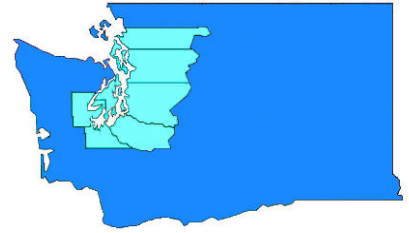


Puget Sound



Regional

Catastrophic Disaster

Coordination Plan

Attachments

September 2011

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Attachment I – 1. FEMA Recovery Support Functions Associated with a Catastrophic Biological Incident

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Attachment I-1. Recovery Support Functions (RSFs) Associated with a Catastrophic Biological Incident

RSF #	Recovery Support Function Name	Mission	Lead Agency	Primary Agencies	Supporting Agencies
1	Community Planning and Capacity Building	Unify capacity-building expertise and support programs from across the government to support local and state governments in restoring and improving their ability to provide governmental services and organize, plan, manage and implement long-term recovery activities and initiatives	Strategic Development or Community Planning	Planning, Building Dept, Permitting agency	Environmental groups, non-profits
2	Economic Development	Help rebuild businesses and develop new economic opportunities, with the goal of creating sustainable, economically viable communities	Same as above	Finance, Budget, Government Relations, Economic Growth	Private Sector, Community Groups, Business Associates, Chambers of Commerce
3	Health, Social and Community Services	Provide support for a more resilient re-establishment of essential health/social/community services, to restore the health and well-being of affected people and communities - with particular attention to children, the elderly, families, and people living with disabilities, people with accessibility and functional needs, and underserved populations	Public Health	Public Health, Human Services, Non-Profits	Non-Profits, Community Groups, VOADs
4	Housing	Coordinate resources and activities to assist in restoration of destroyed and damaged housing and development of other new accessible, permanent housing options, if necessary	Human Services	Human Services, HUD, Housing Authorities	Non-Profits, Real Estate Groups, Landlord Associations
5	Infrastructure Systems	Integrate the capability of the government to support communities, and other infrastructure owners and operators, to permanently restore, enhance, mitigate, and ensure the resilience and protection of infrastructure systems impacted by major and catastrophic disasters	Information Technology	Public, private infrastructure partners	
6	Natural and Cultural Resources	Integrate resources and capabilities to help address long-term environmental and cultural resource recovery needs after major and catastrophic disasters	Non-Profit cultural groups, community groups	Non-Profit cultural groups, community groups	

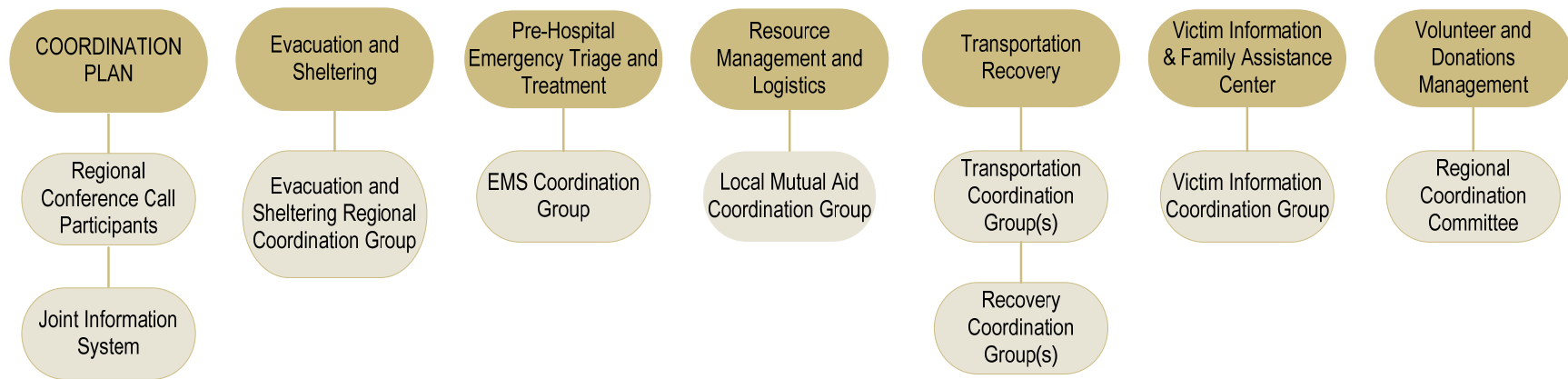
Source: Regional Recovery Framework for a Biological Attack in the Seattle Urban Area September, 2010 and <http://www.fema.gov/recoveryframework/>

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Attachment I – 2. Puget Sound Regional Catastrophic Disaster Coordination Groups

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Attachment I - 2. Puget Sound Regional Catastrophic Disaster Coordination Groups



1 Not all annexes to the Coordination Plan call for creation of regional coordination groups, e.g. Structural Collapse Rescue will coordinate through unified or areawide command.

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Attachment I – 3. Regional Catastrophic Preparedness Grant Program Puget Sound Region Description

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Regional Catastrophic Preparedness Grant Program Region Description

Island County:

Population

Island County has approximately 81,000 residents, with an approximate population density of 344/sq mile. The ethnic mix in Island County is 87% Caucasian, 2.4% African American, .97% Native American and Alaska Native, 4.5% Asian/Pacific Islander, and 4% Hispanic. Island County's seat is the City of Coupeville.

Geography

The county is made up of nine islands, totaling 517 square miles, 309 square miles of which are water. The two largest islands (in terms of both size and population) are Whidbey and Camano Islands. The seven smaller islands are: Baby, Ben Ure, Deception, Kalamut, Minor, Smith, and Strawberry.

Schools

There are 21 public and 7 private schools in Island County. The majority of the schools within the county are K-9, with high schools located in Coupeville, Whidbey, and Oak Harbor.

Economy

Island County's economy is dominated by defense spending. Tourism is also a major industry for the county, given its location in the Puget Sound with access to the Straits of Juan de Fuca and the many state and local parks within the county. Many county residents commute daily to Boeing facilities in Everett.

Transportation

There are no major state highways or interstate highways in Island County. A fare-free transit system (Island Transit) serves the county. WSF operates a ferry from Mukilteo to Clinton on Whidbey Island and a ferry from Port Townsend to Keystone on Whidbey Island. State Route 20 provides the only bridge access between Island County and the mainland.

Infrastructure

Military: Naval Station Whidbey houses approximately 6,000 active duty military and approximately 1,400 Department of Defense civilian employees.

Hospitals: There are two hospitals and medical clinics to be found in Island County. The hospitals are Whidbey General Hospital in Coupeville and U.S. Naval Hospital in Oak Harbor. Island County Community and Family Health Services also provides a broad range of care at its facilities on Camano and Whidbey Islands.

Energy: Power in Island County is supplied by two utility companies. Camano is served by Snohomish County PUD while Whidbey is served by Puget Sound Energy. Additional parts of the county are also

served by Cascade Natural Gas Corporation, which links to the county through Camano and Whidbey Islands.

Waste Management: Island County's Public Works Solid Waste Division operates transfer stations in Bayview, Coupeville, Oak Harbor, and on Camano Island as well as treating septic systems on Whidbey Island. The solid waste stream piggybacks onto Seattle's waste stream and is transported to Arlington, OR. Waste from Naval Air Station Whidbey is transported to a regional landfill in Klickitat County.

Water/Sewer: Surface water is maintained by Island County Public Works. Municipal water services are handled by different utility providers based on location within the county. Examples of these companies include Snohomish County PUD for Camano Island and Whidbey Water Service LLC for Whidbey Island.

King County:

Population

King County is most populous county in Washington, with approximately 1.9 million residents, and is home to 15 of the 40 of the largest cities in the state. These include Auburn, Bellevue, Federal Way, Kent, Kirkland, Redmond, Renton, Seattle and Shoreline, all in the top twenty cities by population in the state. King County is the 14th largest county in the United States and Seattle is the 25th largest city. The ethnic mix in King County is approximately 75% Caucasian (of which 7% is Hispanic), 6% African American, 11% Asian and Pacific Islander, and 1% Native American. King County is primarily urban with approximately 79% of its population living in incorporated communities.

Geography

King County covers 2,126 square miles and is geographically diverse. Elevation ranges from sea level to 8,000 foot Mt. Daniel in the Cascade Mountain range. The county is home to saltwater coastlines, river floodplains, lakes, salmon streams and large forested areas. Land types vary from urban, residential, intensive commercial and industrial areas to farming, woodlots, and commercial forests. King County includes the Seattle fault and parts of the Electron Mudflow, the last lahar from Mt. Rainier. King County includes two islands: Mercer Island and Vashon Island. Mercer Island is connected to the mainland by bridges and Vashon Island is accessed by ferries. The City of Seattle covers about 84 square miles.

Schools

There are 464 primary and secondary schools in King County (233 public/231 private), 13 universities and 11 community colleges that serve King County. The largest university in the state and a major national research institution, the University of Washington, is located in Seattle, with extension campuses in Tacoma and Bothell. In addition, there are 137 public and 85 private primary and secondary schools, 10 universities, and 5 community colleges in the Seattle city limits.

Economy

The King County economy is the largest in Washington State. Key employers include The Boeing Company, Microsoft, the University of Washington, Swedish Hospital, local governments, Providence Health System, QFC Inc., Nordstrom, Fred Meyer, Safeco, Alaska Air Group Inc., Group Health Cooperative, United State Postal Service, Seattle School District #1, Safeway Stores Inc., the Frank Russell Company, and the Bank of America. The total workforce is 1,125,490 in 2011.

The Port of Seattle marine facilities are among the largest in the world. The Port received 1,226 vessels in 2008 and loaded/unloaded more than \$39 billion worth of cargo, approximately 1.7 million containers.

There were over 9.4 million visitors to King County in 2008 that spent more than \$5.14 billion dollars in the area. The cruise ship industry also welcomed an estimated 886,000 travelers visiting from these ships in 2008.

Transportation

The transportation corridors in King County are some of the busiest in Washington State. There are three major highways (US Interstates 5, 405 and 90) and many major State Highways. There are more than 900,000 King County residents commuting to work each day. These residents travel on 443.11 miles of roadway. The majority of Washington Ferry riders travel between Seattle and Kitsap County. The Puget Sound region relies upon highways and bridges to move both people and goods throughout the region.

The Seattle-Tacoma International Airport is a major transportation hub, connecting the US with many countries around the Pacific Rim. Passenger traffic at SeaTac exceeded 32 million in 2007 and air cargo operations totaled approximately 270,000 metric tons in the same period.

Infrastructure

Hospitals: Hospitals in King County provide more than 4,022 licensed beds. Major hospitals include Virginia Mason, Overlake and Swedish Medical Center – First Hill with a level 3 neonatal facility. Swedish performs more surgeries than any other hospital in the state. Harborview Medical Center – University of Washington Medicine is home to Level 1 adult and pediatric trauma care facilities and a burn center. The University of Washington Medical Center is listed as the 12th best hospital in the nation with multiple research clinics and institutes.

Energy: Seattle City Light provides power within the City of Seattle and seven adjacent cities. In addition, Puget Sound Energy, an investor owned utility, provides power in King County and eight other counties in Washington State. The majority of King County's electricity is from hydro-electric plants in Washington and the elsewhere in the northwest.

Waste Management: Waste Disposal in King County is split between Seattle Public Utilities and King County Solid Waste. King County operates transfer stations in Algona, Bow Lake, Enumclaw, Factoria, Houghton, North Bend Renton, Shoreline, Skykomish, and Vashon. Most of these stations also accept recyclables. Hazardous waste is collected at the Factoria Transfer Station and the mobile Wastemobile. The County also operates the Cedar Hills Regional Landfill and monitors ten closed landfills in Bow Lake, Cedar Falls, Corliss, Duvall, Enumclaw, Hobart, Houghton, Puyallup, South Park, and Vashon. Seattle Public Utilities provides waste disposal service in the city of Seattle, with two transfer stations, one in North Seattle and the other in South Seattle. There are also two Hazardous Waste Facilities, one each in North and South Seattle. Collection of waste in King County is handled by private contractors.

Water/Sewer: Wastewater is primarily handled by King County, which operates two regional wastewater plants in Seattle and Renton, two smaller plants in Vashon and Carnation, a septic system, four combined sewer overflow facilities, 350 miles of pipes, 19 regulator stations, 42 pump stations, and 38 combined sewer overflow outfalls. King County's facilities also provide service in South Snohomish County and Northeast Pierce County. South and East King County is served by smaller wastewater utilities. Most of the over 60 water utilities in King County purchase water from the City of Seattle.

Kitsap County:

Population

Kitsap County has approximately 247,000 residents. The ethnic mix in Kitsap County is 85% Caucasian, 2.9% African American, 1.62% Native American and Alaska Native, 5% Asian/Pacific Islander, and 4% Hispanic. Kitsap County's seat is the City of Port Orchard.

Geography

The county occupies the Kitsap Peninsula and includes Blake Island within its borders. The total area of the county is 396 square miles. The area north of Silverdale is commonly referred to as North Kitsap and the area south of Bremerton referred to as South Kitsap.

Schools

There are 60 public and 22 private schools in Kitsap County. The county has 15 high schools, with the largest being North, Central, and South Kitsap High Schools. North Kitsap High School has about 1500 students enrolled; Central Kitsap has approximately 1300 students; and South Kitsap has approximately 2500 students enrolled, making it the largest in the state by enrollment.

Economy

Kitsap's economy is driven by two primary factors: military spending from Puget Sound Naval Shipyards in Bremerton, the Naval Undersea Warfare Center at Keyport, and Naval Base Kitsap (formerly NSB Bangor and NS Bremerton); and tourism.

Transportation

Kitsap County is connected by multiple state highways: primarily State Routes 3, 16, 304, 303, 307, and 104 and State Highway 101. State Route 16 connects to Interstate 5 through Tacoma. The county is also served by Washington State Ferries, which operates routes from Seattle to Bainbridge and Bremerton; Edmonds to Kingston; and Fauntleroy (West Seattle) to Vashon to Southworth.

Infrastructure

Military: Kitsap County is home to Puget Sound Naval Shipyards in Bremerton, the Naval Undersea Warfare Center at Keyport, and Naval Base Kitsap (formerly NSB Bangor and NS Bremerton).

Hospitals: There are three primary hospital facilities in Kitsap County: Harrison Memorial Hospital in Bremerton and Silverdale and U.S. Naval Hospital in Bremerton. Harrison also operates a number of clinics in the county area to serve primary care needs. Kitsap County Community Health Services also provides limited medical services including communicable disease assistance, family planning, and immunizations out of their Bremerton Headquarters.

Energy: Utility services are provided by a number of different vendors. Gas is supplied by Cascade Natural Gas; Electricity is provided by Puget Sound Energy.

Waste Management: Waste is collected by Brem-Air Disposal, North Sound Sanitation, or Kitsap Disposal. Kitsap County Public Works operates a number of collection and recycling sites (Bainbridge, Hansville, Olalla, Olympic View, Poulsbo, Silverdale, and Sub Base Bangor).

Water/Sewer: Water services are provided by a number of water districts in Bremerton, Silverdale, North Perry Avenue, Poulsbo, and Port Orchard with additional services provided by a number of smaller districts. Wastewater is treated at sites in Bremerton and Kingston by County Public Works.

Mason County

Population

Mason County has approximately 57,000 residents. The ethnic mix in Kitsap County is 89% Caucasian, 1.2% African American, 3.7% Native American and Alaska Native, 1.5% Asian/Pacific Islander, and 4.5% Hispanic.

Geography

The county is located on the south end of the Kitsap Peninsula and is marked by Hood Canal and a series of inlets. The total area of the county is 1,051 square miles. Shelton is the county's only incorporated city. Mason County includes parts of two National Protected Areas: Olympic National Forest and Olympic National Park.

Schools

There are 21 public and 2 private schools in Mason County. The county has 6 high schools, with the largest being Shelton High School.

Economy

Mason County has two ports: The Port of Allyn and the Port of Shelton. The Port of Allyn supports the local tourism community by providing waterfront services for locals, tourists, and light industry. The Port of Shelton is the larger of the two ports, and provides access to the Sanderson Field Industrial Park (which includes a small airport and access to Highway 1010) and Johns Prairie Industrial Park. The Port also operates a Foreign Trade Zone with access to local rail lines. In addition to light industry, tourism is a major component of the county's economy.

Transportation

Mason County's primary transportation routes are State Route 3 and U.S. Highway 101.

Infrastructure

Hospitals: The Mason County Public Health District includes Mason General Hospital that provides medical care for the county. In addition to the hospital, Mason General operates a series of general and specialized clinics, including women's health, orthopedics, family medicine, pediatrics, and vision. Mason County Community and Family Health also provide assistance to residents. All services are provided in Shelton.

Energy: Mason County PUD provides electric services to the county.

Waste Management: Solid waste collection services are provided by Mason County Garbage and Recycling. Within the city of Shelton, the City of Shelton provides water, sewer and garbage services, with collection performed by a private contractor.

Water/Sewer: Mason County Department of Utilities and Waste Management is responsible for water service in the unincorporated areas of the county.

Pierce County:

Population

Pierce County is the 2nd most populous county in Washington State, with over 800,000 residents. Tacoma, the County Seat, is the third largest city in Washington State. In addition, Pierce County is home to four of the largest 40 cities in Washington. The ethnic mix in Pierce County is 79% Caucasian, 7% African American, 5.8% Asian/Pacific Islander, 5.5% Hispanic, and 1.4% American Indian and Alaska Native. More than 45% of the population lives in unincorporated areas of the county.

Geography

Pierce County is 1,806 square miles and includes 3 islands (Anderson, Fox, and McNeil). Anderson and McNeil Islands are accessible only by ferry. Fox Island is reached via a bridge. Pierce County topography ranges from sea level to the 14,411 foot summit of Mt. Rainier.

Schools

There are 15 school districts and 280 schools in Pierce County, along with 88 private schools, 3 universities and 5 community colleges. The universities include Pacific Lutheran University, University of Puget Sound, and the Tacoma Branch of the University of Washington.

