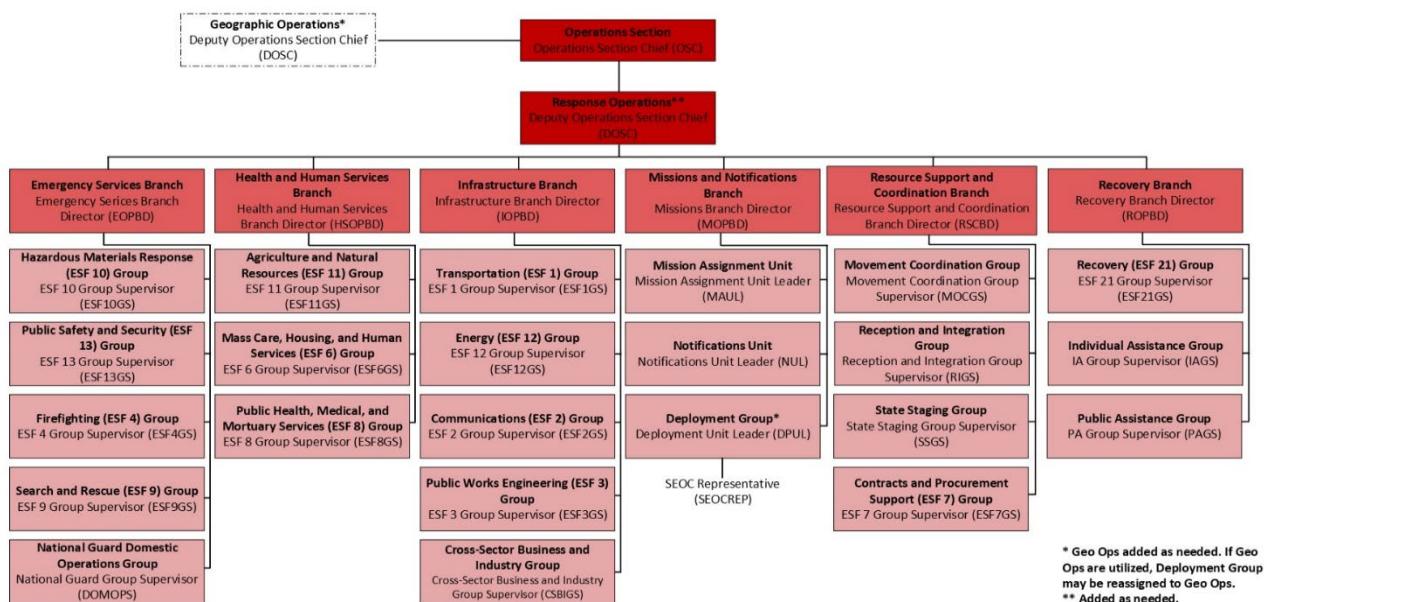


Figure 6: Washington State Emergency Operations Response Sections (Please note that the organizational chart is a living document that will shift depending on the incident needs.)

In accordance with RCW 38.52.030, the SEOC is organized using the Incident Command System model and includes the following functional areas:

- Policy Group
- Command and General Staff
 - Command Staff:
 - EOC Supervisor
 - Deputy EOC Supervisor



- Safety Officer
- Tribal Liaison Officer
- Public Information Officer
- General Staff:
 - Operations Section Chief
 - Planning Section Chief
 - Logistics Section Chief
 - Finance/Administration Section Chief
- Operations Section
- Planning Section
- Logistics Section
- Finance/Administration Section
- Emergency Support Functions (ESF)
 - Coordinating Agencies
 - Primary Agencies
 - Supporting Agencies

Please refer to the Response Plan for full descriptions of the purpose and responsibilities of each of these roles and functional areas.

The ESFs are published under separate cover. A crosswalk table with ESF titles, responsibilities, and core capabilities is located in the ESF Roles and Responsibilities section of this CEMP Base Plan. A separate document, the SEOC Standard Operating Procedures Manual, contains additional information for ESF activation.

ESFs provide structure for coordinating interagency support for state response to an emergency or disaster. ESF documents are titled and numbered, and use a functional approach that groups types of assistance the state, or local jurisdiction needs (e.g., ESF 1 – Transportation; ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services; ESF 8 – Public Health, Medical, and Mortuary Services). ESFs will support one another in carrying out their respective missions.

Each ESF is expected to address how LEP and AFN will be integrated into all phases of emergency management as applicable to its respective responsibilities. ESFs group most frequently used functions to provide state and federal support to local jurisdictions and tribal nations. ESFs are activated as needed based on the nature, size, needs, and complexity of the incident. When the SEOC activation level changes, the Disaster Manager or designee determines the need for individual ESFs based on the scope and magnitude of the emergency or disaster.

Each ESF includes one ***Coordinating Agency***, one or more ***Primary Agencies***, and multiple ***Supporting Agencies***. The ESFs describe the roles and responsibilities of state agencies (including offices, departments, and institutions of higher education, commissions, boards, and councils) as ESF Coordinating, Primary, or Supporting Agencies.



Coordinating and Primary ESF agencies are responsible for developing plans and training to provide effective state response and recovery within their functional area as outlined by this plan. Coordinating ESF agencies are expected to coordinate specific training for both Primary and Support ESFs. Support ESF agencies are responsible for having trained personnel readily available to meet their responsibilities.

While state agencies and organizations are typically assigned to specific ESFs, their resources may be assigned to other ESFs and Command and General Staff positions when appropriate within the SEOC structure.

Full explanations of the responsibilities of coordinating, primary, and supporting agencies, as well as tables defining the state agencies filling each role for each ESF, can be found in the Response Plan.

ESF Roles and Responsibilities

The following table provides the ESF scope of responsibilities aligned with the 32 National Core Capabilities as of 2016. Washington State Core Capabilities that span all five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) include: Planning, Public Information & Warning, Operational Coordination.

ESF	Scope of Responsibilities	Key Response Core Capability
ESF 1 – Transportation	<ul style="list-style-type: none">• Situational awareness for highway, rail, aviation, and marine systems.• Transportation safety• Damage and impact assessment/restoration/recovery of state transportation infrastructure• Movement restrictions• Coordination of alternate transportation routes• Coordination with commercial transportation providers concerning significant interruptions of service (freight resiliency)	<ul style="list-style-type: none">• Critical Transportation
ESF 2 – Communications	<ul style="list-style-type: none">• Coordination with telecommunications and information technology industries• Coordination with cyber systems industries	<ul style="list-style-type: none">• Operational Communications



