



Comprehensive Emergency Management Plan

July 2026

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Approval and Promulgation

The Port of Tacoma Comprehensive Emergency Management Plan (CEMP), dated July 2026, is hereby approved and promulgated. This plan establishes the Port's framework for mitigation, preparedness, response, and recovery for emergencies and disasters that may affect Port personnel, facilities, operations, tenants, and critical infrastructure. It reflects the Port's commitment to protecting life and safety, sustaining essential functions, preserving property and the environment, and supporting the continuity of maritime commerce.

This CEMP aligns Port emergency management activities with the National Incident Management System (NIMS), applicable federal and Washington State authorities, and coordination expectations with local, regional, tribal, state, federal, and private-sector partners. All Port departments, employees, and supporting organizations with assigned responsibilities under this CEMP are directed to familiarize themselves with its contents and support its implementation.

Department directors and managers are responsible for maintaining internal procedures, ensuring personnel are trained and exercised in their assigned roles, and sustaining the capabilities necessary to carry out this plan. This CEMP supersedes prior comprehensive emergency management guidance to the extent it is inconsistent with this document and will remain in effect until amended or rescinded.

The plan will be reviewed periodically and updated as needed to reflect organizational changes, lessons learned, and evolving threats and hazards. Implementation is effective upon signature.

Approved this 14 day of July, 2026.



Eric Johnson

Executive Director

Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected
2026-001	07/2026	Initial issuance of the Port of Tacoma Comprehensive Emergency Management Plan (CEMP).

Record of Distribution

Agency / Organization / Entity	Date of Delivery: MM/YYYY	Format
Washington Military Department, Emergency Management Division		☐ Hardcopy ☒ Digital
Washington State Department of Transportation		☐ Hardcopy ☒ Digital
Washington Public Ports Association		☐ Hardcopy ☒ Digital
Port of Seattle Emergency Preparedness		☐ Hardcopy ☒ Digital
Northwest Seaport Alliance		☐ Hardcopy ☒ Digital
Pierce County Department of Emergency Management		☐ Hardcopy ☒ Digital
Puyallup Tribe of Indians Public Safety Department		☐ Hardcopy ☒ Digital
City of Tacoma Fire Department		☐ Hardcopy ☒ Digital
City of Tacoma Public Utilities		☐ Hardcopy ☒ Digital
City of Tacoma Public Works Department		☐ Hardcopy ☒ Digital
City of Tacoma Police Department		☐ Hardcopy ☒ Digital
City of Fife Police Department		☐ Hardcopy ☒ Digital
City of Federal Way Emergency Management		☐ Hardcopy ☒ Digital
Everport Terminal Services		☐ Hardcopy ☒ Digital
Husky Terminal		☐ Hardcopy ☒ Digital
SSA Marine Terminal		☐ Hardcopy

		☒ Digital
TEMCO		☐ Hardcopy ☒ Digital
TOTE Maritime Alaska		☐ Hardcopy ☒ Digital
US OIL & Refining Co.		☐ Hardcopy ☒ Digital
Washington United Terminal		☐ Hardcopy ☒ Digital
US Coast Guard, Sector Puget Sound		☐ Hardcopy ☒ Digital
US Army Corps of Engineers, Seattle District		☐ Hardcopy ☒ Digital

Introduction

Purpose

The Port of Tacoma Comprehensive Emergency Management Plan (CEMP) establishes the framework for how the Port prepares for, mitigates against, responds to, and recovers from emergencies and major disasters affecting Port personnel, operations, facilities, and critical infrastructure. It defines departmental roles, responsibilities, and coordination mechanisms to ensure an effective and unified emergency management posture.

The CEMP aligns the Port’s organizational structure with the National Incident Management System (NIMS), ensuring personnel and partners understand operational expectations and can coordinate actions that protect life and safety, preserve essential functions, support regional response, and maintain continuity of maritime commerce. The CEMP and its supporting annexes follow the planning coordination outlined by the Washington Emergency Management Division (EMD).

Scope

The CEMP integrates departmental roles into a scalable, flexible NIMS-consistent framework that supports coordinated decision-making, resource allocation, and situational awareness. The CEMP ensures interoperability with local, regional, state, federal, and private-sector partners by establishing processes for integrating into Incident Command System (ICS) structures when on-scene incident management is led by an external agency. During such incidents, the Port primarily focuses on consequence management through its Emergency Coordination Center (ECC)—supporting operational continuity, resource coordination, situational reporting, and Port-specific impacts—while simultaneously providing staff, expertise, and liaisons to the ICS structure as needed. This dual-support approach ensures that the Port contributes to on-scene incident management while maintaining its own internal responsibilities for protecting personnel, infrastructure, and essential Port functions.