Economy

The economy in Pierce County is driven by shipping, general commerce, and agriculture. The eastern portion of the county is primarily devoted to timber production and commercial forestry. The Port of Tacoma is the largest center for the importing of autos and exporting of logs and lumber. Seventy percent of the cargo that transits the Port is international in origin; in 2008 the Port took in approximately 1.86 million containers worth \$3.54 billion. In addition, more than 70% of the Port's international cargo comes from or is going to the central and eastern regions of the US, making Tacoma a true gateway port. The Port also handles 70% of the marine cargo moving between the lower 48 states and Alaska.

Other large employers in Pierce County include Multi-Care (hospitals and clinics), Franciscan, Good Samaritan care facilities, Boeing, Safeway, Fred Meyer, and the Intel Corporation.

Transportation

Major transportation corridors in Pierce County includes Interstate 5, and Washington State Routes 512, 167 and 16. There are many bridges in Pierce County, including the recently renovated and expanded Tacoma Narrows Bridge, a 5,979 foot long suspension bridge between Tacoma and Kitsap County peninsula. The Port of Tacoma's four dockside intermodal rail yards are served by the BNSF Railway and Union Pacific railroads, with switching and terminal rail service provided by Tacoma Rail, a division of Tacoma Public Utilities.

Infrastructure

Military Facilities: Pierce County is home to several major military facilities including Joint Base Lewis-McChord and Madigan Army Hospital Center. In addition, Camp Murray is the home of the Washington State National Guard (Air and Army) and is the site of the Washington State Emergency Management's Emergency Operations Centers.

Hospitals: Pierce County has 2,940 licensed hospital beds. The Madigan Army Hospital Center routinely has 172 beds available, but can expand to 458 beds during wartime. There are 14 operation rooms and 15 x-ray rooms. Tacoma General Hospital has 391 beds with a level 2 adult trauma capacity, a level 3

neonatal intensive care, 22 intensive care beds, and 14 operating rooms. Western State Hospital is the largest psychiatric hospital in the state with 1,035 beds.

Energy: Pierce County receives its energy sources from Puget Sound Energy, the Bonneville Power Administration, and several smaller municipal utilities. Tacoma Public Utilities have owned and operated 7 dams and powerhouses for more than 90 years. About 50% of Tacoma's power needs are met by these city-owned facilities, with the remainder coming from the Bonneville Power Administration. The Lakeview, Parkland, and Peninsula Light cooperatives all purchase their power from Bonneville as well.

Waste Management: Solid Waste services are split between Pierce County and the City of Tacoma. Collection is handled by private contractors. County waste can be taken to six stations and drop boxes, operated by LRI. They are located in Puyallup, Lakebay, South Prairie, Gig Harbor/Purdy, Graham and Anderson Island. The Hidden Valley site accepts household hazardous waste and the Graham location accepts commercial vehicles only. Waste from the City of Tacoma is taken to the Tacoma Landfill, which is also able to accept household hazardous waste.

Water/Sewer: Water and wastewater service is handled jointly by Pierce County and Tacoma Water (a part of Tacoma Public Utilities). Pierce County Sewer Utility covers most of the county, excluding Tacoma, Puyallup, Bonney Lake, Edgewood, and the land inside of McChord AFB and Ft. Lewis. The rest of the County area is covered by Tacoma Water directly or through a secondary wholesale agreement. The County operates the Chambers Creek Regional Wastewater Treatment Plant for the cities of Lakewood, University Place, Dupont, Steilacoom, and areas of unincorporated Pierce County (Midland, Parkland, Spanaway, South Hill, and Frederickson Industrial Area). Initial water treatment in Tacoma takes place at the Headworks Control Building and then at the Green River Treatment Plant's Chemical Facilities. Treatment also takes place at the reservoirs and wells within the service area. Because of the nature of the Green River system, no additional filtering is necessary beyond the natural processes that occur in the aquifer. Tacoma Water also operates 24 pump stations, three major pipelines, and a secondary supply pipeline.

Skagit County

Population

Skagit County has approximately 118,000 residents. The ethnic mix in Skagit County is 86% Caucasian, 4% African American, 1.9% Native American and Alaska Native, 1.7% Asian/Pacific Islander, and 11.2% Hispanic. Skagit County's seat is the City of Mount Vernon.

Geography

The county is located on the north end of Puget Sound and includes a number of islands, as well as the Mount Baker-Snoqualmie National Forest, North Cascades National Park, and Ross Lake National Recreation Area. The city of Anacortes is also the location of a Washington State Ferry that serves the San Juan Islands and Sidney, British Columbia. The total area of the county is 1,920 square miles.

Schools

There are 51 public and 6 private schools in Skagit County. The county has 9 high schools, public and private, with four high schools having over 900 students: Anacortes, Burlington-Edison, Mount Vernon, and Sedro-Woolley. Skagit County is also home to a Washington State University Extension Campus.

Economy

Skagit County's economy is diverse, with a number of industries contributing to a high level of growth. These include: agriculture, fishing, wood products, timber, manufacturing, and petroleum. The county's ports also make international trade a major contributor to the local economy. Professional and retail services are a growing economic sector.

Transportation

Skagit County is served primarily by Interstate 5. Other transport routes include State Routes 9 and 20. Skagit County is also part of the Washington State Ferry System, with a dock in Anacortes, which serves the San Juan Islands and provides service to British Columbia. State Route 20 provides the only bridge access between Island County and the mainland.

Infrastructure

Hospitals: Skagit County is served by three hospitals: Island Hospital in Anacortes; Skagit Valley Hospital in Mt. Vernon; and United General Hospital in Sedro Woolley. There are also a number of clinics, medical centers, nursing facilities, and assisted living/retirement care centers throughout the county. Skagit County Health Department provides some public health services, primarily for immunizations and communicable diseases.

Energy: Electricity is provided by Puget Sound Energy with gas services provided by Cascade Natural Gas.

Waste Management: The City of Anacortes is the primary utility provider within the city limits, and also provides sewer and garbage services. Outside of Anacortes, sewer is available in Burlington, Big Lake, Concrete, La Conner, Mt. Vernon, and Sedro-Woolley. The County provides solid waste services to the rest of the county and operates transfer and recycling stations in Mount Vernon, Concrete, and Clear Lake. Solid waste is hauled to the Regional Landfill in Klickitat County.

Water/Sewer: Water is provided to most of the county, except Anacortes, by Skagit PUD.

Snohomish County:

Population

Snohomish County is the third largest county in Washington, with over 700,000 residents. It is home to six of the largest 40 cities in the state. The ethnic mix in Snohomish County is 86% Caucasian, 1.6% African American, 1.3% Native American and Alaska Native, 6% Asian/Pacific Islander, and 4% Hispanic. Snohomish County's seat is the City of Everett which is also the site of the Everett Navy Homeport. More than 48% of the county's population lives in unincorporated areas.

Schools

There are 167 public and 81 private schools in Snohomish County. The county is also served by 2 universities and 5 community colleges, including a branch campus of the University of Washington and an extension campus of Western Washington University.

Economy

The Snohomish County economy is dominated by electronics, telecommunications, and other high technology companies. Major employers include The Boeing Company, Premera Blue Cross, Providence Everett Medical Center, Goodrich Corporation/Aerospace, and Naval Station Everett.

The Port of Everett, though much smaller than the Ports of Seattle and Tacoma, includes 8 berths and moves logs, grain, and other goods each year. The Port of Edmonds is a large marina facility with several on-site businesses including Anthony's Homeport Restaurant, The Landing, Edmonds Yacht Sales, Bud's Bait, Harbor Square Associates, and Harbor Square Athletic Club.

Transportation

Transportation in Snohomish County is dominated by Interstate I-5 and the many residents who commute to downtown Seattle for work each day. In addition, Snohomish County is home two of the busiest ferry runs in the state, the Edmonds to Kingston and Mukilteo to Clinton crossings. These two ferry runs move 35% of all state ferry passengers in a year. County residents are also served by Community Transit, Everett Transit, and Sound Transit.

Infrastructure

Military: Snohomish County is home to Naval Station Everett.

Hospitals: There are 651 hospital beds in Snohomish County. The major hospitals include Providence General Medical Center with 362 licensed beds. Stevens Hospital in Edmonds has 217 beds, with several clinics. Valley General Hospital in Monroe has 72 beds.

Energy: Power in Snohomish County is supplied by primarily by the Bonneville Power Administration through Snohomish County Public Utility Districts. However, additional power is generated at a hydro-

electric plant, a cogeneration project, and a bio-gas project with Klickitat County converting garbage to methane gas for electricity production.

Waste Management: Unlike King and Pierce Counties, Snohomish County exports its waste to the Roosevelt Regional Landfill in Klickitat County. Snohomish County currently operates 3 transfer stations in Everett, Arlington, and Mountlake Terrace. There are also three Drop Boxes in Granite Falls, Snohomish, and Sultan. County household hazardous waste services are located in Everett. All cities in Snohomish County are serviced by the County Solid Waste Division.

Water/Sewer: Water and wastewater is handled at the city level, each served by individual water districts. For example, Everett's wastewater is treated by the city's public works department at the Everett Water Pollution Control Facility. This facility also serves sewer systems in neighboring Mukilteo, Alderwood, and Silver Lake. In areas that are unincorporated, all surface water and runoff is managed and maintained by Snohomish County Public Works' Surface Water Management Division. For areas that utilized wells for potable water, the Snohomish County Health District's Environmental Health Division is responsible for review and inspection of wells and potable water sources.

Thurston County

Population

Thurston County has approximately 245,000 residents. The ethnic mix in Thurston County is 86% Caucasian, 2.4% African American, 1.5% Native American and Alaska Native, 5% Asian/Pacific Islander, and 4.5% Hispanic. Thurston County's seat is the City of Olympia, which is also the capitol of the State of Washington.

Geography

The county is located on the south end of Puget Sound and includes a number of rivers and lakes as well as the Capitol State Forest, Nisqually National Wildlife Refuge, and Snoqualmie National Forest. The total area of the county is 774 square miles. The county is also the home of the State Capitol of Washington.

Schools

There are 68 public and 19 private schools in Thurston County. The county has 19 high schools, public and private, with the largest being Olympia and Capital High Schools. Thurston County is also home to a number of universities and colleges, primarily the Evergreen State College, St. Martins University, and extension campuses for Washington State University.

Economy

As the state capitol, Thurston County's economy is primarily driven by state government spending. Services, including health care and technology, are the next major economic component, followed by trade and construction. Many county residents commute to work in other counties, primarily King and Pierce County.

Transportation

Thurston County is served primarily by Interstate 5. Other major transportation routes include U.S. Highways 12 and 101 and State Routes 507 and 510.

Infrastructure

Hospitals: Thurston County has two hospitals. Providence St. Peters Hospital has 390 beds and is located in Olympia, with other branches and services throughout the County. Capital Medical Center is a 110-bed hospital also in Olympia, with two general family practice clinics serving Thurston and surrounding counties. Seattle Children's Hospital operates a clinic in Olympia. Thurston County Public Health and Social Services operates a clinic in Olympia that offers a range of care to residents.

Energy: Puget Sound Energy provides electricity to the entire county, with additional gas service to a majority of the county.

Waste Management: The County contracts with private haulers for solid waste collection services, as well as operating three drop boxes in Rainier, Rochester, and Summit Lake. Solid Waste is collected at Hawks Prairie and transferred to the Roosevelt Regional Landfill.

Water/Sewer: Water is provided by Olympia Water Services, Lacey Water Service, Tumwater Utilities, Yelm Utilities, Thurston County PUD, and Thurston County Water and Waste Management.

Attachment II – 1. Incident Snapshot

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Incident Snapshot for Counties and Tribal Governments

Send To: *Washington State Emergency Operations Center* via internet, fax, amateur radio or post on WA State WebEOC.

1. Date/Time	2. Initial <input type="checkbox"/> Update <input type="checkbox"/> Final <input type="checkbox"/>	3. Incident Type	4. State Mission Number
5. Affected Jurisdiction(s)			6. County
7. Point of Contact (Name and Number)		8. EOC Status (open/closed)	9. County status*: RED, YELLOW, GREEN, or BLACK
10. Briefly describe the situation.... 			

Overall Incident Impact to County/Tribe (cities will roll up into each county's report)

- Red – Critical
- Yellow – Significant
- Green – Limited
- Black – Unknown

11. Impacts	12. Status** (Red/Yellow/Green/Black)	13. Comments
14. Government	15.	16.
17. Transportation	18.	19.
20. Utilities	21.	22.
23. Medical	24.	25.
26. Communications	27.	28.
29. Public Safety	30.	31.
32. Environment	33.	34.

**See attached category and impact definitions

Directions: This form is to be completed by **participating counties and tribes within 4 hours**, or as soon as possible, of an EOC activation for a major event that could be considered catastrophic. It provides a quick size up of the situation within each county. Catastrophic indicators may include but are not limited to: local and state resources are insufficient to address the needs of the incident, an overwhelming number of casualties or displaced survivors, activation of multiple county's and state continuity of operations plans, significant damage to infrastructure, or a need to coordinate information or decision making. Participating counties include Island, Skagit, Snohomish, King, Pierce, Thurston, Mason, and Kitsap. **If a county fails to report, the assumption will be that they are unable to report.**

Category	Issue	Check all that are Impacted	Suggested Threshold for "Red"
Government	Intact line of succession	<input type="checkbox"/> Elected officials unavailable	Red – box checked
Transportation	Damage or shutdown to major transportation system(s) with overlapping system impacts	<input type="checkbox"/> Freeway/Highway <input type="checkbox"/> Mass Transit <input type="checkbox"/> Ferry <input type="checkbox"/> Airport <input type="checkbox"/> Seaport <input type="checkbox"/> Freight Rail <input type="checkbox"/> Passenger Rail <input type="checkbox"/> Arterials <input type="checkbox"/> Fuel Pipeline	Red – one or more boxes checked, causing an imminent life safety issue or escalation to the event
Utilities	Breadth of damage/outage to utility systems	<input type="checkbox"/> Natural Gas <input type="checkbox"/> Water <input type="checkbox"/> Sewer <input type="checkbox"/> Electrical	Red – any one box checked
Medical	Capacity overwhelmed and/or critical medical infrastructure destroyed	<input type="checkbox"/> EMS <input type="checkbox"/> Hospital <input type="checkbox"/> Fatality management	Red- any one box checked
Communications	Capacity overwhelmed and/or critical communications infrastructure damage and/or System shutdown	<input type="checkbox"/> Landline <input type="checkbox"/> Cell <input type="checkbox"/> Internet <input type="checkbox"/> TV <input type="checkbox"/> Commercial Radio <input type="checkbox"/> Ham	Red – any two boxes checked
Public Safety	Capacity overwhelmed	<input type="checkbox"/> Fire <input type="checkbox"/> Police <input type="checkbox"/> Public Safety <input type="checkbox"/> Communications <ul style="list-style-type: none"> <input type="checkbox"/> Emergency Alert System (EAS) <input type="checkbox"/> Public safety radio <input type="checkbox"/> 911 system 	Red – any one checked
Environment	Overwhelming damage or imminent life safety issue	<input type="checkbox"/> Air Quality <input type="checkbox"/> Water Quality <input type="checkbox"/> Landslide/Avalanche <input type="checkbox"/> Haz Mat <input type="checkbox"/> Flooding/Dam Failure	Red – any one checked

Attachment II – 2. Contact Information for County and Tribal Emergency Management Agencies and the State Emergency Management Division

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Main Contact Numbers for County and Tribal Emergency Management Agencies and
the State Emergency Management Division (page 1 of 3)

County	Contact 1	Contact 2
Island County Department of Emergency Management Main Phone: 360-679-7370 24-Hr Phone: 360-679-9567 Main Fax: 360-679-7376 24-Hr Email: DEM@co.island.wa.us	Bill Oakes Public Works Director 360-679-7346 360-914-0405 (cell) billlo@co.island.wa.us	Steve Marx, Assistant Public Works Director 360-679-7334 360-914-0640 (cell) s.marx@co.island.wa.us
King County Office of Emergency Management Main Phone: 206-296-3830 24-Hr Phone: 206-296-3830 Main Fax: 206-296-3311 24-Hr Email: ecc.kc@kingcounty.gov	Hillman Mitchell, Director 206-205-4060 206-387-6466 (cell) Hillman.Mitchell@kingcounty.gov	Bryan Heartsfield, Deputy Director 206-205-4062 206-255-8170 (cell) Bryan.Heartsfield@kingcounty.gov
Kitsap County Department of Emergency Management Main Phone: 360-307-5871 24-Hr Phone: 360-307-5910 Main Fax: 360-478-9802 24-Hr Email: dem@co.kitsap.wa.us	Phyllis Mann, Director 360-204-6702 (cell) 360-307-5872 (alt) pmann@co.kitsap.wa.us	Mike Gordon EMD Coordinator 360-204-6703 (cell) mgordon@co.kitsap.wa.us
Mason County Department of Emergency Management Main Phone: 360-427-7535 24-Hr Phone: 360-427-7761 Main Fax: 360-427-7756 24-Hr Email: ecc.kc@kingcounty.gov	Marty Best, Manager 360-463-6138 (cell) 360-427-9670 ext806 (alt) martinb@co.mason.wa.us	Sandy Loertscher 360-490-6607 (cell) 360-427-9670 ext 800 (alt) sandal@co.mason.wa.us
Pierce County Department of Emergency Management Main Phone: 253-798-6595 24-Hr Phone: 253-798-7470 Main Fax: 253-798-3307 24-Hr Email: pceoc@co.pierce.wa.us	Ken Parrish Program Manager 253-405-4528 (cell) 253-798-6597 (alt) kparris@co.pierce.wa.us	Steve Bailey, Director 253-377-0493 (cell) 425-413-4007 (alt) sbailey@co.pierce.wa.us
Skagit County Department of Emergency Management Main Phone: 360-428-3250 24-Hr Phone: 360-428-3209 Main Fax: 360-428-3255 24-Hr Email: dem@co.skagit.wa.us	Mark Watkinson DEM Coordinator 360-708-6100 (cell) 360-336-1139 (alt) MarkW@co.skagit.wa.us	

Main Contact Numbers for County and Tribal Emergency Management Agencies and
the State Emergency Management Division (page 2 of 3)