	<ul style="list-style-type: none">• Restoration and repair of telecommunications infrastructure• Protection, restoration, and sustainment of cyber systems and information technology resources• Oversight of communications within the incident management and response structures	
ESF 3 – Public Works and Engineering	<ul style="list-style-type: none">• Infrastructure protection and emergency repair• Infrastructure restoration• Engineering services and construction management• Emergency contracting support for life-saving/sustaining services• Debris removal and disposal coordination	<ul style="list-style-type: none">• Infrastructure Systems• Critical Transportation• Logistics and Supply Chain Management• Environmental Response/Health and Safety
ESF 4 – Firefighting	<ul style="list-style-type: none">• Coordination of firefighting activities• Support to wildland, rural, and urban firefighting operations• State fire mobilization	<ul style="list-style-type: none">• Fire Management & Suppression
ESF 5 – Emergency Management	<ul style="list-style-type: none">• Coordination of incident management and response efforts• Issuance of mission assignments• Resource and human capital• Incident action planning• Financial management• Operation of the SEOC	<ul style="list-style-type: none">• Operational Coordination• Situational Assessment• Planning• Public Information and Warning
ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services	<ul style="list-style-type: none">• Mass care• Emergency assistance• Temporary sheltering (including medical shelters) and intermediate disaster housing• Human services• Service animals and pets• Limited English Proficiency services• Volunteer and Donations Management	<ul style="list-style-type: none">• Mass Care Services• Logistics and Supply Chain Management• Public Health, Healthcare, and Emergency Medical Services• Critical Transportation• Fatality Management Services



ESF 7 – Logistics and Resource Support	<ul style="list-style-type: none">Comprehensive incident logistics and planning, management, and sustainment capabilityResource support (facility space, office equipment, supplies, contracting services, etc.)	<ul style="list-style-type: none">Logistics and Supply Chain ManagementCritical TransportationInfrastructure SystemsOperational Communications
ESF 8 – Public Health, Medical, and Mortuary Services	<ul style="list-style-type: none">Prevent and limit the spread of illness and injurySupport and coordinate healthcare and medical responseBehavioral health servicesMass fatality managementSupport and coordinate Emergency Medical Services to include mass patient movement in catastrophic disastersResponse to Environmental Health and Safety threats including food, air, and water quality problems.Protect and assess critical infrastructure including hospitals and healthcare facilities	<ul style="list-style-type: none">Public Health, Healthcare and Emergency Medical ServicesFatality Management ServicesEnvironmental Response/Health and SafetyLogistics and Supply Chain Management
ESF 9 – Search and Rescue	<ul style="list-style-type: none">Life-saving assistanceSearch and rescue operations (air, land, urban, and wilderness)	<ul style="list-style-type: none">Mass Search and Rescue Operations
ESF 10 – Oil and Hazardous Materials Response	<ul style="list-style-type: none">Oil and hazardous materials (chemical, biological, radiological, etc.) responseEnvironmental short and long-term cleanup	<ul style="list-style-type: none">Environmental Response/Health and SafetyCritical TransportationInfrastructure Systems
ESF 11 – Agriculture and Natural Resources	<ul style="list-style-type: none">Nutrition assistanceAnimal and plant disease and pest responsesFood safety and security	<ul style="list-style-type: none">Environmental Response/Health and SafetyMass Care ServicesPublic Health, Healthcare and



	<ul style="list-style-type: none">• Natural and cultural resources; and historic properties protection and restoration• Safety and well-being of household pets and service animals	<ul style="list-style-type: none">• Emergency Medical Services• Critical Transportation• Logistics and Supply Chain Management• Infrastructure Systems
ESF 12 – Energy	<ul style="list-style-type: none">• Energy infrastructure; assessment, repair, and restoration• Energy industry utilities coordination• Energy supply monitoring	<ul style="list-style-type: none">• Infrastructure Systems• Logistics and Supply Chain Management• Situational Assessment
ESF 13 – Public Safety and Security	<ul style="list-style-type: none">• Facility and resource security• Security planning and technical resource assistance• Public safety and security support• Support to access, traffic, and crowd control	<ul style="list-style-type: none">• On-Scene Security and Protection• Access Control & Identity Verification• Physical Protective Measures
ESF 14 – Cross-Sector Business and Infrastructure	(New ESF, under development.)	(New ESF, under development.)
ESF 15 – External Affairs	<ul style="list-style-type: none">• Emergency public information and protective action guidance• Media and community relations• Works closely with local officials to ensure outreach to the whole community (LEP, AFN, ADA, culturally diverse populations)• Congressional and international affairs	<ul style="list-style-type: none">• Public Information and Warning
ESF 21 – Recovery	<ul style="list-style-type: none">• Recovery Planning• Coordination of critical infrastructure systems• Economic recovery• Health and Social Services recovery• Housing recovery• Natural and Cultural Resources recovery	<ul style="list-style-type: none">• Operational Coordination• Situational Assessment



	<ul style="list-style-type: none">• Individual Assistance Preliminary Damage Assessment coordination• Preparation of Presidential Disaster Declaration and other federal requests for assistance	
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Table 12: ESF Roles and Core Capabilities Modified by Washington State from the National Response Framework

Responsibilities

The goal is to work together, reviewing plans, agreements, and operational initiatives to ensure the whole community can build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. Activities and responsibilities for the following are discussed in this section:

- Washington State government.
- Tribal nations.
- Regional organizations
- Elected/appointed officials.
- Local government.
- Private sector.
- Nongovernmental and voluntary organizations.
- Individuals.

Please refer to CEMP annexes and appendices for specific responsibilities and activities aligned with each of the roles listed above.

Washington State Government

All Washington State offices, departments, agencies, institutions of higher education (as defined in RCW 286.10.016), boards, commissions, and councils within state government have a role in supporting the state of Washington mitigation, preparedness (including prevention and protection), response, and recovery phases of emergency management under the state's CEMP. These activities may include but are not limited to:

Washington State Government Agencies	
All Mission Areas	<ul style="list-style-type: none">• Training staff to meet the requirements of assigned primary or support ESF responsibilities within the SEOC, and to understand and use federal ESF support to supplement and complement state response and recovery activities.• Identifying key personnel and developing staffing notification and activation procedures for emergency situations.• Establishing, testing, training, exercising and maintaining the agency's internal emergency management program for continuity of government and operations, preparedness, response, recovery, and restoration activities.



	<ul style="list-style-type: none">Conducting preparedness assessments annually and provide a report to EMD.Coordinating and supporting the CEMP, ESFs, and Annexes as identified.Promoting physical access, program inclusion, and effective and meaningful communication for the whole community. This includes individuals with disabilities and Limited English Proficiency (LEP).Other activities as requested by the Governor.
Prevention	<ul style="list-style-type: none">Preparing and maintaining a safe and prepared workplace.
Protection	<ul style="list-style-type: none">Conducting appropriate terrorism prevention and protection activities.Identifying and protecting essential processes, information, records, and data, along with cyber systems and technology used for transmission and storage.Supporting the State Critical Infrastructure Program.
Mitigation	<ul style="list-style-type: none">Training staff to support agency and local disaster response activities, as appropriate.Conducting individual and family preparedness training.Providing applicable preparedness training to local government counterparts.Establishing or participating in an exercise program designed to test plans, processes, systems, and staff knowledge in order to minimize the impacts of an emergency or disaster.Developing emergency operating procedures and checklists.
Response	<ul style="list-style-type: none">Organizing, training, and staffing internal emergency operations centers during an emergency or disaster, as appropriate.Identifying personnel with essential skills to support the SEOC by providing representation for authorizing state resources or actions as per RCW 38.52.030(3).
Recovery	<ul style="list-style-type: none">Establishing corrective action programs for improvement of agency plans, processes, systems, and staff knowledge.