Departmental responsibilities are aligned with the Core Capabilities of the National Preparedness Goal, ensuring each department understands its emergency functions, coordination requirements, and mission-specific tasks across all phases of emergency management. This capability-based structure informs training, exercises, resource planning, and overall operational readiness. Through defined responsibilities, structured coordination processes, and alignment with national doctrine, the CEMP enables Port personnel and partners to work cohesively to protect life and safety, secure critical infrastructure, stabilize incidents, sustain commerce, and ensure the continuity of essential Port functions.

Situation Overview

The Port of Tacoma is a major deep-water port located on Commencement Bay in Pierce County, Washington. It serves as a critical hub for international trade and regional economic activity, handling millions of tons of cargo annually, including containerized goods, automobiles, bulk commodities, and breakbulk cargo.

The Port's geographic location and operational complexity present unique challenges for emergency preparedness and response. It encompasses extensive waterfront facilities, intermodal rail connections, and highway access points, all of which are essential for efficient cargo movement. The Port operates near densely populated urban areas and critical infrastructure, including energy pipelines, transportation corridors, and industrial facilities.

Hazard Assessment Summary

Hazard Assessment information for the Port of Tacoma is included in the [Pierce County 2020 Hazard Identification and Risk Assessment](#) and expanded on through the Port's [Hazard Mitigation Plan](#) and NWSA's [Resilient Gateway Program](#).

Overall, the hazards affecting the Port of Tacoma include:

- **Geological Risks:** Earthquakes, liquefaction, tsunamis/seiches, and volcanic activity from nearby Mount Rainier pose significant threats to port infrastructure and operations, with the potential for widespread damage to terminals, rail spurs, cargo handling equipment, and waterfront facilities.
- **Meteorological Risks:** Severe weather events, flooding, drought, and potential dam failures may affect port facilities, utilities, and transportation routes, disrupting cargo flow and Port workforce access.
- **Technological and Human-Caused Risks:** Cyber incidents, hazardous material spills, transportation accidents, civil unrest, and terrorism/extremism represent ongoing concerns for port security, public safety, and continuity of operations.

Planning Assumptions

The following assumptions guide the development and implementation of the Port of Tacoma Comprehensive Emergency Management Plan and reflect conditions likely to occur during emergencies:

- Emergencies may occur with little or no warning and may escalate rapidly, requiring coordinated response efforts beyond normal Port capabilities.
- The Port will operate using NIMS principles, consistent with regional emergency management ICS and expectations.

- Incident impacts may exceed Port resources, requiring support from Pierce County, state agencies, mutual aid partners, or federal entities.
- Critical infrastructure and lifeline services may be disrupted, including transportation, utilities, and public works systems essential to Port operations.
- External assistance may be delayed during large-scale or regional events, as multiple jurisdictions may be affected simultaneously.
- Information available during an incident may be incomplete or evolving, requiring decision-making based on the best data available at the time.
- The Port will coordinate with PCDEM, including assigning a liaison to the Pierce County EOC when regional impacts require unified coordination.
- Continuity of essential Port functions is expected, consistent with regional expectations for maintaining essential program functions during emergencies.

Authorities and References

Federal Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.

Homeland Security Act of 2002 and implementing directives.

National Response Framework (NRF) and its Emergency Support Functions.

National Incident Management System (NIMS), 2017 Doctrine.

Comprehensive Preparedness Guide (CPG) 101, v.2 – Developing and Maintaining Emergency Operations Plans.

Code of Federal Regulations relevant to emergency management and nondiscrimination, including 44 CFR § 206.11 (FEMA nondiscrimination requirements).

Washington State Authorities

Revised Code of Washington (RCW) 38.52 – Emergency Management, establishing statewide emergency management responsibilities and requiring local jurisdictions to develop and maintain CEMPs.

RCW 39.04.020, 39.04.280, 53.19.030 – Emergency contracting and procurement authorities for public agencies.

RCW 40.10.010 – Protection and preservation of essential records under emergency conditions.

WAC 118-30 – Local Emergency Management Organizations, establishing planning requirements for local comprehensive emergency management plans.

WAC 118-40-180 – Hazardous Materials planning requirements (where relevant).

Washington State Comprehensive Emergency Management Plan (CEMP) and associated frameworks, which guide local plan alignment.

Regional and Local Authorities

Pierce County Comprehensive Emergency Management Plan and Emergency Support Function (ESF) structure, providing regional coordination expectations.

Mutual Aid and Assistance Agreements, including:

Washington Intrastate Mutual Aid System (WAMAS) (RCW 38.56).

Emergency Management Assistance Compact (EMAC).

Pacific Northwest Emergency Management Arrangement (PNEMA).

Port of Tacoma master policies, directives, and executive authorities, including delegated authority for emergency declarations and emergency contracting.

Industry Standards and Guidance

Emergency Management Accreditation Program (EMAP) Standards, as adopted by regional partners and referenced for best practices.