County	Contact 1	Contact 2
Snohomish Department of Emergency Management Main Phone: 425-388-5060 24-Hr Phone: 425-407-3900 Main Fax: 425-423-9152 24-Hr Email : dem@snoco.org	John Pennington, Director 425-754-5603 (cell) 425-388-5070 (alt) John.pennington@co.snohomish.wa.us	Tamara Doherty Deputy Director 425-766-0806 (cell) 425-388-5066 (alt) Tamara.doherty@co.snohomish.wa.us
Thurston County Emergency Management Main Phone: 360-754-3360 24-Hr Phone: 360-704-2740 Main Fax: 360-704-2775 24-Hr Email : emwebmaster@co.thurston.wa.us	Kathy Estes, Manager 360-239-4431 (cell) 360-704-2760 (alt) estesk@co.thurston.wa.us	Sandy Johnson, EM Coordinator 360-239-4419 (cell) 360-754-3360 (alt) johnsons@co.thurston.wa.us
Tribal Government/Nation	Contact 1	Contact 2
The Confederated Tribes of the Chehalis Main Phone: 360-273-5911	Ralph Wyman, Director of Public Safety/Emergency Management 360-273-7051 360-507-1831 (cell) rwyman@chehalis-tribe.org	
Muckleshoot Tribe	Shanon L. Hamilton Emergency Preparedness Coordinator 253-876-3247 (office) 253-261-3968 (cell) Shanon.hamilton@muckleshoot.nsn.us	
Nisqually Tribe Main Phone: 360-456-5221 24-Hr Phone: 360-459-9603 Main Fax: 360-438-8889 24-Hr Email: emergency.mgt@nisqually-nsn.gov	Carl Rebstock 360-486-5440 Rebstock.carl@nisqually-nsn.gov	
Port Gamble S'Kallalm Tribe	Barrett Schmanska, Planning 360-297-2646 barretts@pgst.nsn.us	
Puyallup Tribe	Bill Coats 253-376-1320 bill.coats@puyalluptribe.com	Rory Laducer Public Safety Director 253-680-5629 rory.laducer@puyalluptribe.com

Main Contact Numbers for County and Tribal Emergency Management Agencies and
the State Emergency Management Division (page 3 of 3)

Tribal Government/Nation		
Samish Nation	Dr. Keith Tucker, Emergency Manager 360.293.6404 ktucker@samishtribe.nsn.us	
Sauk-Suiattle Tribe Main Phone: 360-436-0131 Main Fax: 360-436-1511	Steve O'Leary, Police Chief 360.435.1438 Stephen@sauk-suiattle.com	Sgt. Owen Couch 360.435.1438 ocouch@sauk-suiattle.com
Skokomish Tribe	Chris Newton Chief of Police cnewton@skokomish.org 360-490-9174	Perry Carrington perry@skokomish.org
Snoqualmie Tribe Main Phone: 428-888-6551 24-Hr Phone: 206-390-4136 Main Fax: 425-888-6727 24-Hr Email: fuzzy@snoqualmiation.com	Fuzzy Fletcher, Planning 206.390.4136 fuzzy@snoqualmiation.com	
Squaxin Island Tribe 24-Hr Phone: 360-462-3500	John Taylor, Emergency Manager 360-432-3947 jtaylor@squaxin.us	
Stillaguamish Tribe Main Phone: 360-474-9111 x 107	Doug Pendergrass 360-474-9111 ext 107 dpendergrass@stillypd.org	
Suquamish Tribe Main Fax: 360-598-3135	Cherrie Crowell, Emergency Management 360-394-8507 360-271-4403 (cell) ccrowell@suquamish.nsn.us	Mike Lasnier, Police Chief 360-394-8538 mlasnier@suquamish.nsn.us
Swinomish Tribe Main Phone: 360-466-7236 Main Fax: 360-466-7236 jsande@swinomish.nsn.us	Jim Sande, Emergency Management Coordinator, 360.466.7237 360.661.2384 (cell) fax: 360.466.7236 jsande@swinomish.nsn.us	
Tulalip Tribes Main Phone: 360-761-4000	Rochelle James 360-716-5945 rochellejames@tulaliptribalpolice.org	

Upper Skagit Tribe	Police Chief Paul Budrow paulb@upperskagit.com 360.661.1544	Joe Hemmerich, Public Works Director 360.854.7045 360.202.1746 (cell) fx: 360.854.7044 e-mail: joe@upperskagit.com
State Emergency Management Division		
Emergency Operations Center (Activations): 1-800-854-5406, or 253-912-4900 Main Switchboard: 1-800-562-6108, or 253-512-7000 Public Information Officers: 1-800-688-8955 Search and Rescue: 1-888-849-2727		

Attachment II – 3. Washington State Emergency Management Division Situation Report Form

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Washington State

Emergency Operations Center

SITUATION REPORT 1

1. As of Date//Time 0x/xx/10 // xxxx PST		2. Initial <input checked="" type="checkbox"/> Update <input type="checkbox"/> Final <input type="checkbox"/>		3. Incident Number		4. Incident Name E10-xxx	
5. Affected Jurisdictions X, x and x Counties			6. Type of Incident			7. State EOC Activation Level Phase	
8. General Situation See example							
9. Current Priorities <ul style="list-style-type: none"> Coordinate Life Safety Actions Analyze Situation and Coordinate Stabilization Activities Coordinate Actions to Protect Property Build comprehensive / coordinated situational awareness and public messaging 							
10. Confirmed Event Related Injuries 0				11. Confirmed Event Related Deaths 0			
12. Weather Forecast Western Washington: http://www.wrh.noaa.gov/total_forecast/getprod.php?wfo=sew&pil=afd&sid=sew . xxx Eastern Washington: http://www.wrh.noaa.gov/forecasts/display_special_product_versions.php?sid=OTX&pil=AFD . xxx							
13. General Staff and ESF Key Issues and Actions							
LOGISTICS: The following resource requests were received and are in process: <ul style="list-style-type: none"> Who, what, tasked to ESF x 							
EXTERNAL AFFAIRS: All Media and Public information is posted to the Public Information Emergency Response (PIER) website: https://www.piersystem.com/go/site/16991 .							
ESF-1 (Transportation): Refer to http://www.wsdot.wa.gov/Traffic/trafficalerts/default.aspx for current status.							
14. Remarks							
15. Prepared by , SitRep Writer				16. Approved by , Disaster Manager			
, (signed by) Planning Section Chief							

17. Sent to:	18. Date sent	19. Time sent	20. Sent by
<p>Governor WA Legislative Delegation** WA Congressional Delegation** WA State Agencies (Boards, Commissions, Universities, etc) WA State Agency Liaisons WA Business Liaisons WA State EOC WA State and Local Jurisdiction Emergency Managers WA Military Department, Executive Management Team WA Emergency Management Division Alaska Division of Homeland Security and Emergency Management Idaho Bureau of Disaster Services Oregon Office of Emergency Services British Columbia Provincial Emergency Program Yukon Territory Emergency Measures Organization Tribal Nations Regional Response and Coordination Center (RRCC), FEMA Region X National Operations Center (NOC) Protective Security Advisor, Department of Homeland Security Commander, 1st Corps and Fort Lewis Commander, Fairchild Air Force Base Commander, McChord Air Force Base Commander, Naval Region Northwest Commander, 13th Coast Guard District Captain of the Port, Portland Joint Harbor Operations Center Commander, Washington National Guard Commander, US Army Corps of Engineers, Northwest Division Seattle District Portland District Walla Walla District</p> <p>*Notification will be made by The Adjutant General's Office</p>	<p>Xx/xx/xx</p>	<p>xxxx</p>	<p>xxx</p>

Attachment II – 4. Regional Conference Call Notification Script

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Regional Conference Call Notification Script

This is the [Pierce County Emergency Operations Center]. Please be advised that a Regional Conference Call for counties, tribal governments and the State Emergency Management Division has been scheduled at [0930 or 2130]. The access phone number is _____. Please be prepared to identify the status of your major infrastructure and identify requests for local assistance.

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Attachment II – 5. Regional Conference Call Agendas #1 and #2

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Regional Coordination Conference Call #1

Agenda

I. Request volunteer to document the call

II. Roll call

Counties

- Island
- King
- Kitsap
- Mason
- Pierce
- Skagit
- Snohomish
- Thurston

Tribal Governments/Nations

- Muckleshoot
- Nisqually
- Port Gamble S'Klallam
- Puyallup
- Samish
- Sauk-Suiattle
- Skokomish
- Snoqualmie
- Squaxin Island
- Stillaguamish
- Suquamish
- Swinomish
- Tulalip
- Upper Skagit

State

- Emergency Mgmt Div (EMD)

III. Review black and red items on Incident Snapshots

IV. Requests for help

V. Offers of help

VI. Identify multi-county issues (current or future)

VII. Identify participants for next conference call

VIII. Schedule next conference call or meeting

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Regional Coordination Conference Call #2

Agenda

I. Request volunteer to document the call

II. Roll call

Counties

- Island
- King
- Kitsap
- Mason
- Pierce
- Skagit
- Snohomish
- Thurston

Tribal Governments/Nations

- Muckleshoot
- Nisqually
- Port Gamble S'Klallam
- Puyallup
- Samish
- Sauk-Suiattle
- Skokomish
- Snoqualmie
- Squaxin Island
- Stillaguamish
- Suquamish
- Swinomish
- Tulalip
- Upper Skagit

State

- Emergency Mgmt Div (EMD)

III. Review black and red items on Incident Snapshots

IV. Requests for help

V. Offers of help

VI. Formation of coordination groups to address multi-county issues

VII. Identify participants for next conference call

VIII. Schedule next conference call or meeting

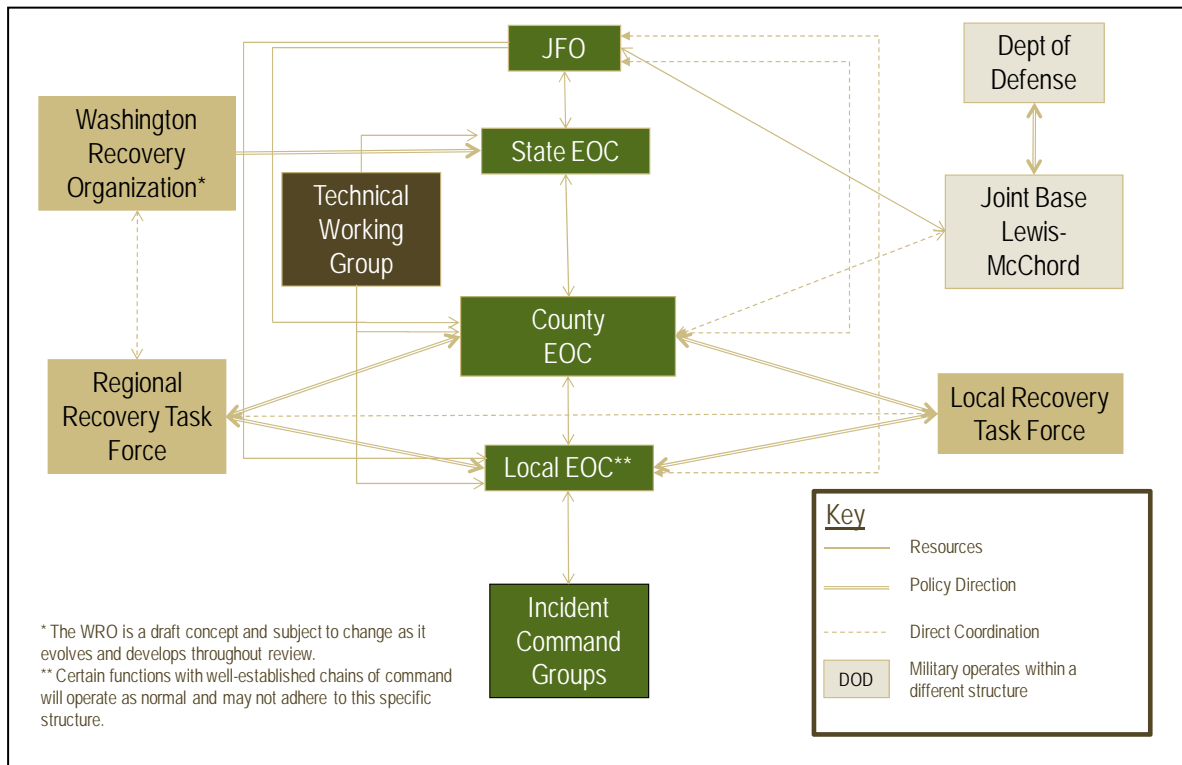
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Attachment II – 6. Interagency Biological Remediation Demonstration Project (IBRD) Proposed Recovery Committee Framework

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IBRD Proposed Recovery Coordination Committee Framework

This chart illustrates a framework for a recovery organization in which local recovery task forces communicate needs to a regional recovery task force that supports a State recovery organization. This framework was developed as part of the three-county (King, Pierce and Snohomish) Puget Sound Urban Area Strategic Initiative (UASI) Interagency Biological Restoration Demonstration Program (IBRD). It shows only one "Technical Working Group" (TWG), but multiple working groups or committees could support the recovery task forces. The elements of this IBRD proposed framework are described in more detail below.



Source: Regional Recovery Framework for a Biological Attack in the Seattle Urban Area, 2010

Joint Field Office (JFO)

- Created after a Presidential declaration of a disaster.
- Provides a single coordinating structure for federal resource distribution in support of local decision making. It should not make strategic decisions or drive the recovery.
- Is not a "super-EOC," but instead is a support structure for local EOCs.
- Connects directly to the state EOC during the recovery phase.

- Formed under the authority of the Unified Coordination Group, which is commanded by the Federal Coordinating Officer designated by FEMA.¹

Washington Restoration Organization² (WRO) – (Concept)

- Convened under the Governor’s authority following a disaster declaration.
- Helps develop a long-term statewide restoration strategy through direct participation and assistance of affected local, state, and regional stakeholders.
- Coordinates strategy for ensuring the State Legislature and Congress maintain visibility of Washington’s restoration requirements.
- Helps prioritize restoration objectives, activities, and action plans and obtains the Governor’s support and approval.
- Comprised of representatives from the government and private sector. The organization will be led by a member of the private sector and/or a government official viewed as a coalition builder in the state.
- Provides outreach to local jurisdictions, within available resources, through liaisons and task force implementation.

Regional Recovery Task Force (RRTF) – (Concept)

- May be virtually or physically located; functions as a Multi-Agency Coordination (MAC) group.
- Coordinates policy decisions regarding issues that cross multiple UASI jurisdictions.
- Coordinates resource requests and acts as a single point of contact to the WRO.
- Comprised of representatives of local jurisdictions and the private sector.
- Authority for this group does not currently exist.

Local Recovery Task Force (RTF) – (Concept)

- May be virtually or physically located.
- Is convened by local political authorities.
- Manages resource requests at the local jurisdiction and communicates those needs to the RRTF.
- Makes policy decisions regarding issues impacting the local jurisdiction.

Joint Base Lewis-McChord Emergency Operations Center

- Performs normal duties but retains mission capabilities throughout recovery.
- Receives policy direction from Department of Defense entities.
- Makes resource requests through agencies such as the Department of the Army, Department of the Air Force, the Army’s Installation Management Command, and U.S. Northern Command, with assistance from the Defense Coordinating Officer.
- Coordinates with local and tribal jurisdictions while maintaining cooperative efforts with Pierce County.

State Emergency Operations Center (EOC)

¹ FEMA. National Incident Management System. 2008, pg. 64. The JFO is commanded by the Unified Coordination Group, which is commanded by the Federal Coordinating Officer (FCO). The FCO will be the most senior available FEMA officer. The JFO will also include a pre-designated regional FCO.

² The WRO is a draft concept and is subject to change and approval as it evolves and develops throughout review.

- Performs normal duties and opens and closes based on local jurisdictional needs.
- Sends liaisons to the JFO.
- Receives resource requests from counties and fills them when possible.
- Takes policy guidance from the WRO.
- Requests resources from the JFO.

County Emergency Coordination Centers (ECC)

- Perform normal duties but remain active throughout recovery.
- Receive resource requests from local jurisdictions and fill them when possible.
- Provide area command support for unincorporated cities.
- Take policy guidance from the local (County) RTF and RRTF.
- Make resource requests to the state.

Local Emergency Operations Centers

- Perform normal duties but remain active throughout recovery.
- Make resource requests to the County EOC.
- Manage city resources.
- Take policy guidance from the Local RTF.

Joint Information Center (JIC)

- Element of NIMS.³
- Coordinates communication with other jurisdictions through the JIS.

Technical Working Group (TWG)

- Provides multiagency, multi-disciplinary expert technical input to the planning and implementation of the cleanup effort to enhance decision making.
- May include representatives from federal, state, local and tribal agencies, as well as experts from the private sector and local universities. For more information, see Section 2.2.2 of the Seattle Urban Area Consequence Management Guidance.
 - A policy decision needs to be made about how the TWG fits into the organizational structure. The location identified in the organizational chart (Figure 1 – Seattle Urban Area of the Regional Recovery Framework for a Biological Attack in the Seattle Urban Area, September 2010) is a suggestion for optimal access to all impacted jurisdictions.

³ FEMA. National Incident Management System. 2008. <http://www.fema.gov/emergency/nims/>

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Attachment III – 1. Emergency Management Assistance Compact (EMAC) Mission Ready Package Models

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Emergency Management Assistance Compact (EMAC) Disaster Response Mission Packages (August 2008)

This table identifies EMAC Mission Ready Package Models for use as resource request templates.