Table 13: Washington State Government Agencies' Responsibilities by Mission Area

Emergency Management Council

- Advises the governor and TAG on matters pertaining to state and local emergency management.
- Ensures the governor receives an annual assessment of statewide emergency preparedness through established reporting systems.
- Convenes in special session to serve as the State Emergency Response Commission (BERG); appoints a subcommittee to serve as the intrastate mutual aid committee; and appoints other ad hoc committees, subcommittees, and working groups, as needed, to develop specific recommendations for the improvement of emergency



management practices, standards, policies, or procedures in accordance with RCW 38.52.040.

Tribal Nations

Recognizing the sovereign nature of tribal nations, the following recommendations are offered to provide a similar standard for tribal members.

Tribal Government	
All Mission Areas	<ul style="list-style-type: none">• Responsible for the public safety and welfare of their tribe, employees, and visitors to their reservations, including preparedness training and applicable exercises.• Responsible for coordinating tribal resources to address the full spectrum of actions to mitigate, prepare for (including prevent and protect), respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, cyber incidents, and other contingencies.• Tribal nations may participate in the Washington Mutual Aid System (WAMAS) by opting into the system under RCW 38.56.• Responsible for maintaining a program designed to mitigate, prepare for, respond to, and recover from the effects of hazards through the enforcement of appropriate policies, standards, and regulations.
Protection	<ul style="list-style-type: none">• Determines training and exercise needs on the basis of capabilities assessments as part of capabilities-based planning.
Mitigation	<ul style="list-style-type: none">• Negotiate and enter into mutual aid agreements with other tribes or jurisdictions to facilitate resource sharing.• Provide trained staff able to coordinate, request, procure, negotiate, or acquire resources to support the response and recovery activities.
Response	<ul style="list-style-type: none">• Suspend tribal laws and ordinances as appropriate, direct evacuations and, in coordination with the local health authority, order quarantines.• Request state assistance through the SEOC when the tribe's capabilities have been totally committed, exceeded or exhausted.• Elect to deal directly with the federal government, by requesting a Presidential disaster declaration on behalf of the tribe. Federal agencies may work directly with the tribe within existing authorities and resources.• Maintain cost and expenditure reports associated with disasters, including resources mobilized as a result of mutual aid agreements. Participates as a PDA Team member to provide initial damage assessment estimates of tribal facilities and infrastructure.



Tribal Government	
	<ul style="list-style-type: none">• Responsible for establishing and operating local staging areas and Community Points-Of-Distribution (CPOD) in support of the delivery of emergency supplies.• Provides a trained response force available to meet the challenges of the most likely disasters to affect the tribe and produce the greatest loss.• Provides leadership with the tools and training for key public messaging appropriate to the level of disaster.
Recovery	<ul style="list-style-type: none">• Provide leadership and play a key role in communicating with the public and in helping people, businesses, and organizations cope with the consequences of an emergency or disaster within the tribe's jurisdiction.• Participates on Project Worksheet (PW) Teams to conduct inspections of tribal facilities and infrastructure damaged by an emergency or disaster.

Table 14: Tribal Government Responsibilities by Mission Area

Elected/Appointed Officials

Elected/Appointed Officials	
All Mission Areas	<ul style="list-style-type: none">• Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities to make decisions regarding resources and operations during an incident, as needed. Lives may depend on their decisions. Elected and appointed officials also routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities.
Response	<ul style="list-style-type: none">• Chief executives' response duties may include:<ul style="list-style-type: none">○ Obtaining assistance from other governmental agencies;○ Providing direction for response activities; and○ Ensuring appropriate information is provided to the public.
Recovery	<ul style="list-style-type: none">• Has the authority to appoint local recovery leadership that they select or that is selected by a designated recovery management organization.

Table 15: Elected/Appointed Officials' Responsibilities by Mission Area

Local Government Agencies/Departments

Local Governments/Political Subdivisions



All Mission Areas	<ul style="list-style-type: none">Local governments provide leadership for services such as law enforcement, fire, public safety, environmental response, public health, emergency management, emergency medical services, and public works for all manner of threats, hazards, and emergencies. Local governments are responsible for ensuring all citizens receive timely information in a variety of accessible formats. Department and agency heads collaborate with the emergency manager during the development of local emergency plans and provide key response resources. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. These department and agency heads (and their staff) develop, plan, and train on internal policies and procedures to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities.
Prevention	<ul style="list-style-type: none">Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors.
Protection	<ul style="list-style-type: none">Promote:<ul style="list-style-type: none">Coordination of ongoing protection plans;Implementation of core capabilities; andEngagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities.Address unique geographical protection issues, trans-border concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination.Local law enforcement agencies are responsible for the protection of life and property, the preservation of peace, the prevention of crime, and the arrest of violators of the law.<ul style="list-style-type: none">These agencies respond to incidents, conduct criminal investigations, collect criminal intelligence, and collaborate with other law enforcement agencies to resolve crime; andThey engage in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism and transnational threats.
Mitigation	<ul style="list-style-type: none">Lead pre-disaster recovery and mitigation planning efforts.<ul style="list-style-type: none">Provide a better understanding of local vulnerabilities as they relate to risk reduction activities;Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the jurisdiction; and



	<ul style="list-style-type: none">○ Improve resiliency by preparing for recovery and integrating mitigation policies into the recovery phase to ensure opportunities are not lost for risk reduction during rebuilding.● Assist in making the connection between community resilience priorities and private sector development, most often addressed directly at the local level.
Response	<ul style="list-style-type: none">● Prepare for and manage the response and recovery of the community.● Volunteers and Donations: Volunteers and donors support response efforts in many ways, and governments at all levels must plan to incorporate volunteers and donated resources into response activities.
Recovery	<ul style="list-style-type: none">● Primary role of planning and managing all aspects of a community's recovery post-disaster.<ul style="list-style-type: none">○ Focus on business retention and the redevelopment of housing units that are damaged or destroyed; repairing and rebuilding presents an opportunity to promote and integrate mitigation measures into recovery rebuilding strategies and plans;○ Find opportunities to share information with the public on the status of recovery efforts to maintain community coordination and focus; and○ Document progress made towards objectives and best practices for use in future incidents.● Take the lead in ensuring that recovery needs assessment and planning processes are inclusive and accessible, often by establishing local recovery structures that address overall coordination, sectors impacted, and survivor services.