Homeland Security Exercise and Evaluation Program (HSEEP) doctrine for training and exercise program management.

Concept of Operations

General

In alignment with the NIMS, the Port of Tacoma CEMP is designed to be scalable, flexible, and modular, ensuring it can be applied effectively to incidents of any size or complexity. The CEMP provides a structured framework for coordinating resources, personnel, and information across Port departments and partner agencies to support efficient and unified incident management.

At the onset of an emergency or disaster, organizational tasks, resource needs, and departmental responsibilities are communicated and coordinated through the Emergency Coordination Center (ECC). The ECC serves as the central hub for consequence management, ensuring that Port departments and supporting agencies operate with shared situational awareness and synchronized objectives.

Plan Activation

The Port of Tacoma Executive Director, or a designated representative, holds the authority to activate the CEMP and initiate ECC operations. This authority ensures that response activities can be rapidly organized, resources mobilized, and necessary coordination established to protect life safety, stabilize impacts, and maintain essential Port functions.

Whole Community Involvement

Involving the Whole Community is a means by which Washington State residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The Whole Community approach in Washington State attempts to engage the full capacity of the public, private, and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.

State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended (42 U.S.C. 12101 et seq.), and other applicable nondiscrimination laws. The Port of Tacoma conducts preparedness efforts with Pierce County

Department of Emergency Management to ensure all operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency, as applicable.

Operational Objectives

Incident Management

Operational objectives are based on the following:

- Life Saving;
- Life Safety;
- Incident Stabilization;
- Protection of Property;
- Protection of the Environment.

NIMS Components to Achieve Priorities

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

Flexibility – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, and cultural or organizational authorities.

Standardization – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations; defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved and includes common terminology to enable effective communication.

Unity of Effort – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

Request for a Proclamation of Emergency

The Port of Tacoma Executive Director is authorized to make a finding of the existence of an emergency, to authorize spending of Port resources and funds, to waive competitive bidding requirements and to execute any contracts necessary to respond to the emergency in accordance with RCWs 39.04.020, 39.04.280 and 53.19.030, and subject to the following:

1. The Port of Tacoma Commission shall be notified within 24 hours of the declaration of the emergency.
2. If a public works or purchased goods or services contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency shall be filed with the Port of Tacoma Commission and made public on the Port of Tacoma's website no later than two weeks following the award of the contract.
3. If a personal services contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency shall be filed with the Port of Tacoma Commission and made public on the Port of Tacoma's website within seven working days following commencement of the work or execution of the contract, whichever occurs first. Documented justification for emergency contracts shall be provided to the Port of Tacoma Commission when the contract is filed.¹

In Washington State, the Governor may proclaim that a "State of Emergency" exists in an affected jurisdiction, the entire state, or a specific area and invoke appropriate state response and recovery actions. The Governor's proclamation allows expeditious resource procurement and use of state resources.

¹ https://portoftacoma.sharepoint.com/sites/PoliciesProcedures/Shared Documents/Forms/AllItems.aspx?id=/sites/PoliciesProcedures/Shared Documents/_Master Policies/PoT/2025-03-PT - Master Policy Directive.pdf&parent=/sites/PoliciesProcedures/Shared Documents/_Master Policies/PoT Resolution 2025-03-PT, Port of Tacoma Master Policy Directive, page 15.

Direction, Control, and Coordination

This section describes the framework for all direction, control, and coordination activities. It also explains how multi-jurisdictional coordination systems support organizations coordinating efforts across jurisdictions while allowing each jurisdiction to retain its own authorities.

Unity of Effort through Core Capabilities

The core capabilities contained in the National Preparedness Goal are the distinct critical elements necessary for success and are grouped into five mission areas (Prevention, Protection, Hazard Mitigation, Response, and Recovery). The core capabilities serve as both preparedness tools and a means of structured implementation.

The annexes of this CEMP outline each Port of Tacoma department's primary core capability coordination responsibilities and critical tasks. The Port of Tacoma coordinates horizontally with partner agencies and vertically with Pierce County, Washington State agencies, and federal partners throughout all mission areas, as outlined in Annex A.

Responsibilities

Port of Tacoma departments share responsibility for supporting the Port's overall emergency management posture and ensuring the organization can effectively prepare for, respond to, recover from, and mitigate the impacts of all hazards. Each department must understand its role within the Comprehensive Emergency Management Plan (CEMP), maintain the capability to perform assigned functions, and coordinate with partner organizations as required.

Elected/Appointed Officials

Elected, appointed, and departmental leadership are responsible for ensuring that policies, decisions, and resource allocations support effective emergency operations across all mission areas. Leaders must maintain a working understanding of incident management concepts and ensure their staff can operate within a NIMS-consistent framework.