EMAC Mission Packages (1 – 58)	
1. Rotary Wing (UH-60) Force Package	30. Armory Support Package
2. Rotary Wing (OH-58) Force Package	31. Public Affairs Package
3. Fixed Wing (C-130) Force Package	32. Joint Visitors Bureau Package
4. Engineer Assessment Force package	33. Civil Support Team
5. Mobility Support Force Package	34. State All Hazard Incident Management Team Package
6. Immunization/Vaccination Force Package	35. Local All Hazard Incident Management Team Package
7. Aero medical Evacuation Force Package	36. All Hazard Area Command Package
8. Light Communications Force Package	37. Emergency Operations Center Disaster Support package
9. Medium Communications Force Package	38. Mobile Command Center Package
10. Heavy Communications Force Package	39. Telecommunicator Disaster Response Package
11. Mobile Communications Force Package	40. Amateur Radio Disaster Package
12. Bulk Logistics Force Package	41. State Urban Search & Rescue Package
13. Multi-Function Force Package	42. Structural Collapse Rescue Crew Package
14. Security Force Package	43. Flood Search and Rescue Package
15. Rapid Reaction Force Package	44. Flood Search and Rescue Helicopter Package
16. Power Generation Force Package	45. Flood Search and Rescue Team Package
17. Warehousing Logistics Force Package	46. Flood Search and Rescue Boat Package
18. Task Force Support Package	47. Engine Strike Team Package
19. Maintenance Shop Support Package	48. Brush Patrol Strike Team Package
20. Maintenance Team Force Package	49. Hand Crew Package
21. Task Force C2 Package	50. Crew Transport Package
22. Area Command LNO Package	51. Hazardous Materials Team Package
23. Rotary Wing (C2) Force Package	52. Advance Life Support transport Package
24. Joint Reception Staging & Onward Integration Package	53. Basic Life Support Transport Package
25. Logistics C2 Force Package	54. 150 Bed State Medical Assistance Team Package
26. Joint Task Force	55. 50 Bed State Medical Assistance Team Package
27. Joint Operations Center	56. State Medical Assistance Team Support Package
28. County LNO Team	57. Civil Air Patrol Aviation Support Package
29. County LSA LNO Team	58. Law Enforcement Security Package

EMAC Mission Packages (59 – 104)

59. Public Health Surveillance Package	82. 100 Person Emergency Worker Base/Camp Support Package
60. 500 Crate Companion Animal Shelter Support Package	83. Fuel Tender Support Package
61. 250 Crate Companion Animal Shelter Support Package	84. Communications On Wheels (COW) Support Package
62. 100 Crate Companion Animal Shelter Support Package	85. Bridge Inspection Support Package
63. 50 Crate Companion Animal Shelter Support Package	86. Post Damage Inspection Support Package
64. Environmental Health Inspection Package	87. Small Diameter (<12”) Water Main Repair Support Package
65. Public Water Supply Inspection Package	88. Small Diameter (<15”) Sewer Main Repair Support Package
66. Onsite Waste water Inspection Package	89. Large Diameter (16” – 24”) Water Main Repair Support Package
67. Behavior Health Support Package	90. Wastewater Pump Stations Support Package
68. Cooperative Extension Disaster Support Package	91. Wastewater Treatment Plant Support Package
69. Donations Management Support Package	92. Debris Removal Support Package
70. Shelter Management Support Package	93. State Mobilization Center JRSOI Package
71. Individual Assistance Support Package	94. Mobile Communications Package
72. Public Assistance Support Package	95. Emergency Management Assistance Compact A team Package
73. 20,000 Person County Point of Distribution (POD Support Package	96. All Hazard EOC Package
74. 10,000 Person County Point of Distribution (POD Support Package	97. Local Government Recovery Assistance Package
75. 5,000 Person County Point of Distribution (POD Support Package	98. Local Government Recovery Assistance Agency Representative Package
76. County Staging Area Support Package	99. Base Manager Support Package
77. State Logistical Staging Area (LSA) Support Package	100. Food Unit Leader Package
78. 1000 Person Emergency Worker Base/Camp Support Package	101. Safety Officer Package
79. 750 Person Emergency Worker Base/Camp Support Package	102. Supply Unit Leader Package
80. 500 Person Emergency Worker Base/Camp Support Package	103. Facilities Unit Leader Package
81. 250 Person Emergency Worker Base/Camp Support Package	104. Medical Unit Leader Package

Source: <http://www.emacweb.org/?1555>

Attachment III – 2. State Emergency Operations Center and Federal Joint Field Office Roles and Responsibilities

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State Emergency Operations Center and Federal Joint Field Office Roles and Responsibilities (from Annex M of the Washington State Emergency Operations Plan, April 11, 2008)

This section lists the primary roles and responsibilities of the State EOC and JFO. In general, State EOC will retain response roles and JFO will perform recovery roles for Individual Assistance, Public Assistance, and Hazard Mitigation. Due to the complexity of state government and the nature of individual projects, some tasks will be shared.

1. Disaster Manager

- ◆ Determine priorities of State EOC efforts to support disaster response and recovery operations.
- ◆ Transfer applicable authorities to State Coordinating Officer upon establishment of JFO.
- ◆ Identify critical state functions to be transferred to the JFO.
- ◆ Determine staffing requirements to maintain State EOC operations and support JFO activities.

2. Operations

- ◆ EOC: Retain responsibility to coordinate response support to local jurisdictions, unless activity is covered by IA, PA or Hazard Mitigation.
- ◆ EOC: Assist transition of Emergency Support Functions (ESFs) performed by state agencies and NGOs from State EOC to JFO.
- ◆ JFO: Coordinate state program activities and resource support for IA, PA and Hazard Mitigation.
- ◆ JFO: Coordinate unmet needs of local jurisdictions, as required.

3. Planning

- ◆ EOC: Continue publishing a daily EOC SitRep for the event.
- ◆ EOC: Develop EOC Action Plans to support response activities.
- ◆ EOC: Transition planning function to JFO.
- ◆ EOC: Coordinate the transfer of plans, documentation and local information to the JFO Planning Section (Jurisdiction Profiles, SitReps, Proclamations, etc.)
- ◆ EOC: Support JFO with GIS products, as applicable.
- ◆ JFO: Develop state objectives for the JFO Action Plans and SitReps to support recovery activities.
- ◆ JFO: Plan state efforts to accomplish PA, IA and Hazard Mitigation program objectives.

4. Logistics

- ◆ EOC: Track and coordinate resource requests to support local jurisdictions.
- ◆ EOC: Coordinate with state agencies for shared missions.
- ◆ EOC: Recover unused disasters supplies and restock "Pre-Positioned Disaster Supplies" (PPDS).
- ◆ EOC: Coordinate state contracts and purchase orders.
- ◆ For JFO: Support FEMA in coordinating JFO facility and infrastructure needs.

- ◆ For JFO: Identify locations and establish Disaster Recovery Centers as required.
- ◆ For JFO: Coordinate other activities as required.
- ◆ For JFO: Coordinate state-owned resources to support JFO; e.g., General Administration fleet vehicles or additional parking areas.
- ◆ JFO: Provide local jurisdiction points of contact (POCs) and vendor knowledge.
- ◆ JFO: Support JFO telecom and work with EMD IT Section to integrate unique EMD requirements.
 - Outlook Web Access
 - WebEOC access
 - IT access to EMD servers
 - Cell phones
 - Pagers
 - Blackberries

5. Finance and Admin

- ◆ Track costs associated with EMD personnel staffing at the EOC & JFO.
- ◆ EOC: Establish a single, EOC/JFO staffing pattern. It is the intent that staffing for the JFO is for the duration or until there is no longer a need for the position.
- ◆ EMD staffing will be in accordance with EMD Directive 3.2 Emergency Operations Staff Schedule Database (<http://milwbcpm03/policies/emd/emd-3-2.pdf>)
- ◆ JFO: Develop and disseminate a telephone roster of staff working at the JFO.
- ◆ JFO: One state finance/admin position will be staffed by WMD Finance for the duration of the JFO.
- ◆ JFO: One state human resources (HR) specialist will be staffed by WMD HRO.

6. Public Information Office

- ◆ Provide public information regarding statewide response and recovery activities.
- ◆ Respond to and coordinate media requests.
- ◆ Assist Governor's Office with public information requirements.
- ◆ EOC: Transition public information functions to JFO.
- ◆ JFO: Establish and implement a role for WIN 2-1-1.
- ◆ JFO: Augment EMD PIOs with other state agency PIO resources.
- ◆ JFO: PIOs will support JFO activities for its duration.

7. Communications and Information Systems

- ◆ EOC: Provide the EOC operations with Telecom/IT support. On-call, during normal hours 8-5 and on standby during the evenings and weekends.
- ◆ EOC: Support FEMA Mobile Emergency Response Systems (MERS) personnel with Telecom/IT services.
- ◆ JFO: Support JFO telecom to integrate unique EMD requirements.
 - Outlook Web Access
 - WebEOC access
 - IT access to EMD servers
 - Cell phones
 - Pagers
 - Blackberries

8. State Agencies:

- ◆ Recovery issues will arise that involve various state agencies. State agencies will provide the appropriate agency contact for on-going recovery issues to the SCO or Deputy SCO.
- ◆ State Agencies: Establish protocols to support JFO activities, as required.
- ◆ State Agencies: Ensure the continued delivery of state services to affected individuals and jurisdictions.

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Attachment V – 1. Joint Information Center (JIC) Activities Checklist

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Joint Information Center Activities Checklist

JIC Activities After an Incident	
√	Activity
	Obtain a briefing of situational awareness on local and county activities; including the scope, magnitude, extent and the potential duration of the incident
	Request ESF-15 support PIOs based on incident assessment.
	Identify spokespersons from the affected agencies
	Broadcast accessible public service announcements coordinated with the appropriate function:
	Develop and disseminate press releases
	Develop and publish a schedule for media briefings
	Coordinate real-time messages with other affected jurisdictions
	Inform the Washington Emergency Management PIO of response activities.
	Maintain a central website on which agencies post press releases

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Attachment V – 2. Sample Joint Information Center Plan

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Appendix B: Sample Joint Information Center Plan (from the November 2011 draft update to the Mt. Baker/Glacier Peak Coordination Plan, Completed and Promulgated in 2000)

I. JIC Mission

1. Provide the central coordination point for timely and accurate incident information to the public and media; external affairs activities; and for media access.

II. Operating Concepts

1. Co-located site for local, state and federal information staff to attain a coordinated incident information response.
2. Scalable and Flexible to adapt to the size and scope of the incident.
3. Distribution and dissemination of information approved by MAC-G command through JIC communications, press releases, interviews, news briefings, social media responses and web site products.
4. Individual agencies will speak to their specific statutory responsibilities with prior coordination of information releases

III. JIC Type

1. An area JIC -- physical or virtual -- is proposed as the default structure to commence the Mt. Baker/Glacier JIC operations because of the incident will affect a large geographic area with multiple jurisdictions.
 - a. Because of the volcanic activity could occur in some or all of the counties, physical sites for an Area JIC need to be identified in each of the major affected counties – Snohomish, Skagit and Whatcom. These facilities would be identified through the application of the logistics requirements of the attached readiness assessment.
 - b. An assessment also needs to be made of the Camp Murray/EMD facilities to determine adequacy of facilities and systems to operate as an Area JIC if the event expands to a state-wide emergency.
 - c. The plan must further identify capabilities for a virtual JIC connecting each of the major counties and the state EOC at Camp Murray.

IV. JIC Establishment

1. Activation of the JIC at the onset of the volcano advisory or as events/media interest dictates.
2. Staffing should come from responding agencies based on the size and nature of the incident and the anticipated needs of the agency partners.
3. Co-location at one site of federal, state and local public information officers.
4. As much as practically possible, the JIC should be close to the MAC-G command center with adequate size and appropriate space, sufficient power / communication / sufficient parking and security.
5. Equipment requirements should include but not be limited to: telephone lines, wireless internet, cellular phone service, capacity for multiple computers, printers and copiers; press conference space, video equipment, television monitors, office furniture and supplies.

V. Operational Elements

1. JIC Lead
 - a. Rotated by shift among USFS, USGS and WEMD to reflect MAC-G
 - b. Oversees EA operations
 - c. Direct liaison to incident command
2. Assistant JIC Leads
 - a. Liaison
 - i. Assists JIC lead
 - ii. Acts as first-line contact for counties, coordinating agencies and unit leads
 - b. Media/Production/Operations
 - i. Assists JIC Lead
 - ii. Oversees media, production and operations units
3. Logistics Unit Lead
 - a. Administrative support
 - b. Logistics procurement
4. Media Unit Lead
 - a. Oversees media unit operations
 - b. Direct report to JIC Lead
 - c. Works in close coordination with Plans and Products Unit on production of materials
5. News Desk Manager
 - a. Serves as primary initial contact for media for the event
 - b. Oversees documentation of media contacts and media lists
 - i. Media Analysis
 - i. Reviews media reporting for accuracy, content to provide feedback on incident information to the JIC and MAC-G
 - ii. Web Sites
 - i. Oversees production and posting of web site material
 - iii. Field Manager
 - i. Oversees media relations staff in the field
 - ii. Gathers and summarizes field reports for the JIC
 - iv. Special Projects/Press Conferences
 - i. Oversees production of special events and press conferences
 - v. Writing Unit
 - vi. Social Media
 - vii. Media/Press Conferences talking points
6. Plans and Products Unit Lead
 - a. Oversees production of news releases, fact sheets, updates, talking points and social media responses
 - b. Direct report to JIC Lead

7. Operations Unit Lead
 - a. Direct report to JIC lead
 - b. Overseas production of video, mapping and photography products for JIC operations
8. Community Relations Unit Leader
 - a. Direct report to JIC lead
 - b. Oversees public phone team
 - c. Monitors social media in coordination with media monitoring
9. Tribal Liaison Unit Lead
 - a. Direct report to JIC lead
10. Legislative/Congressional Unit Lead
 - a. Direct report to JIC lead
11. Private Sector Unit Lead
 - a. Coordinated with Operations
 - b. Direct report to JIC lead
12. International Unit Lead
 - a. Direct report to JIC lead
13. Special Needs Liaison (as needed)

VI. Operation Schedule

1. 12-hour shifts, 0700-1900; 1900-0700
2. Press briefings – 1000 daily
3. Afternoon conference call with locals, state and federal PIOs
4. Updates/statements/press releases – as events warrant
5. ECC briefing / one per shift

Attachment VI – 1. On-Scene Communications Channels by County

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On-Scene Communications

1. Island County

Below are listed the specific frequencies used by the Island County Fire Service for Tactical Operations, including Structural Collapse Rescue response.

Island County Communication Frequencies

Name	Use	Transmit	Tone NAC	Receive	Tone NAC
Fire 1	Dispatch	154.34	100	154.34	100
TAC 2	Tactical Command	153.755	100	153.755	100
TAC 3	Tactical Command	154.175	100	154.175	100
TAC 4	Tactical Command	154.295	100	154.295	100
TAC 5	Tactical Command	154.355	100	154.355	100
TAC 6	Tactical Command	154.43	100	154.43	100
TAC 7	Tactical Command	154.295	100	159.195	100
TAC 8	Tactical Command	154.295	100	159.195	127.3
Camano North	Tactical Command	154.295	100	159.195	100
Camano South	Tactical Command	154.295	100	159.195	127.3
Red Net		153.83	136.5	153.83	
HEAR WGH		155.34	156.7	155.34	156.7
Utility 1	Traffic Control/Fire to Fire	153.935		153.935	100
Utility 2	Traffic Control/Fire to Fire	154.13		154.13	100
WA. LERN		155.37		155.37	100
US LERN		155.475		155.475	
OSSCR		156.135		156.135	

2. Seattle Urban Area (Snohomish, King and Pierce Counties)

The Seattle Urban Area, which includes King, Snohomish and portions of Pierce County that are serviced by an 800 MHz radio system, has established the Tri-Regional Interoperable System (TRIS). TRIS establishes an Interoperable Communication capability and procedure that allow dispatch centers throughout the Tri-County region the capability of patching radio communications infrastructure during an incident or disaster. The communications unit leader (COML) or incident commander (IC) can request through the local dispatch center, radio patches base off the incident communications plan "ICS 205".

The Tri-County region has also developed the Tactical Interoperability Communications Plan (TICP) for coordinating multi-agency communications. The TICP establishes an Interoperable Communications Plan that is intended to document what regional interoperable communication resources are available, who controls each resource, rules of use, operational procedures, and the activation and deactivation of each resource. Due to security reasons, this plan is not available to the general public. Agencies responding to an event can request interoperable resources through the incident communications unit leader (COML), or through the Dispatch agency assisting with the incident.

The 800MHz system within the region is only accessible if radios are in the fleet list. Every radio that is authorized to talk into the regional 800 MHz has a special code that allows the radio to authenticate to the master site "Core". Without that code, no radio can be used in the 800 MHz regional system. It is recommended that the ICALL channel be used to contact a Public Safety Answering Point (PSAP) and a patch to the regional network be established. The list established in the TICP is as follows:

Tri-Regional Interoperable System 800 MHz Frequencies

Primary Use	Name	Description	Frequency	CTCSS
National Interoperability	ICALL	NPSPAC Calling Channel	821.0125/866.0125	156.7
	ITAC-1	NPSPAC Tactical 1	821.5125/866.5125	156.7
	ITAC-2	NPSPAC Tactical 2	822.0125/867.0125	156.7
	ITAC-3	NPSPAC Tactical 3	822.5125/867.5125	156.7
	ITAC-4	NPSPAC Tactical 4	823.0125/868.0125	156.7

a. King County Zone 1

All King County Zone 1 departments, with the exception of Snoqualmie Pass Fire & Rescue, and the Skykomish Fire Department, utilize the trunked 800 MHz radio system. Communicating among team members is done over one or more tactical talk-groups on this radio system. If radio signals are having trouble going through the repeaters, Zone 1 has a simplex option via STATE-OPS or I-TAC talk-groups.

Outside of Zone 1 there are radio communications difficulties. If the 800 MHz system coverage is available in the area of an incident, responders can use that system. If it is unavailable, communications are significantly more challenging. Responding resources should be able to use the simplex talk-groups STATE-OPS and I-TAC; but, that would only work for units operating in close proximity to one another.

One possible communications tool might be old VHF radios that some departments have retained as back-ups to the 800 MHz system. This may be significantly problematic because not all departments have maintained these radios, most are mounted mobile radios, and there are very few portable VHF in existence.

3. Kitsap County

Below are listed the specific frequencies used by the Kitsap County Fire Service for Tactical Operations, including Structural Collapse Rescue response.