Table 16: Local Governments/Political Subdivisions' Responsibilities by Mission Area

Private Sector

Private Sector	
All Mission Areas	<ul style="list-style-type: none">● Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Owners and operators of private sector entities and infrastructure should maintain situational awareness and take actions on a continuous basis to promote and build capabilities.
Prevention	<ul style="list-style-type: none">● Maintain situational awareness of the current threat environment, including potential terrorism-related activities; this awareness allows private sector entities to assist in preventing terrorism by identifying and reporting potential terrorism-related activity to law enforcement.



Private Sector	
Protection	<ul style="list-style-type: none">• Both private and public sector infrastructure develop and implement:<ul style="list-style-type: none">○ Risk-based protective programs;○ Resilience strategies for infrastructure; and○ Related information and operations under their control.• Make investments in security and resilience as necessary components of prudent day-to-day business and continuity of operations planning.• Work together and with public sector entities through established sector coordination bodies established under relevant legal authorities to share information and jointly address public risks.
Mitigation	<ul style="list-style-type: none">• Mitigation is a sound business practice that reduces disaster losses and quickens restoration of normal operations. Private sector investments in continuity and vulnerability reduction have broad benefits. Private sector entities are essential to improving resilience through planning and long-term vulnerability reduction efforts and the development of regulatory measures that address and manage risks across infrastructure sectors. A more resilient private sector strengthens community resilience by helping to sustain economic vitality and ensuring the delivery of goods and services in the aftermath of a disaster. Among numerous activities that promote and implement the mitigation core capabilities, businesses:<ul style="list-style-type: none">○ Analyze and manage their own risks;○ Volunteer time and services;○ Operate business emergency operations centers;○ Help protect America's infrastructure; and○ Promote the return on investment realized from increased resilience, developed continuity of operations plans, and reduced vulnerability.
Response	<ul style="list-style-type: none">• Provide for the welfare of their employees in the workplace.• Should have a direct link to emergency managers and, in some cases, be involved in the decision-making process.• Critical infrastructure—such as privately-owned transportation and transit, telecommunications, utilities, financial institutions, hospitals, and other health regulated facilities—should have effective business continuity plans.<ul style="list-style-type: none">○ Unique private sector organizations, including critical infrastructure and regulated entities, may require additional efforts to promote resilience.• Certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents and responding when an incident occurs.



Private Sector	
	<ul style="list-style-type: none">Participate in state and local preparedness activities by providing resources (donated or compensated) through local public-private emergency plans, or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives.
Recovery	<ul style="list-style-type: none">Participate in coordination opportunities during pre-disaster planning processes.Maintain communication with the recovery officials about the status of operations and supply chains, as well as restoration challenges and timelines.Businesses that plan for disruption are less likely to go out of business after an incident than those that do not.<ul style="list-style-type: none">Develop continuity plans that include actionable, effective, and accessible internal communication processes and protocols to convey critical information.May provide volunteers, leaders, technical assistance, commodities, and facilities to support the recovery effort.

Table 17: Private Sector's Responsibilities by Mission Area

Nongovernmental/Volunteer and Community Organizations

Nongovernmental/Volunteer and Community Organizations	
All Mission Areas	<ul style="list-style-type: none">Nongovernmental Organizations include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Communities are groups that share goals, values, and institutions. They are not always bound by geographic boundaries or political divisions. Instead, they may be faith-based organizations, neighborhood partnerships, advocacy groups, academia, social and community groups, and associations. All these groups bring people together in different ways for different reasons, but each provides opportunities for sharing information and promoting collective action by fostering the development and organizational capacity to act toward a common goal. Communities may be the most effective actors to take specific action to manage and reduce their specific risks.
Prevention	<ul style="list-style-type: none">May possess the knowledge and understanding of the threats they face and have the capacity to alert authorities of potential terrorism-related information and/or suspicious activities.Support terrorism prevention activities through information sharing by identifying and reporting potential terrorism-related information to law enforcement.



Nongovernmental/Volunteer and Community Organizations	
Protection	<ul style="list-style-type: none">• Understand the threats and hazards in their locales.• Promote, implement, and deliver core capabilities within the Protection mission by:<ul style="list-style-type: none">○ Sharing information;○ Establishing protection standards of practice; and○ Advocate for, or assistance providers to, the entire range of community members by helping communities, individuals, and households to receive that protection information and resources.• Central role in the development of Protection plans and in identifying and implementing solutions to Protection challenges.<ul style="list-style-type: none">○ As risks transect geographical and jurisdictional boundaries, communities are essential partners for understanding how to manage complex Protection issues across multiple spheres of responsibility.
Mitigation	<ul style="list-style-type: none">• Represent communities and many groups in mitigation policy discussions.• Apply a localized understanding of risks to effective planning.<ul style="list-style-type: none">○ Identify strategic mitigation options.• As able, promote and implement mitigation activities without necessarily holding a formal position of authority within a jurisdiction.• May provide training and education to communities, including how-to guides.
Response	<ul style="list-style-type: none">• Possess the knowledge and understanding of the vital roles for delivering important services; some are officially designated as support elements to national response capabilities:<ul style="list-style-type: none">○ The American Red Cross: the American Red Cross is chartered by Congress to provide relief to survivors of disasters and help people prevent, prepare for, and respond to emergencies. Red Cross has a legal status of "a federal instrumentality" and maintains a special relationship with the Federal Government. In this capacity, the American Red Cross supports several ESFs and the delivery of multiple core capabilities.○ National Voluntary Organizations Active in Disaster (National VOAD): is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery, and mitigation—to help disaster survivors and their communities. National VOAD is a consortium of approximately 50 national organizations and 55 territorial and state equivalents.



Nongovernmental/Volunteer and Community Organizations

	<ul style="list-style-type: none">○ National Center for Missing & Exploited Children (NCMEC). Within the NCMEC, the National Emergency Child Locator Center (NECLC) facilitates the expeditious identification and reunification of children with their families.● Support the volunteer and donation's objective for managing the influx of volunteers and donations to voluntary agencies and all levels of government before, during, and after an incident.○ The goal is to support jurisdictions affected by disasters through close collaboration with the voluntary organizations and agencies.
Recovery	<ul style="list-style-type: none">● Foster relationship building with local emergency management organization.● Maintain access to extended networks through local offices and chapters of the organization, providing contextually based insight and access to potential recovery partnerships and resilience champions.● Play a critical role in the implementation of an inclusive, locally led recovery organization and planning process.● Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD), which are responsible for meeting disaster-caused unmet needs of disaster survivors.● May note milestones achieved and document best practices for their use and for the benefit of their peers.<ul style="list-style-type: none">○ This information may also be implemented into the planning process for the state VOAD or COAD as appropriate.● May provide experience and subject matter expertise greatly assisting with the management of money, manpower, and materials to meet recovery needs and obligations that otherwise are not funded by government programs.● In addition to collaborating on disaster planning with recovery partners, it is beneficial for NGOs to develop their own plans for how they will support disaster recovery efforts.