All Mission Areas	Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities to make decisions regarding resources and operations during an incident, as needed. Lives may depend on their decisions. Elected and appointed officials also routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities.
Prevention	n/a
Protection	n/a

Mitigation	n/a
Response	- Chief executives' response duties may include: - Obtaining assistance from other government agencies; - Providing direction for response activities; and - Ensuring appropriate information is provided to the public
Recovery	Has the authority to appoint local recovery leadership that they select or that is selected by a designated recovery management organization

Port of Tacoma Departments

Port personnel are expected to maintain familiarity with the CEMP, related annexes, and internal procedures, and to participate in training and exercises that support operational readiness and continuity of essential functions. Departments must ensure that staff understand their responsibilities during emergencies, including how to support Emergency Coordination Center (ECC) operations, communicate situational information, and provide resources or technical expertise when requested.

All Mission Areas	Department heads collaborate with the emergency preparedness program manager during the development of local emergency plans and provide key response resources. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. These department and agency heads (and their staff) develop, plan, and train on internal policies and procedures to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities.
Prevention	Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors
Protection	- Promote: - Coordination of ongoing protection plans; - Implementation of core capabilities; and - Engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities - Address unique geographical protection issues, transborder concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination - Local law enforcement agencies are responsible for the protection of life and property, the preservation of peace, the prevention of crime, and the arrest of violators of the law - These agencies respond to incidents, conduct criminal investigations, collect criminal intelligence, and collaborate with other law enforcement agencies to resolve crime; and - They engage in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism and transnational threats
Mitigation	Lead pre-disaster recovery and mitigation planning efforts

	○ Provide a better understanding of local vulnerabilities as they relate to risk reduction activities; ○ Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the jurisdiction; and ○ Improve resiliency by preparing for recovery and integrating mitigation policies into the recovery phase to ensure opportunities are not lost for risk reduction during rebuilding • Assist in making the connection between community resilience priorities and private sector development, most often addressed directly at the local level
Response	• Prepare for and manage the response and recovery of the community • Volunteers and Donations: Volunteers and donors support response efforts in many ways, and governments at all levels must plan to incorporate volunteers and donated resources into response activities
Recovery	• Primary role of planning and managing all aspects of a community's recovery post-disaster ○ Focus on business retention and the redevelopment of housing units that are damaged or destroyed; repairing and rebuilding presents an opportunity to promote and integrate mitigation measures into recovery rebuilding strategies and plans; ○ Find opportunities to share information with the public on the status of recovery efforts to maintain community coordination and focus; and ○ Document progress made towards objectives and best practices for use in future incidents • Take the lead in ensuring that recovery needs assessment and planning processes are inclusive and accessible, often by establishing local recovery structures that address overall coordination, sectors impacted, and survivor services

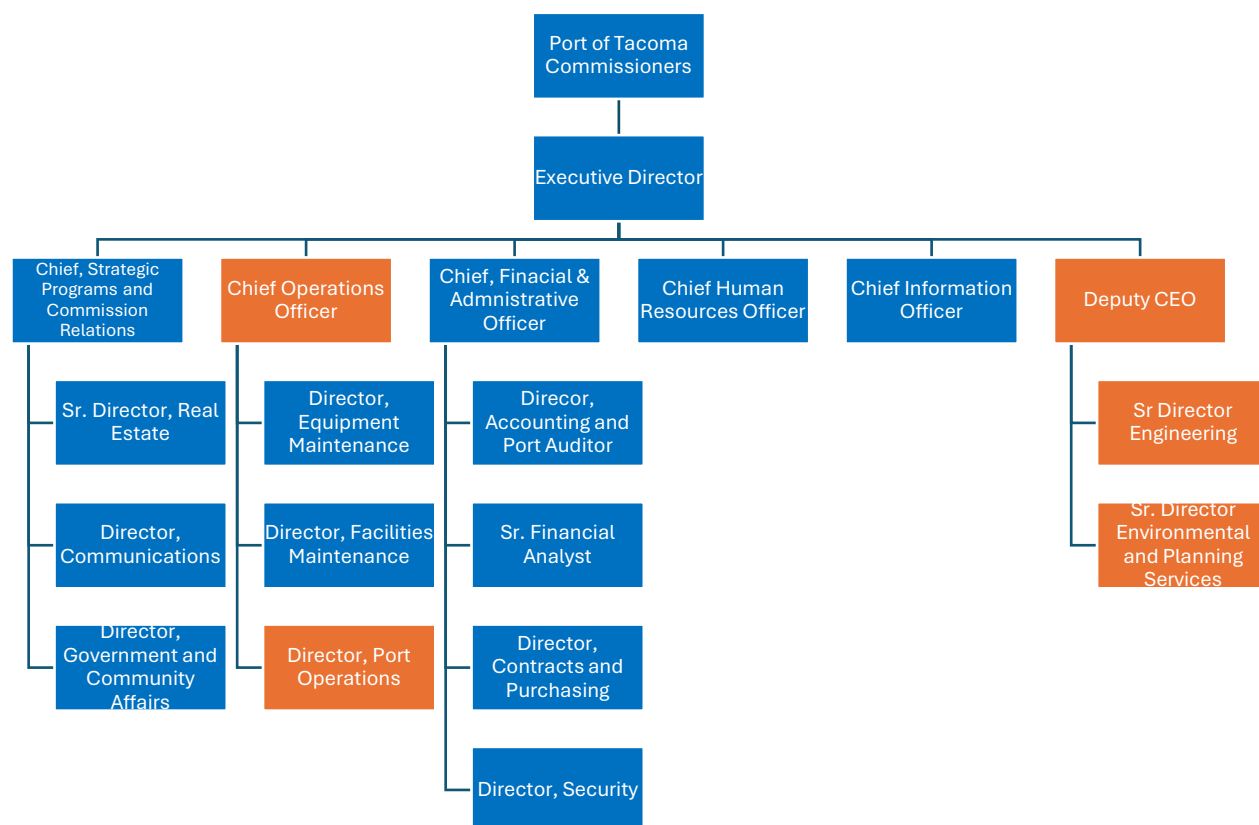
The Port works collaboratively with external partners including local, regional, state, federal, and private-sector organizations to maintain operational readiness and interoperability. This coordination includes reviewing plans, agreements, and operational procedures to ensure the Port and its partners can collectively build, sustain, and improve the capability to prevent, protect against, respond to, recover from, and mitigate the impacts of emergencies and major disasters.