Kitsap County Communication Frequencies

Name	Use / Type	Transmit	Tx PL	Receive	Rx PL
Fire 1	Dispatch / Smplx	154.370	None	154.370	None
Fire 2	Response / Rptr	155.025	82.5	159.015	162.2
Fire 3	Tactical / Smplx	155.775	91.5	155.775	91.5
Fire 4	Tactical / Smplx	153.770	91.5	153.770	91.5
Fire 5	Tactical / Smplx	154.415	146.2	154.415	146.2
REDNET		153.83	None	153.83	None
<u>Shared Tactical Channel Pool (LE & Fire)</u>					
TAC 7	Tactical / Repeater	155.925	82.5	154.145	162.2
TAC 8	Tactical / Simplex	155.250	162.2	155.250	162.2
TAC 9	Tactical / Simplex	159.465	162.2	159.465	162.2
TAC 10	Tactical / Simplex	153.815	162.2	153.815	162.2
<u>Shared Special Operations (LE & Fire)</u>					
SP OPS 11	Bremerton PubWk / Rptr	155.895	110.9	154.890	110.9
SP OPS 12	Poulsbo / Simplex	156.015	110.9	156.015	110.9
SP OPS 13	OSCCR / Simplex	156.135	203.5	156.135	203.5
SP OPS 14	Bainbridge Is. PD / Simplex	155.670	110.9	155.670	110.9
SP OPS 15	Suquamish PD / Simplex	158.730	110.9	158.730	110.9

4. Mason County

Below are listed the specific frequencies used by the Mason County Fire Service for Tactical Operations.

Mason County Communication Frequencies

Name	Use	Transmit	Receive	Private line
Fire Macecom	Fire Dispatch	154.190	154.190	110.9
Macecom LGS	Fire Logistics	155.145	155.145	110.9
Mason Dist. 2	Mason 2 Fire	153.740	158.955	110.9
RedNet	Tactical	153.830	158.955	110.9
MaTac	MacecomTactical	156.105	156.105	110.9

5. Skagit County

Below are listed the specific frequencies used by the Skagit County Fire Service for Tactical Operations, including Structural Collapse Rescue response.

Skagit County Communication Frequencies

Name	Use	Transmit	Tone NAC	Receive	Tone NAC
Fire 1	Dispatch	154.430	136.5	154.430	136.5
TAC 2	Tactical Command	154.265	136.5	154.265	136.5
TAC 3	Tactical Command	154.8225	110.9	155.685	136.5
TAC 4	Tactical Command-Travel	154.235	136.5	154.235	136.5
TAC 5	Tactical Command	159.015	110.9	155.805	136.5
TAC 6	Tactical Command	154.9475	151.4	154.150	151.4
TAC 7	Tactical Command	158.9925	110.9	155.7675	136.5
TAC 8	Tactical Command	154.650	151.4	153.785	151.4
TAC 9	Tactical Command-Travel	154.710	151.4	155.6325	151.4
HEAR	Medical	155.340	136.5	155.340	136.5
AIR/TAC	Air/Ground Support	155.1375	136.5	155.1375	136.5

Frequency Notes:

- TAC 3 – Limited to 12.5 watts effective radiated power by FCC rule.
- AIT/TAC – Portable radio use only. Limited to 5 watts radiated power by FCC rule.
- HEAR – To be used for intra-facility transfers. May be used as MED/TAC in upper valley area.

6. Thurston County

Below are listed the specific frequencies used by the Thurston County Special Operations Rescue Team for response and tactical operations. In addition to these frequencies, they have the potential to use State Chiefs or the Thurston County EOC channel.

Thurston County Communication Frequencies

Name	Use	Transmit	Receive	Private Line
Fire 1	County	154.430	154.430	88.5
Fire 2	Olympia Fire	154.370	154.370	88.5
Fire 3	Tumwater Fire	153.800	153.800	88.5
Fire 5 Simplex	County Tactical	154.010	154.010	88.5
Fire 5 Repeater	County Tactical	150.775	154.010	88.5
Fire 6 Simplex	County Tactical	154.175	154.175	88.5
Fire 6 Repeater	County Tactical	150.805	154.175	88.5
County EOC	EOC	155.415	155.145	CSQ

Attachment VI – 2. Existing Statewide and Regional Interoperability Channels

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Existing Statewide and Regional Interoperability Channels

Reproduced from 2008 Washington Statewide Communications Interoperability Plan.

Channels	TX Frequency	RX Frequency	Statewide/ Regional
Law Enforcement Radio Network (LERN)	155.370 MHz	155.370 MHz	Statewide
National Law Enforcement Network (NLEC)	155.475 MHz	155.475 MHz	Statewide
On-Scene Command and Control Radio (OSCCR)	156.135 MHz	156.135 MHz	Statewide
Comprehensive Emergency Management Network (CEMNET)	F1 - 45.20 MHz F2 - 45.36 MHz F3 - 45.48 MHz	F1 - 45.20 MHz F2 - 45.36 MHz F3 - 45.48 MHz	Statewide
FIRECOM / REDNET	153.830 MHz		Statewide
DNR Common	151.415 MHz		Statewide
Search and Rescue (SAR)	155.160 MHz		Statewide
VCALL	155.7525 MHz	155.7525 MHz	
VTAC	VTAC1 151.1375 VTAC2 154.4525 VTAC3 158.7375 VTAC4 159.4725	VTAC1 151.1375 VTAC2 154.4525 VTAC3 158.7375 VTAC4 159.4725	
National Calling Channel (ICALL):	821.0125 MHz	866.0125 MHz	National
National Working Channel (ITAC-1):	821.5125 MHz	866.5125 MHz	National

Channels	TX Frequency	RX Frequency	Statewide/ Regional
National Working Channel (ITAC-2):	822.0125 MHz	867.0125 MHz	National
National Working Channel (ITAC-3)	822.5125 MHz	867.5125 MHz	National
National Working Channel (ITAC-4):	823.0125 MHz	868.0125 MHz	National
STATEOPS-1 – Fire/EMS	822.5375 MHz	867.5375 MHz	Statewide
STATEOPS-4 – Fire/EMS	822.6125 MHz	867.6125 MHz	Statewide
STATEOPS-2 – Law Enforcement	822.5625 MHz	867.5625 MHz	Statewide
STATEOPS-5 – Law Enforcement	822.6375 MHz	867.6375 MHz	Statewide
STATEOPS-3 – General Government	822.5875 MHz	867.5875 MHz	Statewide
Thurston County EOC	155.805 MHz		Regional
King County Mutual Aid Radio System (KC MARS) repeater system--VHF	155.190 MHz for repeater output	154.650 MHz for repeater input	Regional
King County Mutual Aid Radio System (KCMARS) repeater system- UHF	460.550 MHz repeater output	465.550 MHz for repeater input	Regional
MEDCOM Network Channels Med 1- Med 10	462.950 through 468.175 MHz	468.0-468.175 MHz	Statewide
Hospital Emergency Administrative Radio (HEAR)	155.340 and 155.280		Statewide
Organized Crime Drug Enforcement Task Force (Repeated)	168.8625	164.5500	nationwide
Organized Crime Drug Enforcement Task Force (Simplex)	164.5500	164.5500	nationwide
Organized Crime Drug Enforcement Task Force Treasury (Simplex)	166.46.25	166.4625	nationwide

Channels	TX Frequency	RX Frequency	Statewide/ Regional
DOE/DCIS	163.1000	163.1000	nationwide
EMS Medical Coordination (MED-1)	463.0000	463.0000	Regional
EMS Medical Coordination (MED-2)	463.0250	463.0250	Regional

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Attachment VI – 3. Emergency Management Radio Systems Comprehensive Emergency Management Network (CEMNET)

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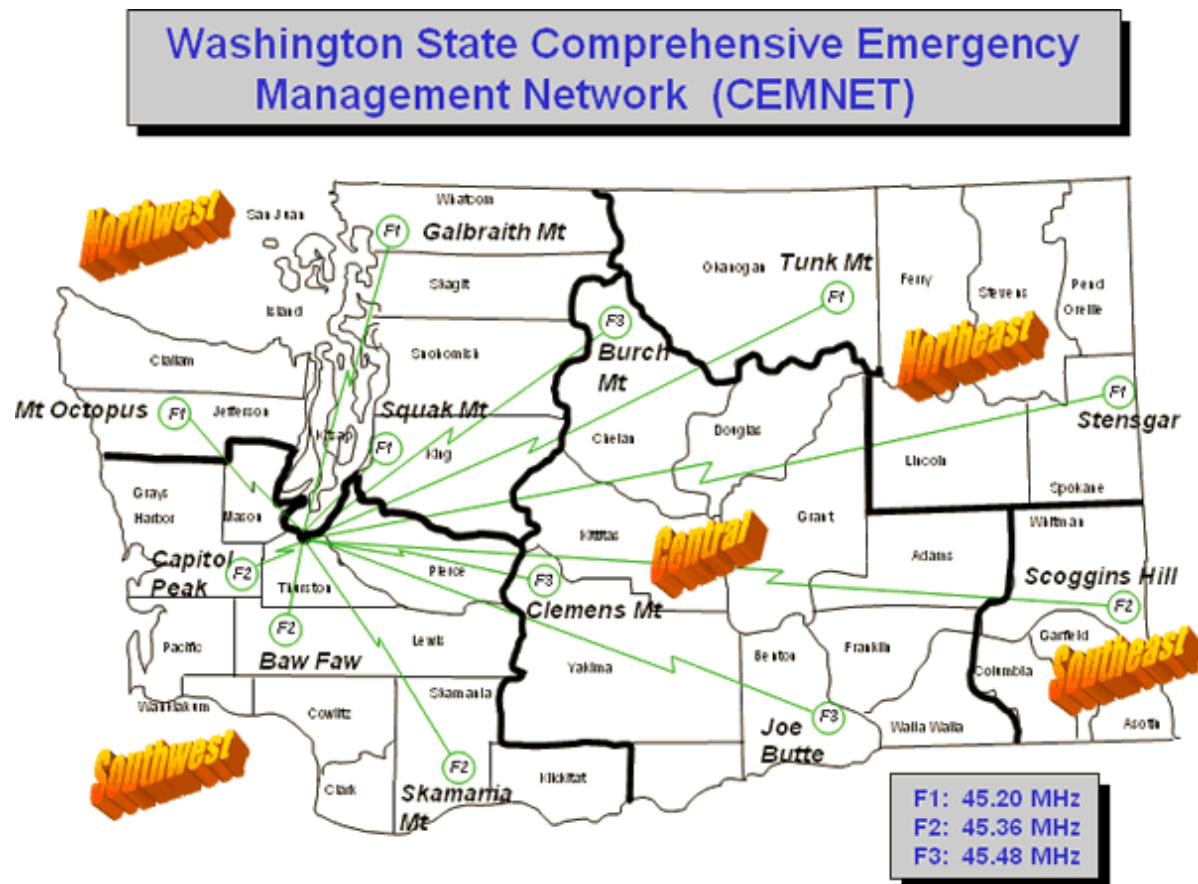
Emergency Management Radio Systems Comprehensive Emergency Management Network (CEMNET)

Adapted from Washington State Emergency Management Division: Telecommunications Website

1. General Information

The Emergency Management Division (EMD) operates a statewide, very high frequency (VHF) low-band radio system, as the primary backup communication link between the state EOC and local EOC's throughout the state. It also serves as a link to other agencies such as the Department of Ecology, Department of Health, University of Washington Seismology Lab, National Weather Service, and Harborview Medical Center.

The following map depicts the location of the twelve mountaintop base stations that comprise the backbone of the network. The CEMNET base stations are controlled from the state EOC through the Washington State Patrol microwave system. CEMNET operates primarily on three (3) frequencies, designated for accountability purposes as F1- 45.200 MHz, F2 - 45.360 MHz, and F3- 45.480 MHz. In radios set up primarily for CEMNET use, this will usually correspond to channels 1, 2, and 3.



The State Emergency Operations Officer (SEOO) located within the state EOC monitors the network on a 24-hour basis. For operational purposes, the state has been divided into five regions (see table below), with a channel designated for use within that region. The State Emergency Operations Officer (SEOO) will monitor the designated channel (frequency) for both routine and emergency traffic and respond accordingly. Should traffic build-up cause a problem within the network, the State EOC will act as Net Control. CEMNET is tested weekly with local emergency management jurisdictions on the following schedule:

- Western Washington stations: Tuesday, 0900 hours.
- Central Washington stations: Wednesday, 0900 hours.
- Eastern Washington stations: Thursday, 0900 hours.

Local emergency management jurisdictions are authorized to use the designated CEMNET region channel for local operations.

Designated Comprehensive Emergency Management Network (CEMNET) Regional Channels

NORTHWEST	SOUTHWEST	CENTRAL	NORTHEAST	SOUTHEAST
F1 (45.20 MHz)	F2 (45.36 MHz)	F3 (45.48 MHz)	F1 (45.20 MHz)	F2 (45.36 MHz)
Clallam	Clark	Adams	Ferry	Asotin
Island	Cowlitz	Benton	Lincoln	Columbia
Jefferson	Grays Harbor	Chelan	Okanogan	Garfield
King	Lewis	Douglas	Pend Oreille	Whitman
Kitsap	Mason	Grant	Spokane	
San Juan	Pacific	Franklin	Stevens	
Skagit	Pierce	Kittitas		
Snohomish	Skamania	Klickitat		
Whatcom	Thurston	Yakima		
Bellevue	Wahkiakum	Walla Walla		
Kent	Tacoma			
SW Snohomish	Lacey			
Seattle	Shelton			
Auburn	Puyallup			
Kirkland				
Snoqualmie				
Port Angeles				
Redmond				

Local jurisdictions should use the region channel assignment as identified in the preceding table for local "base station" to mobile/portable communications in support of local day-to-day and emergency needs. Each local jurisdiction is authorized at least five (5) mobiles per license. Additionally, MAST helicopters from Fort Lewis and/or Army National Guard may communicate on Channel F1 on their FM systems.

2. Other Radio Systems Used by Washington State EMD

- FEMA MERS - Mobile Emergency Response System
- FNARS - Federal National Radio System
- STARCNET - State Area Command Net
- OSCCR - On-Scene Command & Coordination Radio
- SAR - Search and Rescue Net
- REDNET/FIRECOM - Fire Communications Net (Mutual Aid Channel)
- NLEC - National Law Enforcement Emergency Communications
- HEAR - Hospital Emergency Alerting Radio
- MEDNET - Medical Net

Mobile Emergency Response System (MERS), The Federal Emergency Management Agency's (FEMA) Operations Net, a VHF high-band system primarily used by FEMA MERS for communicating with FEMA personnel. For EMD purposes, this net is used as a secondary capability for communicating with FEMA Region X and MERS Operations located in Bothell, Washington.

FEMA National Radio System (FNARS), an HF system primarily used by FEMA for inter and intra-state communications between FEMA Headquarters, FEMA regions and the States during national and/or regional emergencies, particularly when land line systems are impaired or restricted. An FNARS HF transmitter/receiver, a 1000 Watt Collins radio, was installed by FEMA in the State EOC.

State Area Command (STARC) net, an HF system primarily used by the Washington National Guard for intra-state emergency communications between Headquarters, STARC in Camp Murray and each Army/Air National Guard armory/station. It is also used by the guard for interstate communications with other National Guard units. For EMD purposes, this net is to be used as a secondary capability for communicating with local jurisdictions and deployed National Guard units. The Emergency Management Division also has access for emergency purposes, to VHF systems operated by the Washington State Patrol (WSP) and Washington Department of Natural Resources (DNR).

3. Other Frequencies Utilized

The following frequencies are identified for the use as stated. Approval and authorization by the agency identified is needed prior to being used.

Specific Use Communication Channels

USE	FREQUENCY	APPROVAL/AUTHORIZATION
On-Scene Command and Coordination (OSCCR)	156.135 MHz	Washington State Emergency Management Division (EMD)
Search and Rescue (SAR)	155.160 MHz	Washington State Emergency Management Division (EMD)
State Fire Control Channel - REDNET/FIRECOM	153.830 MHz	Washington State Fire Chiefs Association (WSFCA)
National Law Enforcement Emergency Channel (NLEEC)	155.475 MHz	Washington State Patrol (WSP)
Hospital Emergency Administrative Radio (HEAR)	155.340 MHz or 155.280 MHz	Federal Communications Commission (FCC)
Medical Emergency Delivery Network (MEDNET)	462.950 MHz and 468.175 MHz	Federal Communications Commission (FCC)

OSCCR: Primarily used by public-safety agencies, "on-scene" at an event/incident, for command and coordination of activities between agencies. OSCCR can only be employed in the simplex mode via mobile and/or handheld equipment. For further information and/or obtain authorization for its use contact the EMD Telecommunications Section at (253) 512-7034.

SAR: Primarily used by Search and Rescue organizations for coordinating operations between SAR units. This frequency can only be employed in the simplex mode via mobile and/or handheld equipment. For further information and/or obtain authorization for its use contact the EMD Telecommunications Section at (253) 512-7034.

REDNET/FIRECOM: Primarily used by fire departments and districts for coordinating operations between firefighting units. For further information and/or obtain authorization for its use contact the Washington State Association of Fire Chiefs (WSAFC).

NLEEC: Primarily used by law enforcement agencies for mutual operations. Also used by EMD for activation of the Emergency Alert System (EAS) relay network. For information and/or obtain authorization for its use contact the Washington State Patrol (WSP).

HEAR: Primarily used by ambulance services for administrative communications with hospitals.

MEDNET: Primarily used by ambulance services for communicating medical operations with hospitals while en route.

4. Emergency Management Radio Systems Operations SECURE – HF

The *Operations SECURE* (**S**tate **E**mergency **C**ommunications **U**sing **R**adio **E**ffectively) high frequency (HF) net (also known as *CEMNET II*) is a secondary emergency back-up communications capability for intra- and inter-state use. Operating on eight discrete frequencies, point-to-point long-range communications between the state EOC and fixed or mobile HF stations can be established as needed. Currently, in addition to the state EOC, fixed HF stations are located in each Washington State Patrol (WSP) district communications center.