Table 18: Nongovernmental/Volunteer and Community Organization's Responsibilities by Mission Area

Individual Community Members

Individual Community Members	
All Mission Areas	<ul style="list-style-type: none">● Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness; each can be better prepared in the immediate aftermath of a disaster if they:



Individual Community Members	
	<ul style="list-style-type: none">○ Build an emergency kit that includes food, water, battery powered communication devices, and other essential needs.○ Prepare emergency plans, with family members who have access and functional needs, to addresses evacuation, sheltering-in-place, and sheltering needs; include medical needs; provisions for their animals, including household pets or service and assistance animals; prepare for the essential needs of their children and ensure children know the family emergency plan.○ Contribute to the preparedness and resilience of their households and communities by volunteering with emergency organizations and completing emergency response training courses.○ Safe, secure, and prepared individuals, families, and households are often less dependent on response services, which, in turn, places fewer responders in hazardous response situations. Those who prepare will reduce their personal stress, be able to reach out to others in need of assistance and be better positioned to actively contribute to post-disaster response and recovery efforts.
Prevention	<ul style="list-style-type: none">● Identify and report potential terrorism-related activity to law enforcement.<ul style="list-style-type: none">○ Individual vigilance and awareness help communities remain safer and bolster prevention efforts.
Protection	<ul style="list-style-type: none">● Understand the threats and hazards in their locales.<ul style="list-style-type: none">○ Acquire an awareness of potential threats and hazards through sources such as news outlets, local emergency management agencies, public information and warning systems, community education campaigns, and information-sharing mechanisms.<ul style="list-style-type: none">■ Take risk-informed protective actions based on this knowledge.
Mitigation	<ul style="list-style-type: none">● Mitigation begins with individual awareness and action; informed decisions facilitate actions that reduce risk and enable individuals, families, and households to better withstand, absorb, or adapt to the impacts of threats and hazards and quickly recover from future incidents. Homeowners who have adequate hazard and flood insurance coverage and take steps to protect their property from hazards common to their area, reduce the impacts of an incident and are less reliant on external assistance to repair or rebuild their homes.● Stay aware of and participate in disaster preparedness efforts in their community.



Individual Community Members	
	<ul style="list-style-type: none">• Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations.• Take actions and the basic steps to prepare themselves for emergencies.<ul style="list-style-type: none">○ Reduce hazards in and around their homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds.
Response	<ul style="list-style-type: none">• Prepare to take care of themselves and their neighbors until assistance arrives.<ul style="list-style-type: none">○ Preparedness should account for a minimum of three days (72 hours).○ Due to the unique catastrophic hazard profile in the state of Washington, EMD recommends striving to prepare for 14 days.• Monitor emergency communications and follow guidance and instructions provided by local authorities.
Recovery	<ul style="list-style-type: none">• After suffering losses, survivors can:<ul style="list-style-type: none">○ Maximize any benefits from insurance coverage;○ Pursue additional funding through any available personal or loan-based resources;○ Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available.<ul style="list-style-type: none">▪ After applying, survivors should:<ul style="list-style-type: none">• Ensure they follow up on agency requests;• Gain full understanding of program processes; and• Express any unmet needs.• Get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process.

Table 19: Individual Community Member's Responsibilities by Mission Area

Communications

Leadership, at the incident level and in EOCs, facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are (1)



Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

Monitoring, Detection, Alert & Warning

The Alert and Warning Center (AWC) is a function of the State Emergency Operations Center (SEOC) which provides 24-hour, 7 days per week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State.

Please refer to the Response Plan for a detailed description of the AWC and the state's monitoring, detection, and alert and warning capabilities.

Communications Organization

The Communications Unit under the Logistics Section provides on-site SEOC communication support to include display media, internal telecommunications, Internet, and desktop support. ESF 2 – Communication, Information and Warning Systems (published separately) supports impacted local jurisdictions with regard to communications or cyber system issues. State and local radio communications systems will operate under previously approved licenses. Requests for new licenses may be submitted to the SEOC, which will forward requests to the ESF 2 Lead for processing with the FCC or appropriate frequency coordinator for approval, as required.

Washington State also maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. Further details on the incident information management systems maintained and used by the state, as well as other communications systems, including the Joint Information Center/Joint Information System (JIC/JIS) and Limited English Proficiency (LEP) Communications plans, can be found in the Response Plan.

Interoperable Communications Plans

Washington State refers to and uses both federal and state communications plans. The National Emergency Communications Plan (NECP) is the nation's strategic plan for emergency communications. Please refer to the NECP and the Response Plan for additional information.

The state interoperable communications plans include:

- State Telecommunications Service Priority (TSP) Planning Guidance
- Statewide Communication Interoperability Plan (SCIP)
- Logistics Communications Unit/RACES Plan
- Washington Statewide AMBER Alert Plan
- Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP – ESF 15



Please refer to the specific plans listed above and the Response Plan for further details on the uses and implantation of each plan.

Administration

Documentation Procedures

State elected and appointed officers are required to designate, secure and protect essential records needed in an emergency and for the reestablishment of normal operations after an emergency using a method approved by the state archivist in accordance with RCW 40.10.010. Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of government under emergency conditions pursuant to RCW 40.10.010.

The governor, WMD, EMD, and other government officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate distribution of resources and services during the response to and recovery from a disaster or emergency. State agencies, local jurisdictions, and other organizations provide these reports including, but not limited to:

- Situation Reports;
- Requests for Proclamations of Emergency;
- Requests for Assistance;
- Costs/Expenditures Reports;
- Damage Assessment Reports; and/or
- After Action Reports.

These and other documentation and records will be kept in such a manner to separately identify incident related expenditures and obligations from general programs and activities of local jurisdictions or organizations. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters, and for audit reports.

Specific documentation retention requirements can be found in the Response Plan. Additional documentation instructions for developing situation reports, damage assessment reports, and incident action plans can be found in the Washington SEOC Standard Operating Procedures (SOP).

Finance

The Federal Emergency Management Agency (FEMA) requires that state and local governments receiving federal financial assistance under the Stafford Act comply with FEMA's rules prohibiting discrimination, as provided in 44 Code of Federal Regulation (CFR) § 206.11. As a result of this federal requirement, state, and local governments seeking to receive federal disaster assistance will follow a program of non-discrimination and incorporates FEMA's Whole



Community approach (discussed in the Concept of Operations section). This requirement encompasses all state and local jurisdiction actions to the federal/state Agreement.

All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, LEP, or national origin.

As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations shall provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of FEMA, and shall comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.

The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The PETS Act is operational when a federal disaster declaration is made and can provide reimbursement for allowable, documented services used in the declared emergency. Eligible costs related to pet evacuations and sheltering is in FEMA's Public Assistance Program and Policy Guide (PAPPG).

Incurred Costs Tracking

Emergency expenditures are not normally integrated into the budgeting process of state and local jurisdictions. Nevertheless, events occur on a periodic basis requiring substantial and necessary unanticipated obligations and expenditures. State agencies will follow emergency procedures outlined in RCW 43.88.250, Emergency Expenditures.

Please refer to the Response Plan for the steps taken by EMD to track incurred costs during an emergency or disaster.