Organization and Responsibilities

Jurisdictional Organizational Structure

The Port of Tacoma's organizational structure comprises both Port of Tacoma (Port) staff (blue boxes) and Northwest Seaport Alliance (NWSA) staff (orange boxes), which together form an integrated leadership and operational framework that supports the Port's mission, governance, and daily functions. This combined structure ensures seamless coordination across strategic, administrative, operational, and support functions, enabling the Port and the NWSA to effectively manage maritime operations, infrastructure development, trade activities, and emergency preparedness responsibilities.

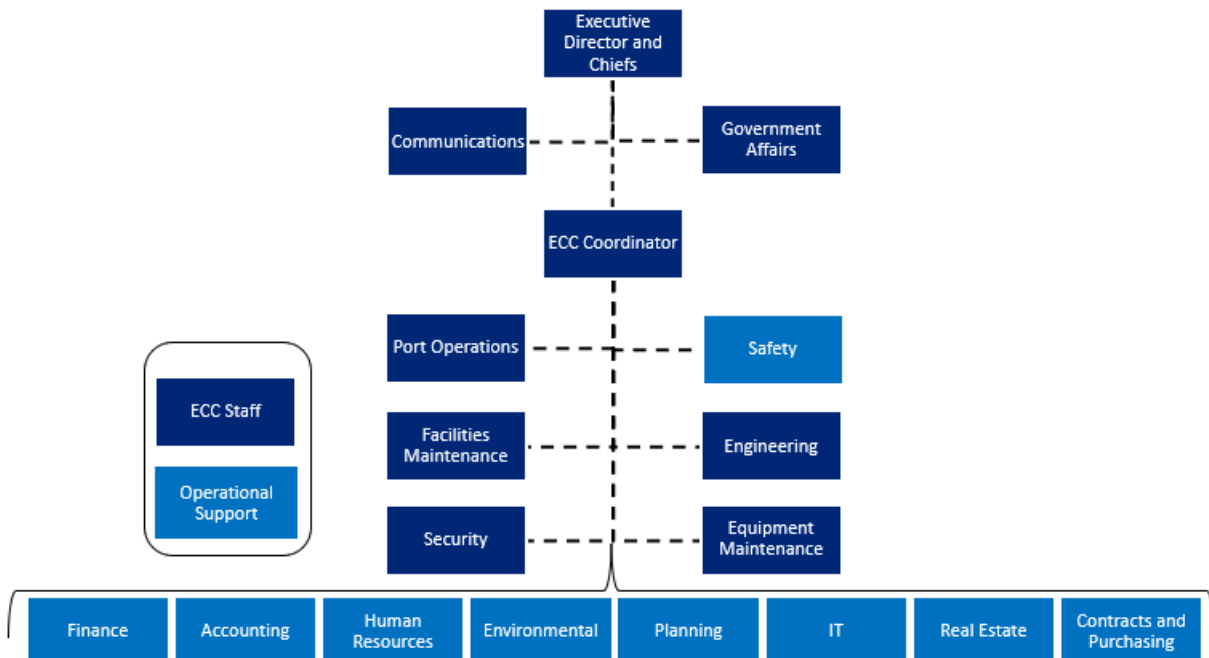
This joint organizational framework aligns departments under shared executive leadership, allowing for unified decision-making, resource allocation, and policy implementation. The structure establishes clear lines of authority and communication—from the Port of Tacoma Commission and Executive Director through chiefs, directors, and operational divisions—while leveraging the expertise of NWSA staff who manage cargo handling, terminal operations, and regional logistics. Together, these teams support both routine operations and the Port's ability to respond to and recover from emergencies through coordinated planning, cross-department collaboration, and integration with regional partners.