The HF frequencies assigned are:

- 2.326 MHz (Upper Sideband (USB))
- 2.411 MHz (USB)
- 2.414 MHz (USB)
- 2.587 MHz (USB)
- 2.801 MHz (USB)
- 5.192 MHz (USB)
- 7.801 MHz (USB)
- 7.935 MHz (USB)

5. Radio Amateur Civil Emergency Services (RACES)

Radio Amateur Civil Emergency Services (RACES) is a special part of the amateur operation sponsored by the Federal Emergency Management Agency (FEMA). The RACES was primarily created to provide emergency communications for civil defense preparedness agencies and is governed in FCC Rules and Regulations, Part 97, Subpart E, Section 97.407.

Today, as in the past, RACES is utilized during a variety of emergency/disaster situations where normal governmental communications systems have sustained damage or when additional communications are required. Situations that RACES can be used include, but are not limited to, natural disasters, technological disasters, terrorist incidents, civil disorder, and nuclear/chemical incidents or attack.

RACES is an organization of dedicated licensed amateur radio volunteers who provide radio communications in support of state and local government agencies during times of an emergency/disaster. The RACES program provides essential communications and warning links to supplement state and local government assets during these emergencies/disasters. The State RACES Officer, the State EOC RACES

Station Manager and other volunteers work within the state EMD Telecommunications Section during exercises and emergencies.

They not only operate the amateur band radio systems in the station W7EMD, but assist with other radios systems within the EOC and at mobile locations as needed. Regional RACES Officers and other RACES volunteers work at the local government level to provide services as needed and requested.

The Amateur Radio Emergency Services (ARES) is the Amateur Radio Relay League (ARRL)'s public service arm for providing and supporting emergency communications, where needed, when an emergency/disaster strikes. For purposes within this plan, ARES organizations are identified as primarily providing support for non-government agencies during an emergency or disaster.

ARES organizations/operators, during emergencies/disasters may be used if RACES resources are depleted or do not exist. If called upon to support government needs the ARES organization/operators will be considered as operating under RACES and will be registered as an emergency worker in accordance with RCW 38.52 and WAC 118.04.

It should be noted that RACES and ARES licensed operators can hold dual registration in RACES and ARES. Further, it is encouraged by the ARRL that licensed amateur radio operators be registered and certified as both and that cooperative efforts between RACES and ARES organizations be established and maintained.

The State RACES plan can be found at:

http://emd.wa.gov/plans/documents/races_plan.doc

6. OSCCR Authorizations Now Available

On-Scene Command and Coordination Radio (OSCCR) authorization letters are now available from the EMD Telecommunication Section for the use of the frequency 156.135 Mhz. Letters of authorization issued prior to August 29, 2005 will not be valid after Dec 31st, 2005.

EMD will issue a login and password to a secure website upon receipt of a signed OSCCR Agreement (see form in OSCCR plan). Mail, fax or email a scanned copy of the signed agreement, with the name of the local EM OSCCR delegated designee, including their email address, to Don Miller at either of the addresses below. An EMD signed OSCCR agreement will then be returned to the respective EM Director/Designee, via email.

Local Emergency Managers, or their written designee, must submit OSCCR Authorization requests for each of their local agencies, i.e. Fire Departments, Police Departments, EMS, etc. The process is expedited via a secure website, where local OSCCR authorizations can be viewed, added, edited or deleted by the Local Emergency Managers/Designee. Instructions for use of the website will be sent with the EMD signed OSCCR agreement.

After approval of an OSCCR request; a copy of the signed OSCCR Agreement, an OSCCR Frequency Authorization Letter, and a copy of the FCC license will be emailed to only the Agency. Local agencies must have these documents available if requested by the FCC.

Local EM Directors will get a copy of the signed OSCCR Agreement via email.

Requestors need to be sure to complete a request for their local EM office if they have VHF radios. Make sure you provide the agency email address. It is not necessary to fill out the USE Application Form on page 11, because it has been transferred to the on-line website. EM Directors, or their written designee, will be able to view the status of all requests and approvals online at any time.

The OSCCR plan has not materially changed. The terms and conditions remain the same for the use of the frequency. Additional information on other available interoperability channels has been provided in this version. This plan was updated by both EMD and WSDOT with assistance from the SIEC State Advisory Group and its sub-committee the Frequency Operational Planning Interoperability Committee (FOPIC).

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Attachment VII – 1. Representative Mutual Aid Agreements in the Puget Sound Region

Mutual Aid and Requests for Assistance

When its emergency response and/or recovery capabilities are exceeded, a jurisdiction may request additional help from local and State partners to support emergency response efforts by means of mutual aid agreements. Local agencies are expected to work through their existing mutual aid agreements prior to seeking resources from the State Emergency Management Division. Cities are encouraged to coordinate their resource requests with their respective counties in an effort to consolidate points of contact for the State logistics team. (However, under State law Ch. 38.52 RCW, cities may forward their requests directly to the State.)

Many existing mutual aid agreements and fire mutual aid agreements are in place within the Puget Sound Region. Some provisions in these agreements are included in all individual agreements in the region, including:

- The decision to lend resources is voluntary.
- There is no liability for a decision not to lend resources.
- Incident command remains with the agency requesting resources to assist in incident response.
- Command of loaned staff remains with the lending agency's command staff on scene.

In addition, the State can request inter-state assistance through the Emergency Management Assistance Compact (EMAC). The State can also request Federal assistance when the consequences of a disaster exceed local and State government capability.

The following table provides a representative list of mutual aid agreements executed by cities and counties within the Puget Sound region.

Representative Mutual Aid Agreements in the Puget Sound Region

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, <i>Termination, Other Issues</i>
King	<p>Omnibus Legal and Financial Agreement for Organizations Participating in the Regional Disaster Plan for Public and Private Organizations in King County (2004)</p> <p>Any public or private organization in or bordering King County that chooses to sign onto the "Basic Plan Package" of the Regional Disaster Plan for Public and Private Organizations in King County.</p>	<p>1. Emergency: Any event causing or threatening injury to person or property –broad definition.</p> <p>2. Emergency Assistance: any employees, services, equipment, materials or supplies offered by lending agency (Lender) and accepted by borrowing agency (Borrower) "to assist in maintaining or restoring normal services" disrupted by emergency.</p>	<p>YES.</p> <p>Personnel: Borrower pays Lenders' full costs, including overtime, benefits, overhead. Employees remain employees of Lender. Employees returned as soon as possible upon request of Lender.</p> <p>Equipment: borrower pays based on industry standard rates unless Lender has its own rates. Borrower to supply all fuel lubrication and maintenance; Borrower responsible for damage/replacement. Transit to and from site is chargeable to Borrower.</p> <p>Equipment must be returned upon request, target w/in 24 hrs.</p> <p>Materials and Supplies: Paid in kind or at replacement cost for anything consumed or non-returnable.</p> <p>Lender is an independent contractor to Borrower. Lender tracks its expenses. Borrower must pay within 60 days of invoice. In-kind payment acceptable at Lender's option.</p> <p><i>[terms very similar to Inter-county omnibus agreement]</i></p>	<p>Borrower indemnifies Lenders, other signatories to Agreement.</p> <p>No liability by any entity for actions by other's employees/ officers/agents that act in bad faith/beyond scope of duties.</p> <p>Lender not liable if its loaned employees slow down work or stop work the employees judge to be unsafe.</p> <p>No liability for delay / failure to respond.</p> <p>No insurance requirements.</p> <p><i>Termination by a party effective upon receipt of written notice by King County Emergency Management Advisory Committee.</i></p> <p><i>Does not supersede prior existing mutual aid agreements. Where scope of this agreement is broader, it governs.</i></p> <p><i>May be amended upon 2/3 vote of parties.</i></p> <p><i>No dedication of facilities, no partnership, no third party beneficiaries</i></p> <p><i>Mediation and Arbitration of disputes.</i></p>
King	<p>Interlocal Agreement Technical Rescue Response (2009)</p> <p>Cities and Fire districts (no limitation for parties outside King County)</p>	<p>Scope: Mutual aid in provision of technical rescue services.</p> <p>Another purpose of agreement is to establish consistent guidelines relative to the provision of technical rescue services (which includes rescues for: trench, confined space, rope, water, structural collapse.)</p> <p>"Each party will [subject to</p>	<p>NO.</p> <p>Parties may jointly agree to locate equipment caches, but unless otherwise specified, property remains separately owned by contributing entity.</p>	<p>Each party responsible for liabilities arising out of actions of its own personnel; indemnify others for same.</p> <p>No insurance requirements.</p> <p><i>Termination or withdrawal by a party upon 30 days written notice.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2. Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
		<p>appropriation] attempt compliance with the guidelines"</p> <p>Joint Board created (1 representative per party); meets quarterly to establish budgets, and develop policies, procedures, and hold property. Administering agency to be selected.</p>	<p>If cached equipment is damaged when used, the using party will repair or replace it.</p>	<p><i>Agreement does not bar other mutual aid agreements between the parties.</i></p>
King	<p>King County Washington Mutual Assistance and Inter- Local Governmental Agreement (1984)</p> <p>"including without limitation: Cities, towns, Fire Protection Districts; the Port of Seattle, King County Governmental Divisions and other special districts which may have or develop an interest in the control of fire, fire prevention, emergency medical services and/or other emergency support."</p>	<p>1. Emergency events including "a major fire, disaster or other emergency"</p> <p>2. Emergency response to include "supplemental fire suppression, emergency medical service equipment and personnel, and or other emergency support."</p>	NO.	<p>Agency in command at scene is liable for and holds all others harmless for liabilities arising out of command decisions. But each party assumes liability for actions of its own employees.</p> <p>Parties will maintain insurance.</p> <p><i>Termination on 30 days prior written notice.</i></p> <p><i>Shared purchasing efforts authorized when a party issues bids for supplies or materials.</i></p> <p><i>Parties may participate in pre-incident planning.</i></p> <p><i>Agreement not exclusive of other agreements.</i></p>
King/ Snohomish	<p>Mutual Aid Agreement (1979)</p> <p>City of Bothell and Snohomish County Fire District No. 7</p>	<p>1. Any fire, disaster or other emergency.</p> <p>2. Apparatus and personnel</p>	NO.	<p>Each party shall maintain its own public liability and property damage insurance.</p> <p>Each party will indemnify and hold harmless the other from acts or omissions of their respective personnel. No coverage provided to the other Party's staff per Ch 41.26 RCW.</p> <p><i>Parties agree to visit each other's departments to familiarize each other with local security requirements and will as feasible conduct pre-fire planning inspections and drills.</i></p> <p><i>Parties may draft detailed plans and procedures to implement the Agreement.</i></p> <p><i>Agreement is perpetual in duration unless terminated by a Party giving the other 30 days notice of cancellation.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
King/ Snohomish	<p>Mutual Aid and Automatic Response Agreement (1988)</p> <p>City of Bothell and Snohomish County Fire District No. 1</p>	<p>1. Each Party will respond on a first response, automatic basis to all fire calls within the other Party's jurisdiction. If not an automatic aid situation, Parties can request assistance for any fire, disaster or other emergency.</p> <p>2. Apparatus and personnel</p>	NO.	<p>Each party shall maintain its own public liability and property damage insurance.</p> <p>Each party will indemnify, defend and hold harmless the other from acts or omissions of their respective personnel. Neither party will be responsible to provide the other's employees with coverage required under Ch. 41.26 RCW.</p> <p><i>Parties agree to visit each other's departments to familiarize each other with local security requirements and will as feasible conduct pre-fire planning inspections and drills.</i></p> <p><i>Parties' commanding officers may draft detailed plans and procedures to implement the Agreement.</i></p> <p><i>Agreement is perpetual in duration unless terminated by a Party giving the other 30 days notice of cancellation.</i></p> <p><i>No third party beneficiaries.</i></p> <p><i>Supersedes prior agreements.</i></p>
King / Snohomish	<p>Mutual Assistance Agreement (1989)</p> <p>King County Fire District #4 (Shoreline) Snohomish County Fire District #1, City of Mountlake Terrace, City of Edmonds and City of Lynnwood. Snohomish County Medic 7 is a signatory though not named in the list of parties in the preamble.</p>	<ul style="list-style-type: none"> • 1.A major fire, disaster or other emergency • 2. Equipment and personnel 	NO.	<p>Each Party assumes liability for their own command decisions or judgments. Subject to that, each party assumes responsibility for actions of their own personnel and holds the others harmless there from.</p> <p>Each party will maintain "adequate insurance coverage for its own equipment and personnel."</p> <p><i>Agreement remains in effect unless terminated: any party can terminate upon 30 days notice but this does not affect the agreement as to the non-terminating parties.</i></p> <p><i>Agreement is not exclusive.</i></p> <p><i>Parties may establish pre-incident plans.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2. Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
King / Snohomish	<p>Mutual Aid and Automatic Response Agreement (1993)</p> <p>Snohomish County Fire District #1, King County Fire District #4 (Shoreline)</p>	<p>1. Each party is on a first response, automatic basis for all fire calls within the jurisdiction of the other party. Parties may also request mutual aid assistance "at any fire, disaster, EMS or other emergency"</p> <p>2. Apparatus and Personnel.</p>	NO.	<p>Each party shall maintain its own public liability and property damage insurance, and will indemnify, defend and hold the other harmless for claims for damage due to acts or omission of the parties or their personnel. No party is responsible to provide the other's personnel with coverage under Ch. 41.26 RCW.</p> <p><i>Parties agree to visit each other's departments to familiarize each other with local security requirements and will as feasible conduct pre-fire planning inspections and drills.</i></p> <p><i>Parties' commanding officers may draft detailed plans and procedures to implement the Agreement.</i></p> <p><i>Agreement is perpetual in duration unless terminated by a Party giving the other 30 days notice of cancellation.</i></p>
King / Snohomish	<p>Mutual Aid and Automatic Response Agreement (1993)</p> <p>City of Edmonds and King County Fire District #4 (Shoreline)</p>	<p>1. Each party is on a first response, automatic basis for all fire calls within the jurisdiction of the other party. Parties may also request mutual aid assistance "at any fire, disaster, EMS or other emergency"</p> <p>2. Apparatus and Personnel.</p>	NO.	<p>Each party shall maintain its own public liability and property damage insurance, and will indemnify, defend and hold the other harmless for claims for damage due to acts or omission of the parties or their personnel. No party is responsible to provide the other's personnel with coverage under Ch. 41.26 RCW.</p> <p><i>Parties agree to visit each other's departments to familiarize each other with local security requirements and will as feasible conduct pre-fire planning inspections and drills.</i></p> <p><i>Parties' commanding officers may draft detailed plans and procedures to implement the Agreement.</i></p> <p><i>Agreement is perpetual in duration unless terminated by a Party giving the other 30 days notice of cancellation.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, <i>Termination, Other Issues</i>
Pierce	<p>Mutual Aid Agreement (1993)</p> <p>"... including but not limited to all Pierce County Fire districts and city and town fire departments."</p>	<p>1. Fire suppression, EMS or "other hazardous conditions," "situations/ events"</p> <p>2. Equipment and personnel</p>	NO.	<p>Each party responsible for liabilities arising out of actions of its own employees and will indemnify other parties for these.</p> <p>Each party agrees to maintain insurance.</p> <p><i>Termination upon 30 days prior written notice.</i></p> <p><i>Parties agree to participate in pre-emergency planning</i></p> <p><i>This agreement doesn't preclude parties entering into other mutual aid agreements. Entry into other agreements doesn't terminate responsibility under this agreement.</i></p>
Thurston	<p>Interlocal Agreement for Mutual Aid for Firefighting and Emergency Medical Services (2005)</p> <p>"including but not limited to" Thurston County Fire Districts and city and town fire departments within Thurston County"</p>	<p>1. Emergency: any situation having potential to cause property damage, injury or death or that may overwhelm local resources.</p> <p>2. Resources addressed: fire department employees/ officers.</p>	<p>NO.</p> <p>Consumable supplies (fuel, oil, "and other consumables") will be provided by requesting agency "to the extent of available supplies."</p> <p>Each agency responding is responsible for care, custody and repair of its own personnel and equipment.</p>	<p>Each party responsible for actions of its own employees.</p> <p>Notice and cooperation in any lawsuits arising from events.</p> <p>Parties required to maintain certain insurance.</p> <p><i>Termination upon 60 days prior written notice.</i></p> <p><i>Parties agree to participate in pre-emergency planning.</i></p> <p><i>No joint property acquisition.</i></p> <p><i>Cooperative purchasing agreement provisions included.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
Thurston, Mason, Pacific, Lewis, Grays Harbor	<p>Region 3 Mutual Aid Agreement Omnibus Agreement. (2007?)</p> <p>The five counties and any political subdivision within these 5 counties (cities, school districts, ports, etc.) plus include tribes.</p> <p>(Note: no information provided to confirm whether this agreement was ever signed.)</p>	<p>1. Emergency: Any event causing or threatening injury to person or property, human suffering or financial loss –broad definition.</p> <p>2. Assistance: any employees, services, equipment, materials or supplies offered by lending agency (Lender) and accepted by borrowing agency (Borrower) “to assist in maintaining or restoring normal services” disrupted by emergency.</p>	<p>YES—for assistance provided extending beyond the first 8 hours, and only if parties agree to reimbursement.</p> <p>Borrow and Lender determine whether reimbursement will be requested, and the payment terms and conditions. Ideally these are negotiated at time of request, otherwise w/in 30 days of request.</p> <p>Personnel: Employees remain employees of Lender. Lender not liable for cessation or slowdown if its employees judge tasks unsafe. Borrow remains responsible for its decision/consequences.</p> <p>Licenses/certifications/permit of Lender employees may be recognized by Borrower. Lender must ensure loaned staff has abilities necessary to perform required work.</p> <p>Equipment: Borrower to supply all “consumable supplies” needed for operation unless mutually agreed otherwise. Equipment is provided “as is.” Borrower responsible for damage/replacement. Transit to and from site is chargeable to Borrower.</p> <p>Equipment must be returned upon request, target w/in 24 hrs.</p> <p>Materials and Supplies: Paid in kind or at replacement cost for anything consumed or non-returnable.</p> <p>Lender is an independent contractor to Borrower. Lender tracks its expenses. Borrower must pay within 60 days of invoice; may request extension.</p>	<p>Borrower releases and indemnifies/holds harmless/defends each Lender its officer employees from all costs/claims/judgments in connection with providing assistance. Members responsible for any bad faith or activities beyond scope of their officers/agents/employees. No liability for delay or failure to respond. Borrower indemnifies/holds harmless/defends other parties to Agreement not otherwise involved in event response. No settlement of claims w/o prior consent of Borrower.</p> <p>Borrower waives rights of subrogation against Lender. Lender reserves such rights against Borrower.</p> <p>No dedication of facilities.</p> <p>No partnership.</p> <p>No third party beneficiary.</p> <p>No assignment.</p> <p>Non-exclusive agreement;</p> <p>Prior inconsistent agreements supercede this agreement.</p> <p>Amendment by consent of 2/3 of parties.</p> <p><i>Term is 9/12/07 through 12/31/12; thereafter extended in 5 year increments by approval of Members.</i></p> <p><i>Termination upon receipt of written notice to all Members.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
Snohomish	<p>Interlocal Agreement for Automatic First Response and Mutual Assistance (2008)</p> <p>No limitations.</p>	<p>1. Not defined.</p> <p>2. Fire suppression, emergency medical services, and “specialized services including but not limited to Hazardous Materials Response, Technical Rescue and Fire Investigation.”</p> <p>NOTE: this agreement includes terms that the “first on scene” unit commander is event commander until the agency with jurisdiction arrives on scene (and they so request).</p>	<p>NO.</p> <p>Parties may agree to compensation by separate agreement. Parties seeking help will require financial assistance from state and federal agencies.</p> <p>Temporary loans of equipment are provided for (no cost; borrower responsible for maintenance while in borrower’s custody. May enter into agreements re: insurance for borrowed equipment.</p>	<p>Agreement includes Automatic Aid provisions</p> <p>Parties indemnify one another for third party lawsuits caused by Party negligence or willful misconduct. Parties cross indemnify one another as well.</p> <p>Parties agree to maintain public liability and property damage insurance or be self insured.</p> <p><i>Agreement for 10 years duration; automatically extended unless terminated.</i></p> <p><i>Any party may withdraw at any time upon written notice.</i></p> <p><i>Any “specialized Team” shall have “Standard Operational Procedures or Guidelines.”</i></p> <p><i>Option for participating in joint training classes of various types.</i></p> <p><i>Agreement non exclusive.</i></p> <p><i>Joint purchasing facilitated.</i></p> <p><i>No third party beneficiaries.</i></p> <p><i>No joint property ownership contemplated.</i></p>
Snohomish/ King/Pierce	<p>Fire Resource Mutual Aid Master Agreements (1991)</p> <p>Southwest Snohomish County Emergency Services Coordinating Agency (ESCA) has entered into three parallel “Mutual Aid Master Agreements” with: Snohomish County Dept. of Emergency Management (DEM), King County DEM, and Pierce County DEM</p> <p>ESCA has signed on behalf of the following Cities/Fire districts which have delegated authority to ESCA to execute these three Fire Resources Mutual Aid Master Agreements:</p> <p>Cities of Lynnwood, Edmonds,</p>	<p>The Mutual Aid Master Agreements call for development of an operation plan to address mobilization of resources necessary to respond to emergency/disaster situations, including identifying resources, personnel and services available, and document the amount and manner of payment and/or compensation for utilization of personnel, resources and services, “if appropriate.” Compensation must comply with the Fair Labor Standards Act and is subject to annual budget approvals. (This FLSA provision is not in the King County agreement.)</p> <p>The “Mutual Aid Fire Resources Plan”</p>	<p>“If appropriate” as determined by the drafters of the Mutual Aid Fire Resources Plan (unknown if this Plan was ever drafted).</p> <p>Each party agrees to furnish personnel resources and services as out lined in the Mutual Aid Fire Resources Plan.</p> <p>Unless the adopted Mutual Aid Fire Resources Plan or other supplemental agreement specify otherwise, all [personnel/ equipment] are furnished and/or supplied voluntarily and at the discretion of the furnishing agency.</p>	<p>Agreements not exclusive.</p> <p>Parties (the DEMs and ESCA, per the Snohomish and Pierce parallel agreements—but not King) agree to maintain certain minimum insurance coverage.</p> <p>Parties hold all other parties harmless from liabilities arising out of command decisions or judgments at fire incidents. Subject to this, Parties assume responsibility for actions of their own personnel.</p> <p>Cities/Fire districts authorizing ESCA to sign the Mutual Aid Master Agreements hold ESCA harmless from any expense arising from execution or action pursuant to the Agreements. <i>These authorizations may be terminated or revoked by either party 30 days</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
	<p>Mountlake Terrace, Bothell, Snohomish County Fire District #1, MEDIC 7. (Southwest Snohomish County)</p> <p>Additional Parties are contemplated— other cities or fire districts, in any of the three counties, may join by delegating authority to their County DEM to sign the Agreement on their behalf; addition of any party must be approved by both DEMs' party to that particular Master Agreement.</p> <p>Evidence of participation by cities or other local jurisdictions in King and Pierce County has not been confirmed at the time of this printing.</p>	<p>referenced is not attached to the agreements, and the drafters of this document were unable to confirm whether it had ever been developed.</p> <p>The Mutual Aid Master Agreements included no timeline or budget for preparation of this Plan.</p>		<p><i>after receipt of written notice.</i></p> <p><i>The Master Agreements calling for planning are to be effective upon filing with the Washington State Dept. of Community Development, and binding until terminated. Termination is effective upon 30 days advance written notice to both parties and Washington Dept. of Community Development.</i></p>
Kitsap	<p>Mutual Aid Emergency Response Agreement (2001)</p> <p>No limitations. Agreement has been signed by Navy Region Northwest and six fire departments (and presumably Bremerton, signature page not available).</p>	<p>1. Fires, control and containment of hazardous materials and or other emergencies exceeding a jurisdiction's resources.</p> <p>2. Rescue, fire protection and suppression, handling of hazardous materials and medical services.</p> <p>Requests for aid must come "through established communication channels."</p> <p>First on scene is in command until the agency with jurisdiction arrives (unless it requests the first responder to remain in charge).</p>	<p>NO.</p> <p>Release and waiver as between all parties for any compensation, claims, loss, damage, injury—except that any of the local cities/districts may seek reimbursement under federal law for expenses and losses incurred in fire fighting on federal property.</p> <p>Patients transported to medical facilities will be billed for transport services at the rate then in place for the local fire department with jurisdiction for the service.</p>	<p>Other than release and waiver, no indemnification.</p> <p>No insurance requirements.</p> <p><i>Any party may terminate participation on 90 days written notice.</i></p> <p><i>Review of agreement every 2 years.</i></p> <p><i>No separate legal entity created. No joint ownership of property.</i></p> <p><i>Parties directed to draft detailed plans for mutual aid operation necessary to implement the Agreement. Appendix to Agreement includes summary terms of service offered with respect to 13 different types of services (different capacities noted for the Navy (Puget Sound Federal Fire Department) and the local agencies. Includes terms for Specialized Rescue ("high angle, confined space and heavy urban rescue").</i></p> <p><i>Prior mutual aid agreements terminated.</i></p>
Skagit	Interlocal Agreement By and	1. Emergency events could include	NO, "unless expressly agreed to between	Requesting Agencies not obligated to pay responding