Cost Recovery

Disaster-related expenditures and obligations of state agencies, local jurisdictions, and other organizations may be reimbursed under a number of federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

Federal Assistance Programs

Two types of federal assistance programs that Washington participates in are the FEMA Public Assistance (PA) and Individual Assistance (IA) Programs.



Through the PA Program, federal assistance is provided to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies.

Through the IA Program, FEMA provides assistance to individuals and households by way of the following:

- Mass Care and Emergency Assistance (MC/EA);
- Crisis Counseling Assistance and Training Program (CCP);
- Disaster Unemployment Assistance (DUA);
- Disaster Legal Services (DLS);
- Disaster Case Management (DCM); and
- Individuals and Households Program (IHP).
 - IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

A more detailed summary of the federal assistance programs can be found in the Response Plan. For full details on the Federal PA and IA Programs, please refer to the Washington Restoration Framework.

State Assistance Programs

Two types of state assistance programs that Washington participates in are the PA State Administrative Plan (SAP) and the IA SAP for Other Needs Assistance (ONA) Program.

The PA SAP provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program.

IA SAP for ONA Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program.

A more detailed summary of the state assistance programs can be found in the Response Plan. For full details on the State PA SAP and IA SAP for ONA Program, please refer to the Washington Restoration Framework.

Logistics and Resource Management

The majority of today's consumables are distributed through just-in-time supply chains managed by the private sector. These supply chains may be disrupted as a result of damage to the transportation and communication infrastructure during a disaster or emergency. The affected areas may need emergency resources as well as everyday goods and services. Governmental logistics will initiate to meet immediate disaster needs while efforts are underway to reestablish private sector supply chains. Logistics provides resource support through ESF 7 to tribal and local governments once they have exhausted their supplies and



capacity for the provision of services, personnel, and commodities during response to and recovery from a disaster or emergency. The SEOC Logistics Section coordinates emergency logistics activities through ESF 7 with the support of numerous regional and state agencies.

NIMS resource management guidance enables many organizational elements to collaborate and coordinate to systematically manage resources—personnel, teams, facilities, equipment, and supplies. Most jurisdictions or organizations do not own and maintain all the resources necessary to address all potential threats and hazards. Therefore, effective resource management includes leveraging each jurisdiction's resources, engaging private sector resources, involving volunteer organizations, and encouraging further development of mutual aid agreements.

Resource Typing

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. Jurisdictions can use these definitions to categorize local assets.

Emergency Worker Program/Liability Protection

RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(17), while provisions addressing the registration, use, classification, and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310 and WAC 118.04.

Additional information on the emergency worker program and liability protection can be found in the Response Plan.

Resource Procurement, Deployment, and Demobilization

Once a resource request is made by a state agency, tribe, or local jurisdiction that has exhausted their resources and capacity or is forecasting a future need for services, personnel, and/or commodities, resource procurement activities are triggered. As addressed in full detail in the Response Plan, resource requests may be filled through private sector procurement, mutual aid, or through FEMA.

Mutual aid systems that may support resource procurement include the Washington Intrastate Mutual Aid System (WAMAS) (for political subdivisions of Washington State and any federally recognized Indian tribe located in the state that has declared their intention to be a member), the Emergency Management Assistance Compact (EMAC) (the interstate system that



Washington participates in), and the Pacific Northwest Emergency Management Arrangement (PNEMA) (the international system that Washington participates in).

Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

Resource requests are tracked throughout their entire life cycle, from the time submitted, until filled (if consumable) or until the resource is demobilized and returned (if non-consumable).

For an in-depth look at the resource request cycle, including details on each listed mutual aid system and staging areas, please refer to the Response Plan.

Resource Gaps

Comprehensive and integrated planning can help other levels of government plan their response to an incident within a jurisdiction. By knowing the extent of the jurisdiction's capability, supporting planners can pre-identify shortfalls and develop pre-scripted resource requests.

Development and Maintenance

The CEMP Base Plan will be revised at a minimum of every five years from the date of last publication. ESFs and other Annexes will also be revised on a staggered five-year cycle.

Washington State adopted the Homeland Security Exercise and Evaluation Program (HSEEP), a federal standard under the National Preparedness System, as the standard for its emergency management exercise program. The state requires local jurisdictions to follow HSEEP in design, conduct, and evaluation of emergency management exercises. Under HSEEP, exercises are documented in an after action report and corrective actions are identified and assigned in a comprehensive improvement plan.

Training and exercising the CEMP and SEOC, including involvement of stakeholders and state agency emergency operation centers in support of ESF activities, will support plans, processes, personnel, and systems being validated and shortfalls identified through after action reports and corrective action programs for exercises and real-world activations. After action reports should identify planning needs, staffing requirements, process refinement, equipment shortages, and training needs. The corrective action program should include an improvement plan that outlines the need, provides a prioritization, identifies resources required, assigns the corrective action, and monitors completion.

EMD will maintain a formal Corrective Action Program on behalf of the SEOC. All SEOC Command and General Staff sections, as well as state agencies that lead or contribute to an



ESF, are stakeholders in the SEOC Corrective Action Program. As a result of the SEOC Corrective Action Program, revisions and updates may be recommended to the CEMP. The EMD Planning Section coordinates revisions and updates of the CEMP and its components. The CEMP is updated according to the instruction above or in response to a major revision of the NRF or its successors, Washington State Law (applicable RCW or WAC provisions), or upon direction from the Governor. EMD PAL Section staff will review the CEMP on an annual basis and collate suggested updates from other sources such as local, state, and federal agencies for incorporation into the next updated CEMP. The EMD Response Section reviews the CEMP to ensure full integration and compliance with the National Incident Management System.

Core Planning and Development Team

Planning Process

Planning is a continuous process that does not stop when the plan is published. The planning team develops a rough draft of the base plan or annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to organizations that have responsibilities for implementing the plan. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of federal or state agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

Review Process

Commonly used criteria can help decision makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, and acceptability. Decision makers directly involved in planning can employ these criteria, along with their understanding of plan requirements, not only to determine a plan's effectiveness and efficiency but also to assess risks and define costs.

- *Adequacy* – a plan is adequate if the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned mission while complying with guidance; and the plan's assumptions are valid, reasonable, and comply with guidance.
- *Feasibility* – a plan is feasible if the organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan. The organization allocates available resources to tasks and tracks the resources by status (e.g., assigned, out of service). Available resources include internal assets and those available through mutual aid or through existing state, regional, or Federal assistance agreements.
- *Acceptability* – a plan is acceptable if it meets the requirements driven by a threat or incident, meets decision maker and public cost and time limitations, and is consistent with the law. The plan can be justified in terms of the cost of resources and if its scale



is proportional to mission requirements. Planners use both acceptability and feasibility tests to ensure that the mission can be accomplished with available resources, without incurring excessive risk regarding personnel, equipment, material, or time. They also verify that risk management procedures have identified, assessed, and applied control measures to mitigate operational risk (i.e., the risk associated with achieving operational objectives).