Emergency Organizational Structure

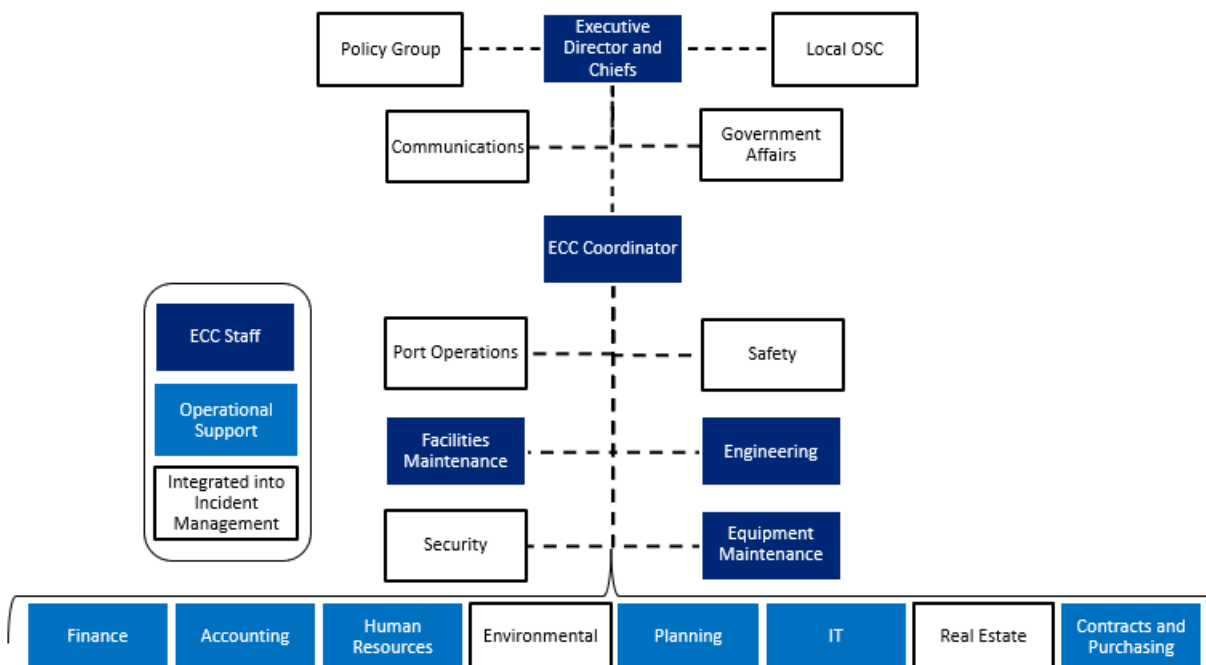
The composition of Emergency Coordination Center (ECC) teams may vary depending on the nature, scale, and complexity of an incident. ECC personnel are responsible for establishing operational priorities and making decisions related to emergency declarations and the adjudication and coordination of resources necessary to support incident operations. In alignment with the National Incident Management System (NIMS) and FEMA's Comprehensive Preparedness Guide (CPG) 101, the Port of Tacoma's Emergency Organizational Structure follows a departmental model designed to ensure unity of effort and consistent coordination across all departments.

The ECC is staffed by Port of Tacoma departments that have day-to-day responsibilities tied to emergency support, regulatory oversight, operational continuity, public information, or coordination with external response partners. These departments may direct consequence management actions or supporting multi-agency incident management activities, depending on the situation. All other Port departments must be prepared to support ECC operations as needed, including dedicating personnel, providing technical expertise, and ensuring continuity of critical internal functions during sustained activations.