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
	<p>Between Skagit County Jurisdictions for Mutual Aid for Fire and Emergency Services (2008)</p> <p>All cities and fire districts in Skagit County</p> <p>"Neighboring fire districts or cities from adjacent counties" may also become a party.</p>	<p>"any fire, disaster, EMS or other emergency"</p> <p>2. Resources: apparatus, personnel, equipment available (fire suppression, EMS, "and other emergency services")</p> <p>No separate entity or joint board created. No separate funds created.</p> <p>Parties will meet annually to review and discuss the agreement.</p>	<p>the Requesting Agency and Responding Agency."</p> <p>No property will be acquired as a result of this agreement, separately or jointly.</p>	<p>agency for any damage or destruction to loaned equipment. Such losses should be covered by insurance of owners.</p> <p>Each party responsible for liability to third parties for wrongful acts of its employees/agents.</p> <p>Each Party indemnifies each other for wrongful actions of its employees/agents.</p> <p>Parties shall maintain insurance.</p> <p><i>Withdrawal upon 90 days written notice.</i></p> <p><i>This agreement is distinct from any "automatic aid" agreements.</i></p> <p><i>"The fire fighter safety standards for the state of Washington, Ch. 296-305 WAC, shall apply to the provision of Mutual Aid under this Agreement."</i></p> <p><i>No third party beneficiaries.</i></p> <p><i>No preclusion of other agreements.</i></p>
Mason	<p>Mutual Fire, Aid & First Response Agreement (1989)</p> <p>No limitations. The agreement was signed by at least 15 fire districts and the City of Shelton</p>	<p>1. "Emergency events"</p> <p>2."Supplemental fire suppression, emergency medical services and/or other emergency support."</p>	<p>NO. However, parties receiving assistant "shall attempt to obtain financial assistance from federal and state agencies where...available"</p>	<p>Each party liable for acts of its personnel.</p> <p>Each party to carry property and liability insurance for its personnel and equipment.</p> <p>No indemnification clause.</p> <p><i>A party may withdraw upon 60 days written notice to other parties.</i></p> <p><i>No joint board/agency created.</i></p> <p><i>Agreement not exclusive.</i></p> <p><i>Includes Automatic Aid provisions.</i></p> <p><i>Parties may participate in pre-emergency planning and cooperative purchasing efforts.</i></p> <p><i>Agreement not exclusive.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, <i>Termination, Other Issues</i>
Island	<p>Mutual Aid Agreement Between Public Agencies (1996)</p> <p>Cities of Oak Harbor, Coupeville and Langley; Island County, the Island County Sheriff, Island County Fire Protection Districts 1-3, Central Whidbey Island Fire & Rescue and Whidbey General Hospital</p>	<p>1. "Fire calls, emergency calls and other services normally performed by the [signatory agencies]"</p> <p>2. Manpower and equipment</p> <p>Each agency vests with its "officer in charge at the time the request is made" the authority to immediately dispatch requested equipment or call for aid.</p>	<p>NO. However, parties receiving assistance "shall attempt to obtain financial assistance from federal and state agencies where...available" to reimburse responding agencies</p> <p>Agreement provides for "loans" of manpower and equipment" but these are uncompensated.</p>	<p>Parties assume liability for performance of their own personnel and indemnify others from cost/expenses arising out of acts or omissions of their employees relating to the Agreement.</p> <p>Each party "agrees to maintain adequate insurance coverage for the operations of its own equipment and personnel.</p> <p><i>Agreement by its terms appears to have expired in 2002.</i></p> <p><i>Parties allowed to withdraw at any time after the first year.</i></p> <p><i>No joint board created; no jointly owned property.</i></p>

County	Agreement Title (Year adopted); Parties Authorized to Sign	Scope: 1. Types of Incidents Covered 2.Services/ Resources Addressed	Does Agreement provide for reimbursement of loaned resources?	Indemnification, Insurance, Termination, Other Issues
Inter-County	<p>Inter-county Mutual Aid Agreement Omnibus Agreement (2009)</p> <p>"All signatory Counties in Oregon, Washington and Idaho."</p>	<p>1. Emergencies covered are broadly defined to include human or natural caused event, causing or threatening environmental damage, injury to person or property etc.</p> <p>2. Emergency assistance is broadly defined, but the application of these resources is somewhat narrow: "employees, services, equipment, materials or supplies offered...and accepted...to assist in maintaining or restoring normal county government services" disrupted by an emergency. <i>(Emphasis added).</i></p>	<p>YES. Borrowing agency shall pay Lending agency for all invoiced costs within 60 days of receipt of invoice. Lender may accept in kind or cash recovery.</p> <p>Lender operates as an independent contractor of Borrower. Lender's employees not to be considered Borrower's employees.</p> <p>Lender can withdraw its resources at any time w/o liability.</p> <p>First 8 hours of equipment loaned is without cost. After that, reimbursed to Lender at its "current equipment rates," or if none published, at "industry standard publication" rates. Equipment must be returned w/in 24 hours of requested. Borrower provides all fuel, lubrication and maintenance. Equipment is loaned "as is." Cost of transporting equipment is chargeable to Borrower and not included in the first 8 hours of use. Borrower must reimburse for damage to equipment, and replace if necessary to affect timely return to Lender.</p> <p>Materials and supplies reimbursed at replacement cost, for anything partially consumed or non-returnable.</p> <p>Personnel loaned without cost for first 8 hours of service, thereafter pay Lender's full costs including benefits, overhead, etc. Costs of feeding and housing personnel are chargeable to Borrower. Borrower to provide arrangements for housing/meals/transport.</p> <p>Lender not liable for cessation or slowdown if its employees decline to perform due to concerns about safety of tasks.</p> <p>Borrower can recognize licenses from other states.</p> <p>Lender provides records for hours worked, equipment and materials used or provided.</p>	<p>Borrower indemnifies Lenders for damages or claims arising in connection with providing emergency assistance.</p> <p>No party to agreement is required to indemnify anyone else for damages from a party's employees acting in bad faith or beyond scope.</p> <p>No damages for delay or failure to perform (except to make payments).</p> <p>Borrower waives rights of subrogation against Lender.</p> <p>No insurance requirements.</p> <p><i>Termination effective upon receipt of written notice.</i></p> <p><i>2/3 vote to amend agreement.</i></p> <p><i>Agreement not exclusive.</i></p> <p><i>Prior agreements inconsistent with this agreement supersede this newer agreement until inconsistencies reconciled.</i></p> <p><i>No dedication of facilities to other parties implied by lending facilities or assets.</i></p> <p><i>No third party beneficiaries.</i></p> <p><i>No partnership created.</i></p> <p><i>Where parties are in different states, laws of the state in which the emergency occurs applies.</i></p>

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Attachment X-1. Recommended Next Steps

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Recommended Next Steps

A. Workshops and Stakeholder Interviews

The Regional Catastrophic Planning Team conducted a series of workshops to better define catastrophic disaster coordination in the Puget Sound Region. Grant staff and project leads for the Coordination Plan Annexes also interviewed key stakeholders throughout the region, including Regional Catastrophic Planning Team members, to identify gaps and barriers associated with regional (i.e. multi-county) coordination. In addition, the Washington Department of Health, in conjunction with the Northwest Tribal Emergency Management Council, presented survey findings to the Seventh Annual Tribal Emergency Preparedness Conference in September 2010, which also identified several gaps in emergency management coordination between the Tribal Governments and Local, State and Federal agencies.⁴

The most commonly identified coordination gaps from these interviews and the survey are as follows:

- insufficient staffing resources
- lack of shared situational awareness/common operating picture/common data set
- lack of coordinated public information
- variation in protocols and public information across jurisdictional boundaries (private sector concern)
- variation in partnerships between Tribes and local, State and Federal emergency management agencies (see representative findings in Table X-1.)

B. Lessons Learned

The Regional Catastrophic Planning Team also conducted a video conference with emergency management personnel who led the response to and recovery from major disasters. These included major wildfires in California (Ron Lane, Director of San Diego County Office of Emergency Services), Hurricane Katrina, (Robert Latham, former director of Mississippi Emergency Management Agency) and the 9/11 attack on the Pentagon, (Ron Carlee, Arlington County Manager).

Robert Latham, former Mississippi Emergency Management Agency Director

- Only 15-18% of resource needs were initially provided during Hurricane Katrina.
- Resource prioritization was the biggest challenge facing MEMA during Katrina.
- The most important aspect is establishing relationships.
- Unified Public Information releases were the state's greatest strength.

Ron Carlee- former County Manager, Arlington Virginia

- "Trust is the soil in which networks grow and prosper."
- Must involve elected officials: establishing close relationships between emergency managers and elected officials has facilitated a strong regional foundation.
- Annual elected officials' seminars have provided training and roles for elected officials during emergency incidents.
- The region uses the "1 Message, Many Voices" approach to information distribution during emergency incidents.
- Development of Regional Alert System (RICCS) has been region's greatest accomplishment.

⁴ Tribal Public Health Emergency Preparedness Survey 2010

Highlights of their presentations are provided in the sidebars of this section and Figure X-1 contains the summary notes from the video conference.

Recommended practices common to each of these disasters include:

- Pre-define regional resource allocation processes for a catastrophic incident, since local and State resources will be overwhelmed.
- Build trust and relationships among elected officials and emergency managers.
- Coordinate public information, including common public messages.

Ron Lane, Director, San Diego County Office of Emergency Services

- Virtual Joint Information Center was established during 2007 Wildfires for Coordination of operations, public information, and evacuation alerts.
- Alert San Diego – Mass messaging service to homes is used throughout region for public information and evacuation alerts.
- Regional Coordination during emergencies includes:
 - Providing Situational Awareness
 - Public Information distribution
 - Allocation of Resources

Table X-1. Select Responses from the Tribal Public Health Emergency Preparedness Survey 2010

Select Responses from the Tribal Public Health Emergency Preparedness Survey 2010		
<i>During the preparation of the tribe's CEMP, which of the following external (non-tribal) organizations were included as partners?</i>	<i>Does the tribe have written operational plan(s) to obtain essential utilities (e.g. potable water, electricity) in the event of a disaster or emergency?</i>	<i>Which of the following emergency response partners has the tribe coordinated with on planning activities or emergency response exercises? (check all that apply)</i>
10 (43%) Federal Emergency Management Agency	11 (48%) Yes	19 (83%) Tribal law enforcement
9 (39%) Indian Health Services	6 (26%) No, but work is in progress to develop the plan	19 (83%) Tribal health and medical services
7 (30%) Washington State Department of Health	4 (17%) No	7 (30%) Tribal fire services
7 (30%) Local health jurisdiction	2 (9%) The tribe currently has no written operational response plan(s) for essential utilities	8 (35%) Tribal emergency medical services
4 (17%) Hospitals (including military or VA)		19 (83%) Tribal Government
8 (35%) Community clinics		10 (43%) Federal Emergency Management Agency
12 (52%) Emergency medical services		10 (43%) Indian Health Services
9 (39%) Local emergency management agency(ies)		11 (48%) Washington State Department of Health
7 (30%) Department of Emergency Management		11 (48%) Local health jurisdiction
15 (65%) Law enforcement		5 (22%) Hospitals (including military or VA)
14 (61%) Fire services		2 (9%) Non-tribal community clinics
0 (0%) Canadian emergency response planners		8 (35%) Non-tribal emergency medical services
2 (9%) The tribe currently has no written CEMP		11 (48%) Non-tribal emergency management agency(ies)
3 (13%) Don't know		13 (57%) Department of Emergency Management
0 (0%) None of the above		10 (43%) Non-tribal law enforcement
1 (4%) Other: _____		8 (35%) Non-tribal fire services
ARC, ARES/RACES, MRC, etc.		4 (17%) Other: _____

C. Public Information Coordination group

Public information officers and other key stakeholders throughout the Grant region assisted with the development of Section V, Public Information of this Plan. Public information officers and emergency managers identified information sharing gaps, needs, concerns, and potential protocols. Given the Puget Sound region's infrequent experience with multi-county disasters or catastrophic incidents, public information officers in the region have not had occasion to develop relationships or protocols that cross agency boundaries. This Section identifies recommendations for next steps, most of which focus on building these relationships and establish new ways of sharing and coordinating public information associated with a catastrophic incident.