- *Completeness* – a plan is complete if it:
 - Incorporates all tasks to be accomplished;
 - Includes all required capabilities;
 - Integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations;
 - Provides a complete picture of the sequence and scope of the planned response operation;
 - Makes time estimates for achieving objectives; and
 - Identifies success criteria and a desired end-state.
- *Compliance* – the plan should comply with guidance and doctrine to the maximum extent possible, because these provide a baseline that facilitates both planning and execution.

Revision Process

Plans should evolve as lessons are learned, new information and insights are obtained, and priorities are updated. Evaluating the effectiveness of plans involves a combination of training events, exercises, and real-world incidents to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Planning teams should establish a process for reviewing and revising the plan. Reviews should be a recurring activity. In no case should any part of the plan go for more than two years without being reviewed and revised.

Training & Exercise Program

Through the implementation of the Homeland Security Exercise and Evaluation Program (HSEEP), organizations can use training and exercises to improve current and required Core Capability levels, identify gaps, and overcome shortfalls. A Capabilities Assessment provides and gap analysis, by Core Capability, for each desired outcome and capability target; each of the Homeland Security Regions is required to complete an assessment. After the Capabilities Assessment is completed, it is referenced to determine the priority capabilities for training and exercise planned activities and should be coordinated with the Training and Exercise Plan (TEP) of the state.

Training of SEOC staff, including state agency executives and personnel responsible for agency ESF functions, is critical for effective support of local jurisdictions during emergencies and



assists state agencies in meeting preparedness responsibilities. The SEOC staff training and exercise program has three components:

Education:

All SEOC personnel and state agency ESF staff are required to familiarize themselves with SEOC procedures and operations through orientation and ongoing training, independent study, and professional development courses. In addition to SEOC orientation, staff serving in Command and General Staff roles will attend formal courses, as outlined in the SEOC Standard Operating Procedures Manual and SEOC credentialing plan.

Training:

EMD conducts SEOC training for all SEOC and Military Department staff.

Exercises:

Exercises help familiarize and validate staff knowledge of current plans, policies, agreements, and procedures and focus on strategic, policy-oriented issues. Exercises are designed to generate response activities in reaction to a known risk or natural disaster scenarios. The focus for the Policy Group is placed on strategic, policy-oriented issues with the goal of familiarizing state agency executives with multi-agency and multi-governmental collaboration, resource allocation, and prioritization of state government response and recovery. Exercises are scheduled routinely to support SEOC training and provide attendees an opportunity to practice skills, apply training, and validate procedures.

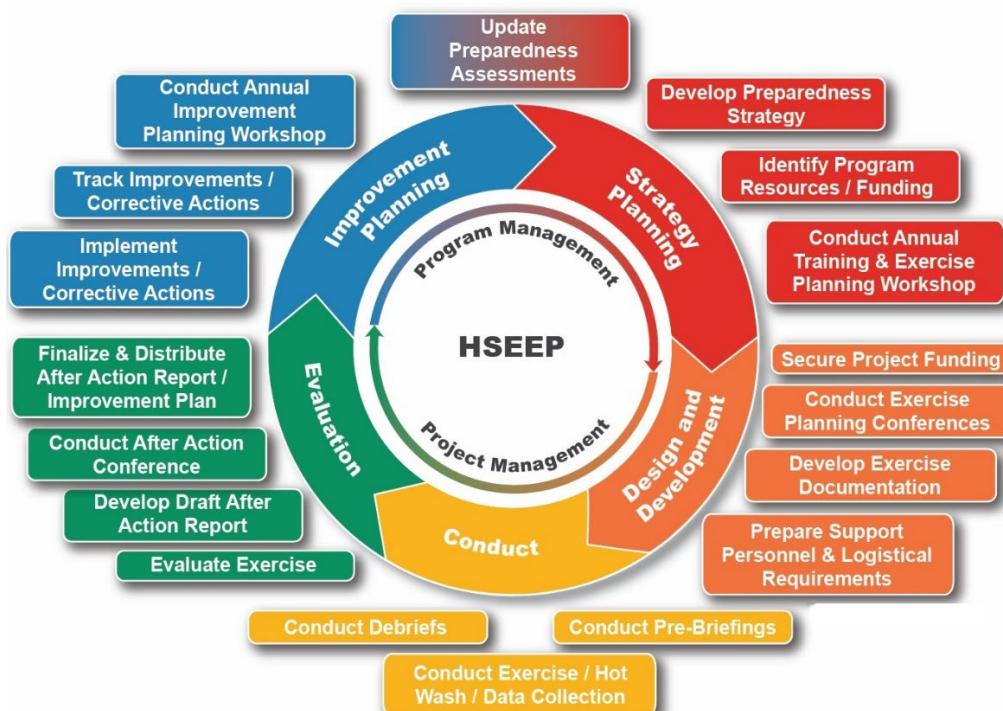


Figure 7: HSEEP Program Management



Training Program

Nationally standardized criteria and minimum qualifications for positions provide a consistent baseline for qualifying and credentialing the incident workforce. Along with the job title and position qualifications, the position task book (PTB) is a basic tool that underpins the NIMS performance-based qualification process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position. PTBs provide the basis for a qualification, certification, and credentialing process that is standard nationwide.

Exercise Program

Applying the following principles to both the management of an exercise program and the execution of individual exercises is critical to the effective examination of capabilities:

- *Guided by Elected and Appointed Officials* – provide the overarching guidance and direction for the exercise and evaluation program as well as specific intent for individual exercises.
- *Capability-based, Objective Driven* – through HSEEP, organizations can use exercises to examine current and required core capability levels and identify gaps; exercises focus on assessing performance against capability-based objectives.
- *Progressive Planning Approach* – a progressive approach includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time.
- *Whole Community Integration* – encourage exercise planners to engage the whole community throughout exercise program management, design and development, conduct, evaluation, and improvement planning.
- *Informed by Risk* – identifying and assessing risks and associated impacts helps organizations identify priorities, objectives, and core capabilities to be evaluated through exercises.
- *Common Methodology* – enables organizations of divergent sizes, geographies, and capabilities to have a shared understanding of exercise program management, design and development, conduct, evaluation, and improvement planning; and fosters exercise-related interoperability and collaboration.

After-Action Reporting Process

The After-Action Report (AAR) summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities; however, the AAR can also be used to capture and analyze key incident-related information throughout the phases of an incident. The AAR should include an overview of performance related to each exercise objective and associated core capabilities, while highlighting strengths and areas for improvement. Upon completion, the exercise evaluation team provides the draft AAR to the exercise sponsor, who distributes it to participating organizations prior to drafting a formal AAR. Elected and appointed officials, or their designees, review and confirm observations identified in the formal AAR and determine which areas for improvement require further



action. Areas for improvement that require action are those that will continue to seriously impede capability performance if left unresolved.