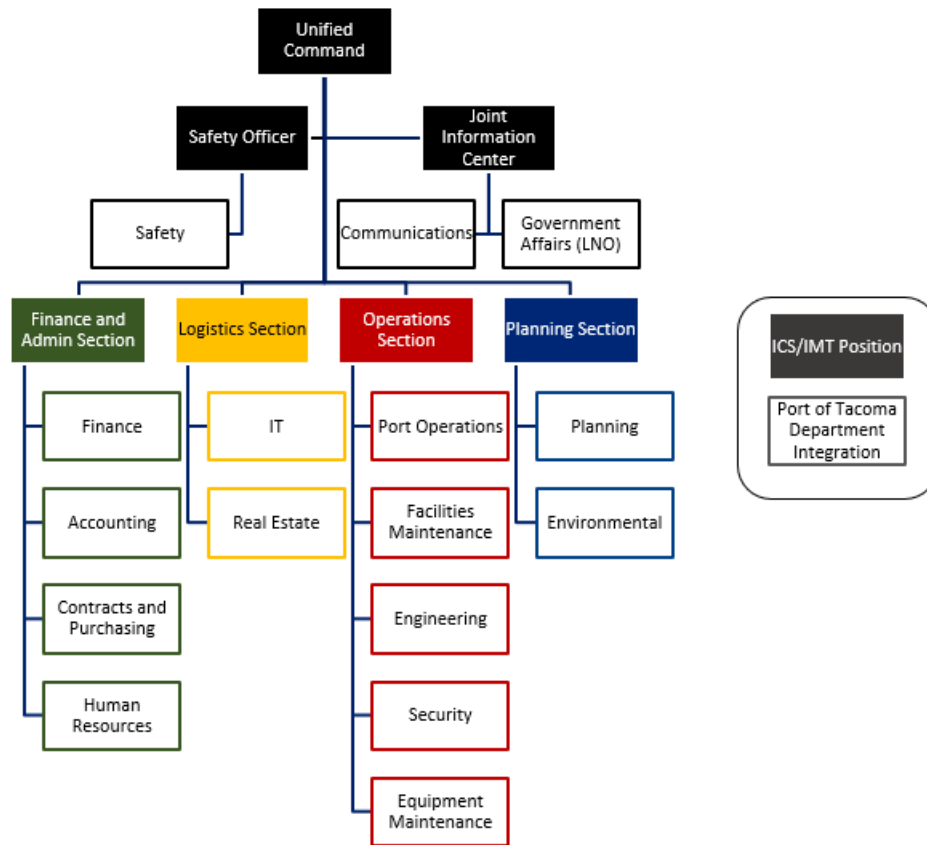
If a responsible party or responding agency establishes an Incident Command System (ICS) structure that requires Port of Tacoma involvement, the Port may be called upon to integrate directly into the ICS for incident management while simultaneously supporting the Emergency Coordination Center (ECC) for consequence management. Port integration into an ICS

organization will be incident-specific and will remain scalable and flexible based on operational needs, the scope of the event, and the level of coordination required. This dual-support approach ensures that the Port can maintain situational awareness, fulfill agency responsibilities, and coordinate effectively with responding partners while sustaining essential port functions.



If an incident exceeds the Port’s ECC capacity or continues for a prolonged period, the Port of Tacoma may request an Incident Management Team (IMT) to provide enhanced incident management support under a standardized Incident Command System (ICS) structure. An IMT can assume or reinforce key ICS functions, improve operational tempo, and support complex, multi-agency coordination needs.

The illustration below depicts how Port departments may integrate into a standard ICS organization when an IMT is activated. This integration remains fully scalable and flexible, allowing the Port to adjust its participation based on incident complexity, resource demands, and operational priorities while maintaining alignment between ICS-led incident management and ECC-led consequence management.



Emergency Operations Center/Emergency Coordination Center

Emergency Operations Centers (EOCs) serve as centralized locations where personnel from multiple agencies come together to address imminent threats and hazards and to provide coordinated support to Incident Command, on-scene responders, and other activated EOCs. They facilitate multi-jurisdictional coordination, resource management, policy support, and the development of shared situational awareness.

Emergency Coordination Centers (ECCs) are organization-specific coordination hubs that perform similar functions but are focused on the internal operations, assets, and mission priorities of a single agency or organization. While ECCs are primarily inward-facing, they must remain fully interoperable with external EOCs to ensure consistent information sharing, support resource ordering, and maintain alignment across all levels of response. During incidents that produce impacts beyond the Port of Tacoma’s authority or require regional coordination, the Port will assign a liaison to the Pierce County Department of Emergency Management (PCDEM) EOC to facilitate timely communication between the EOC and the Port’s ECC.

EOCs and ECCs may operate from fixed facilities, temporary locations, or virtual environments with staff participating remotely, depending on the nature and severity of the incident.

Across both structures, core functions typically include:

- Collecting, analyzing, and sharing information to develop and maintain situational awareness;
- Supporting resource needs and requests, including prioritization, allocation, and tracking;
- Coordinating plans and identifying current and future operational requirements; and
- Providing coordination, policy direction, and decision support to guide response and recovery operations.

Primary/Alternate Locations

The primary location of the Port of Tacoma’s Emergency Coordination Center (ECC) is the Fabulich Center. An established alternate ECC location is at the Pierce County Department of Emergency Management (PCDEM) to ensure continuity of operations should the primary facility be unavailable.