D. Recommendations

The following recommended next steps will further enhance regional coordination in planning for, responding to and recovering from a catastrophic disaster. These recommendations build on the gaps identified during Regional Catastrophic Planning Team workshops and stakeholder interviews and from the multi-agency public information planning team.

- 1) Build county capacity for regional (i.e. multi-county and multi-agency) coordination of planning, response and recovery.
- 2) Develop communications tools to provide a common operating picture.
- 3) Develop local and/or regional recovery plans.
- 4) Develop stronger partnerships between Tribal Governments and local, State and Federal emergency management agencies.
- 5) Build trust and relationships among elected officials and emergency managers.
- 6) Each State-recognized emergency management entity should assign dedicated personnel to the public information function.
- 7) Each State-recognized emergency management entity should establish a standing generic email address (e.g. PIO@county.wa.us).
- 8) Public information officers from the eight Puget Sound counties should meet regularly.
- 9) Maintain and distribute a current public information officer contact list.
- 10) Develop a virtual public information officer resource library.
- 11) The State Emergency Management Division, counties and tribal governments should consider developing a regional platform/site on which to share public information.
- 12) Multi-agency exercises should incorporate Joint Information Center/Joint Information System formation.

1. Build county capacity for regional (i.e. multi-county and multi-agency) coordination of planning, response and recovery

This Coordination Plan recommends that cities and other recognized emergency agencies coordinate with their county Emergency Operations Center, which in turn coordinate with each other and the State Emergency Operations Center. This coordination responsibility is in addition to county Emergency Operations Center obligations to residents in the unincorporated areas of the county and to other county departments. Planning duties may include creating, maintaining or updating regional plans; response and recovery duties may include participating in regional conference calls and/or regional working groups. Persons responsible for this coordination should not be serving both functions (regional and local), as it will be difficult to be to do justice to both missions at the same time. Persons with regional responsibilities must be trusted and skilled agents of the county emergency management director.

Gap – County Emergency Operations Center regional responsibilities may be ad hoc and/or frequently reassigned and may also be in conflict with local county responsibilities.

Recommendation – Each county emergency management agency should assign dedicated personnel to regional coordination of planning, response and recovery.

Year 1	County Emergency Managers identify strategies by which to assign dedicated personnel to regional coordination functions.
Year 2+	Emergency managers implement strategies by which to assign dedicated personnel to regional coordination functions.

2. Develop communications tools to provide a common operating picture

The Regional Catastrophic Planning Team developed the Incident Snapshot form to provide early situational awareness among regional partners after a catastrophic incident. However, during a catastrophic incident, the region will lack a common operating picture by which to effectively distribute information and enhance decision making. At present, emergency managers and responders face a complex assortment of different technologies and tools – many untested. Several initiatives may warrant support from the region, including FEMA's Pacific Northwest Pilot Virtual USA/WISE project and the Puget Sound Regional Council's Regional Intelligent Transportation Systems Implementation Plan. The latter would develop only one component of a common operating picture: a regional transportation routing map; the former is a much broader application across Alaska, Idaho, Montana, Oregon and Washington that integrates with numerous information systems to create a web-based common operating picture and numerous analysis tools.

Gap – The Puget Sound Region lacks a mechanism to share a common operating picture.

Recommendation – Develop one or two working models by which to establish a common operating picture for emergency managers.	
Year 1	County Emergency Managers volunteer to participate in and/or test current pilot projects associated with a common operating picture.
Year 2+	Participating emergency managers report to the region on the progress and/or outcomes of the pilot projects.
Year 3+	Emergency managers select and implement successful tools to provide a common operating picture.

3. Develop local and/or regional recovery plans

Local recovery plans are conspicuous by their absence in the Puget Sound Region, and the state recovery plan remains a work in progress. Long-term recovery processes require significant public and private sector partnerships and extend well beyond the day-to-day purview of emergency managers. But a pre-planned process will help expedite a community’s recovery after a catastrophic incident.

Gap – Few, if any, local governments in the Puget Sound Region have adopted recovery plans; no regional or state recovery plans have been adopted.

Recommendation – Develop local and/or regional long term recovery plans.	
Year 1	Regional Catastrophic Planning Team members determine a strategic approach to develop local and/or regional recovery planning. Support the update of the State ESF-14 Long Term Recovery Annex.
Year 2+	Obtain funding and resources to develop local and/or regional recovery plans.

4. Develop stronger partnerships between Tribal Governments and local, State and Federal emergency management agencies

Tribal governments may work with the United States government on a nation-to-nation basis. However, in a catastrophic incident, Federal assistance to their communities will be delayed and support from local and State agencies may be beneficial. Many of the tribal governments within the Puget Sound Region have effective working relationships with State and county emergency management agencies. However, the 2010 Tribal Public Health Emergency Preparedness Survey found less than half of respondents had

coordinated with Federal or State agencies on planning activities or emergency response exercises; almost half do not have written operational plans to obtain essential utilities in the event of a disaster or emergency (although 25% are working on this); and three-quarters of respondents have not coordinated with non-tribal healthcare facilities or organizations regarding the proper handling of human remains of tribal members in the event of mass fatalities.

Gap – A significant number of tribal governments in the Puget Sound Region have limited partnerships with local, State and Federal emergency management agencies.

Recommendation – Improve Tribal partnerships with local, State and Federal emergency management agencies.	
Year 1	Expand Counties' outreach to Tribal Governments
Year 2+	Actively involve Tribal Governments in Federal, State and Local emergency management training and exercise

5. Build trust and relationships among elected officials and emergency managers

Most emergency managers in the region do not report directly to elected officials, but a critical incident will require that emergency operations structures integrate systems and personnel with institutions and individuals that have political decision-making authority. A catastrophic incident will require that emergency management agencies assist each other, and elected officials may be asked to authorize transfers of resources and/or delegations of authority. Support for these requests will be more forthcoming if positive relationships exist between elected officials from neighboring agencies and between elected officials and their emergency managers.

Gap – Elected officials in the Puget Sound Region have limited experience in disaster-related multi-agency coordination but they will be required in a catastrophic incident to exercise political decision-making authority such as delegations off authority or transfers or resources.

Recommendation – Provide expanded training and exercise opportunities for elected officials to interface with emergency managers and practice regional collaboration in a simulated disaster situation.	
Year 1+	Identify and/or develop training and exercise opportunities appropriate for elected official participation.
Year 2+	Provide at least one training and exercise opportunity for local elected officials during each term of office.

6. Assign dedicated personnel to the public information function

In agencies with limited resources, public information officers are assigned on an ad hoc basis, depending upon who is available and the nature of the incident. As a result, individuals do not build long-term relationships or develop leadership responsibilities within the public information officer community. Established relationships are consistently cited as the key to success in managing complex emergency response and recovery operations.

Gap – Many public information officers are assigned on the day of an incident and/or frequently reassigned.

Recommendation – Each State-recognized emergency management entity should assign dedicated personnel to the public information function.

Year 1	Emergency managers and existing public information staff identify strategies by which to assign dedicated personnel to the emergency management public information function. One strategy in place today is the need for counties to identify participants for the two-day G290 Basic Public Information Officer Courses currently on a three-year track to be trained in each Homeland Security Region in the State. Dedicated training may be available for counties if cost-sharing arrangements are available.
Year 2+	Emergency managers implement strategies by which to assign dedicated personnel to the public information function.

7. Establish permanent generic public information email addresses for emergency management public information officers

When an agency's public information officer email address is linked to an individual, that address becomes invalid when the individual changes jobs or employers. A permanent, generic address will remain valid for much longer and will also consolidate public information officer communications at one site.

Gap – Public information officer contact information tends to follow assigned individuals, leading to ineffective communication systems.

Recommendation – Each State-recognized emergency management entity should establish a permanent generic public information email address (e.g. PIO@county.wa.us). King County developed this protocol as a result of its preparations for potential catastrophic flooding in the Green River Valley.

Year 1	Emergency managers work with their information technology personnel to create a generic public information officer email address. Public information officers develop and disseminate protocols for the use of this mailbox.
Year 2+	Public information officer mailbox is integrated into training and exercises.

8. Public information officers from the eight Puget Sound counties should meet regularly

Many county public information officers from the Puget Sound Region have never met each other and do not routinely share information. Regular meetings, whether in person or virtually, will provide introductions and begin to establish relationships that will smooth the way for information sharing during a catastrophic incident. This group may elect to address several of the recommendations set forth in this plan, including a system by which public information officer responsibilities may be shared during a catastrophic incident. Examples include monitoring social media or drafting regional messages about volunteering and donations. The group could also coordinate ongoing campaigns, exchange best practices, templates and plans, and pursue opportunities for professional development through exercises and training.

Gap – Public information officers' unfamiliarity with each other will complicate information sharing during a catastrophic incident.

Recommendation – Establish a regular meeting of the county public information officers from the Puget Sound Region to develop coordination and collaboration strategies.

Year 1	Identify a lead agency to convene the initial meeting; establish protocols for future meetings; develop a work program for future meetings.
Year 2	Address priority issues from the work program; update work program.

9. Maintain and distribute a current public information officer contact list

Public information officers maintain contact lists for their immediate/local communications needs but many public information officers do not have contact information for their peers beyond county lines or Homeland Security Regions. The State EMD External Affairs Section currently maintains a contact list through their training and exercise program that is updated as training is scheduled for each region. A centralized database of contact information could be easily shared within the Puget Sound Region but would need to be updated at least annually.

Gap – Local emergency management entities do not have current contact information for public information officers throughout the Puget Sound Region, particularly beyond county boundaries. Resource constraints present challenges for regularly maintaining this information.

Recommendation – Identify an agency or agencies to update and disseminate a public information officer contact list for public information officers throughout the Puget Sound region.

Year 1	Identify an agency to create an initial public information officer contact list.
Year 2	Identify a system to update/maintain the public information officer contact list.

10. Develop a virtual public information officer resource library

Agencies and organizations within the Puget Sound Region could share public information-related resources through a virtual library. King County’s regional Sharepoint site could easily accommodate this function. This resource library could be designed to hold the following types of materials:

- Public information materials that allow for adaptation of information that is specific to the population, risk characteristics, and contact information for each jurisdiction, but are consistent with other jurisdictions in the region in general terminology and instructions.
- Accessible message templates directing citizens to appropriate sources of emergency information such as:
 - school status;
 - hospital/ antibiotic/ health department information;
 - transportation status;
 - shelter/ reception center; and
 - family reunification information.
- Information about trainings or other county public information officer events.
- A list of regional on-call experts that could be contacted regarding particular types of emergencies
- A shared team of “Digital” Volunteers—individuals throughout the region who could support public information officer functions from remote locations

Gap – Local emergency management entities do not have a ready means by which to share existing public information officer materials, many of which are readily transferable.

Recommendation – Develop a virtual public information officer resource library.

Year 1

- Evaluate interest in developing a regional public information officer library.
- Establish a task force to define library contents.
- Review existing platforms that could support this function and recommend a preferred option.
- Implement the preferred option.

11. Consider developing a regional platform/site on which to share public information

Two of the most commonly used public information sharing platforms in the Puget Sound Region are the three-county (King, Pierce, Snohomish) Regional Public Information Network (RPIN) and the State Emergency Management Division's Public Information Emergency Response (PIER) system. RPIN posts news alerts from more than 100 Federal, State, and local government, emergency response, health, transportation, and utility agencies. However it does not provide a ready means to categorize or sort information and it does not serve the entire Grant region. Alternately, the State Emergency Management Division's PIER system shares public information between businesses in 18 critical infrastructure sectors. The State Emergency Management Division's system was highlighted as a best practice by the National Emergency Management Association. In addition, many emergency management agencies post public information on their respective websites and through press releases. A consolidated system would support better information sharing and more timely identification and resolution of conflicting messages.

Gap – Public information officers within the region currently share public information in an ad hoc fashion, leading many agencies to hear about their neighbors' messages through the media. This also contributes to apparent and sometimes actual conflicting messages.

Recommendation – The State Emergency Management Division, counties and tribal governments should consider developing a regional platform/site on which to share public information.

Year 1	Convene county public information officers from the Puget Sound Region, tribal governments and State Emergency Management Division to define desired functionality of a shared platform. Create task force to evaluate existing programs and recommend a preferred option. Identify next steps to implement the preferred option.
Year 2	Implement the preferred option.

12. Incorporate formation of Joint Information Centers and Joint Information System into multi-agency exercises

Emergency management agencies within the Puget Sound Region vary widely in resources and protocols associated with a Joint Information Center or Joint Information System, and these differences should be known and accounted for through training and exercise in advance of an incident. Neither a Joint Information Center nor a Joint Information System can be effective if they are newly created the day of an emergency incident. They must be built before a crisis happens. Development of an effective Joint Information Center and Joint Information System requires extensive teamwork, coordination and partnership across organizations and jurisdictions.

Gap – Larger emergency management entities tend to have defined Joint Information Centers, but the region has never created a multi-county Joint Information System.

Recommendation – Incorporate formation of Joint Information Centers and Joint Information System into multi-agency exercises.

Year 1	Counties should work with the recognized emergency management entities within their boundaries and with the State Emergency Management Division to define protocols for a Joint Information Center.
Year 2	Counties and Tribal Governments within the Puget Sound Region should work with the State Emergency Management Division to develop protocols for a multi-county Joint Information System. Note: King, Kitsap, Pierce and Snohomish Counties are all slated for state JIS/JIC training prior to June 2012 in support of the Evergreen Quake functional exercise.
Year 3	Recognized emergency management entities should incorporate JIC/JIS formation into their training and exercise programs.

Figure X-1. Coordination Plan Work Group – Summary Notes

March 13, 2009

0900 – 1500

Seattle Municipal Tower, Room 4901

700 Fifth Avenue, Seattle

Welcome and Introductions

- Participants introduced themselves, and were asked to provide questions or concerns regarding Regional Planning.

Chair Deborah Needham,
City of Renton
Emergency Management
Director

WA State and FEMA Region X perspectives on Puget Sound regionalization

- The goals of Regionalization are to:
 - Gain Situational Awareness following a catastrophic event.
 - Determine and meet the resource needs of jurisdictions within the region

Patrick Massey, FEMA
Region X
Joan Sterling, WA EMD

Video Conference

Ellen Gordon, IEM,
Moderator

- **Ellen Gordon, IEM**
 - Regionalization planning should be an “organic” process.
 - The region should take the best aspects each jurisdiction can offer, and attempt to use them at the regional level.
- **Ron Carlee – Arlington VA, County Manager**
 - “Trust is the soil in which networks grow and prosper”
 - Must involve elected officials: establishing close relationships between emergency managers and elected officials has facilitated a strong regional foundation.
 - Annual elected officials’ seminars have provided training and roles for elected officials during emergency events.
 - The region uses the “1 Message, Many Voices” approach to information distribution during emergency events.
 - Development of Regional Alert System (RICCS) has been region’s greatest accomplishment.

-
- **Robert Latham – Former Director Mississippi Emergency Management Agency**
 - Only 15-18% of resource needs were initially provided during Hurricane Katrina.
 - Resource prioritization was the biggest challenge facing MEMA during Katrina.
 - The most important aspect is establishing relationships
 - Unified Public Information releases were the state’s greatest strength.
 - **Ron Lane – Director, San Diego County OES**
 - Virtual JIC was established during 2007 Wildfires for Coordination of operations, public information, and evacuation alerts.
 - Alert San Diego – Mass messaging service to homes is used throughout region for public information and evacuation alerts.
 - Regional Coordination during emergencies includes:
 - Providing Situational Awareness
 - Public Information distribution
 - Allocation of Resources
 - Discussion Following video conference:
 - At the regional level, coordination is more important than command and control.
 - Regionalization planning process needs to include elected officials.
 - It is important to utilize all resources available, and involve multiple agencies during response/recovery phases.
 - Resource requirements should be determined at the regional level prior to Federal agencies providing support.
-

Guidelines for Break-out session

- Participants were split up into three groups to discuss response and recovery actions following a catastrophic earthquake in the region. Participants were asked to document their answers to six different questions.

Don Broughton, IEM

Break-out session

- Participants were given time to discuss and answer six questions pertaining to regional response/recovery from a catastrophic earthquake. Each group designated a spokesperson to brief back to larger group answers to the questions

All

Report out

- Need to define a common vision ahead of time: what the region should look like and how to respond (i.e., set the rules ahead of time)
 - Bringing together Chief Elected Officials will be vital to success as a region – bring them out front
 - Policy makers must be brought on board; additional exposure to disaster response would be useful
 - How do we staff the new [regional] groups if we don't have enough to do what's already on our plate?
 - The processes (state and federal) will be different in a catastrophe; region will have limited capacity to respond; we'll have to go the feds
 - The region will need to establish a common operating picture in response to catastrophic events.
 - Public Information releases should be unified across the region.
 - The region wants open and transparent relationships with Federal and State partners.
-
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Adjourn

Chair Needham

- *Next meeting, Thursday, April 30 0900 – 1400, King County ECC*
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