Corrective Action Program

Corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in exercises or real-world events. In developing corrective actions, elected and appointed officials and/or their designees should first review and revise the draft AAR, as needed, to confirm that the issues identified by evaluators are valid and require resolution. The reviewer then identifies which issues fall within their organization's authority and assume responsibility for acting on those issues. Finally, they determine an initial list of appropriate corrective actions to resolve identified issues.

Authorities

This plan is developed, promulgated, and maintained pursuant to the following state and federal statutes, regulations, and directives:

Washington State Law: Revised Code of Washington (RCW) and Washington Administrative Codes (WAC)

- Washington State Constitution, Article III Section 10 and Article XI Section 11
- RCW 9.73, Privacy, Violating Right of
- RCW Title 18, Businesses and Professions
- RCW 27.53, Archaeological Sites and Resources
- RCW 35.33.081, 35A.33.080, 35A.34.140, 36.40.180, Emergency expenditures – Nondebatable emergencies
- RCW 38.08, Powers and Duties of Governor
- RCW 38.12, Militia Officers and Advisory Council
- RCW 38.52, Emergency Management
- RCW 38.56, Intrastate Mutual Aid System
- RCW 40.10.010, Essential Records
- RCW 42.14, Continuity of Government Act
- RCW 43.06, Governor
- RCW 43.21G.040, Governor's Energy Emergency Powers – Energy Supply Alert – Construction of Chapter
- RCW 43.43.961, State Fire Service Mobilization – legislative Declaration and Intent
- RCW 43.88.250, Emergency Expenditures
- RCW 43.376, Government-To-Government Relationship with Indian Tribes
- RCW 49.60, Discrimination – Human Rights Commission
- RCW 70.102, Hazardous Substance Information
- RCW 70.105, Hazardous Waste Management
- RCW 70.136, Hazardous Materials Incidents
- RCW 80.01, Utilities and Transportation Commission
- RCW 80.36, Telecommunications



- RCW 80.50, Energy Facilities – Site Locations
- WAC 118-04, Emergency Worker Program
- WAC Title 118, Military Department (Emergency Management)

Other Governing Law, Regulations, and Directives

- Title 2, Code of Federal Regulations (CFR), Part 200, Grants & Agreements
- Title 44, Code of Federal Regulations (CFR), Part 206, Federal Disaster Assistance
- Homeland Security Presidential Directive – 5, Management of Domestic Incidents
- Presidential Policy Directive – 8, National Preparedness
- Public Law 81-815 and 81-874, Financial Assistance for Local Education Agencies Affected by Federal Activities, 1950, as amended
- Public Law 84-99, Flood Control and Coastal Emergency Aid
- Public Law 88-352, Civil Rights Act of 1964, as amended
- Public Law 93-288 and 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974, as amended by the Disaster Mitigation Act of 2000, (Public Law 106-390), and Sandy Recovery Improvement Act of 2013 (SRIA), (PL 113-2)
- Public Law 96-342, Improved Civil Defense, 1980
- Public Law 99-499, Superfund Amendment and Reauthorization Act
- Public Law 104-321, Emergency Management Assistance Compact (EMAC)
- Public Law 105-19, Volunteer Protection Act of 1997
- Public Law 105-381, Pacific Northwest Emergency Management Arrangement (PNEMA)
- Public Law 107-296, Homeland Security Act of 2002
- Public Law 109-295, Title VI – Post Katrina Emergency Management Reform Act, 2006
- Public Law 109-308, Pets Evacuation and Transportation Standards (PETS) Act, 2006
- Public Law 110-325, The ADA Amendments Act of 2008, amending the Americans with Disabilities Act (ADA) of 1990
- Public Law 112-141, Moving Ahead for Progress in the 21st Century Act
- Public Law 920, Federal Civil Defense Act of 1950, as amended

Acronyms

- ADA - Americans with Disabilities Act
- AFN - Access and Functional Needs
- ARC - American Red Cross
- AWC - Alert and Warning Center
- BEOC - Business Emergency Operations Center
- CCO - Catastrophic Contingency Option
- CDC - Centers for Disease Control and Prevention
- CEMP - Comprehensive Emergency Management Plan
- CFR - Code of Federal Regulation
- CG - Command and General Staff



- CPOD - Community Point-of-Distribution
- DHS - Department of Homeland Security
- DNR - Department of Natural Resources
- DOD - Department of Defense
- DOH - Department of Health
- DRA - Disaster Response Account
- DSCA - Defense Support to Civil Authorities
- DSCO - Deputy State Coordinating Officer
- DSHS - Department of Social and Health Services
- D-SNAP - Disaster Supplemental Nutrition Assistance Program
- EAP - Employee Assistance Program
- EBT - Electronic Benefits Transfer (EBT) card
- ECC - Emergency Coordination Center
- EFSEC - Energy Facility Site Evaluation Council
- EMAC - Emergency Management Assistance Compact
- EMD - Emergency Management Division, Washington Military Department
- EOC - Emergency Operations Center
- EPCRA - Emergency Planning Community Right-to-Know Act
- ESF - Emergency Support Function
- FCC - Federal Communications Commission
- FCO - Federal Coordinating Officer
- FEMA - Federal Emergency Management Agency
- FNS - Food and Nutrition Service (US)
- GAR - Governor's Authorized Representative
- HSEEP - Homeland Security Exercise and Evaluation Program
- IA - Individual Assistance
- IC - Incident Commander
- ICS - Incident Command System
- JFO - Joint Field Office
- JIC - Joint Information Center
- LEP - Limited English Proficiency
- NAWAS - National Warning System
- NDRF - National Disaster Recovery Framework
- NGO - Non-Governmental Organization
- NIMS - National Incident Management System
- NRC - Nuclear Regulatory Commission
- NRF - National Response Framework
- ONA - Other Needs Assistance
- OSC - On-Scene Coordinator
- PA - Public Assistance
- PDA - Preliminary Damage Assessment



- PIO - Public Information Officer
- PNEMA - Pacific Northwest Emergency Management Arrangement
- PW - Project Worksheet
- RACES - Radio Amateur Civil Emergency Services
- RCW - Revised Code of Washington
- RFA - Request for Assistance
- RRF - Resource Request Form
- RTF - Recovery Task Force
- SAP - State Administrative Plan
- SAR - Search and Rescue
- SARA - Superfund Amendment and Reauthorization Act
- SCO - State Coordinating Officer
- SEOC - State Emergency Operations Center
- SEOO - State Emergency Operations Officer (also referred to as Duty Officer)
- SEHMP - State Enhanced Hazard Mitigation Plan
- SERC - State Emergency Response Commission
- SLA - State and Local Assistance
- SNS - Strategic National Stockpile
- TEP - Training and Exercise Plan
- USDA - U.S. Department of Agriculture
- WAC - Washington Administrative Code
- WAMAS - Washington Intrastate Mutual Aid System
- WARM - Washington Animal Response Management
- WAVOAD - Washington Volunteer Organizations Active in Disasters
- WSDA - Washington State Department of Agriculture
- WSP - Washington State Patrol
- WSDOT - Washington State Department of Transportation