Depending on incident conditions, the Port may activate a virtual ECC to support remote participation, sustain essential coordination functions, or augment in person operations. Additionally, incident dynamics may require the establishment of a temporary or situational ECC at another Port facility or partner agency location. Such designations may be made at any time to ensure operational effectiveness, responder safety, and uninterrupted incident coordination.

Activation Process

ECCs are activated for various reasons based on the needs of a jurisdiction; the context of a threat; the anticipation of events; or in response to an incident. Circumstances that might trigger ECC activation include:

- More than one jurisdiction becomes involved in an incident and/or the incident involves multiple agencies;
- The Incident Commander or Unified Command indicates an incident could expand rapidly, involve cascading effects, or require additional resources;
- A similar incident in the past led to ECC activation;
- An appointed or elected official directs that the ECC be activated;
- An incident is imminent;
- Threshold events described in the emergency operations plan occur; and/or
- Significant impacts to the population are anticipated.

Activation Levels

LEVEL 1 Full Activation

An event is imminent or occurring that has disrupted steady-state operations. Departments provide the ECC with dedicated staff to coordinate consequence management activities. Situational reports are developed and distributed.
LEVEL 2 Partial Activation/Enhanced Steady State
An event is imminent or occurring that has the potential to disrupt steady-state operations. One or more staff is monitoring with minimal impacts to departmental day-to-day functions and activities. Situational reports are developed and distributed.
LEVEL 3 Normal Operations/Steady State
Departments conduct regular, day-to-day functions and activities.

Deactivation Process

ECC deactivation occurs when the incident no longer requires the enhanced coordination, information sharing, and resource support functions provided by the ECC, or when these responsibilities can be effectively managed by individual departments or re-established steady-state coordination processes. ECC leadership may implement a phased deactivation approach to ensure continuity of operations and to match the tempo, complexity, and remaining needs of the incident.

Prior to deactivation, ECC staff complete all resource demobilization activities, finalize outstanding support or recovery actions, and ensure a deliberate transfer of responsibilities back to steady-state organizational structures. This process helps maintain accountability, preserves situational awareness, and supports a smooth transition into recovery or normal operations.

Communications

Effective communication is essential to coordinated incident management. Integrated communications capabilities enable connectivity among incident resources, support coordination between all levels of government, maintain situational awareness, and facilitate timely information sharing across operational partners. Communications planning—both prior to and during an incident—addresses the equipment, systems, protocols, and governance structures necessary to achieve seamless and secure exchange of information. This includes identifying and maintaining interoperable channels, redundant pathways, contingency procedures, and communications support resources capable of functioning under degraded or stressed conditions.

The Port’s communications and information management approach is grounded in the following NIMS principles:

Interoperability – ensuring that communications systems and procedures allow Port personnel and partner agencies to communicate effectively, regardless of department or jurisdiction.

Reliability, Scalability, and Portability – enabling communications systems to perform under all operational conditions and adapt to incident needs.

Resilience and Redundancy – ensuring that primary, backup, and alternative communications pathways are available to sustain operations during system failures or disruptions.

Security – protecting sensitive operational information and maintaining the integrity of communications systems.

Interoperable Communications Plans

Interoperable communications are essential to coordinated incident management and are built on a layered framework of federal, state, regional, and local planning efforts. Together, these federal, state, regional, and local frameworks establish the foundation for the Port of Tacoma’s interoperable communications planning—ensuring that personnel, partners, and systems can maintain reliable, secure, and coordinated information flow during emergencies of any scale.

Federal

At the federal level, national doctrine such as the National Emergency Communications Plan (NECP) and guidance from the Cybersecurity and Infrastructure Security Agency (CISA) establish the strategic vision, operational standards, and technical guidance for achieving interoperable emergency communications across all jurisdictions. These include tools such as the National Interoperability Field Operations Guide (NIFOG) and the Interoperability Continuum, which outline best practices for governance, standardized procedures, technology, training, and usage.

State

At the state level, Washington’s Statewide Communication Interoperability Plan (SCIP) provides the governance structure, priorities, and implementation roadmap for ensuring consistent, secure, and resilient communications capability across all Washington jurisdictions. The SCIP outlines statewide strategies for land mobile radio systems, 911/NextGen 911, broadband, alerts and warnings, and cybersecurity, ensuring interoperability across disciplines and geographic boundaries.

Other state interoperable communications plans include:

- State Radio Amateur Civil Emergency Services (RACES) Plan
- State Telecommunications Service Priority (TSP) Planning Guidance
- Washington Statewide AMBER Alert Plan
- Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15

Regional

At the regional level, interoperable communications are supported through coordinated planning among emergency management agencies, public safety answering points, utility partners, broadcasters, and military installations. These regional efforts ensure that communications capabilities—including alerting, radio interoperability, and information-sharing systems—are aligned and coordinated across jurisdictional lines to support unified operational response.

The Emergency Alert System (EAS) provides government entities with a mechanism to issue emergency warnings through local broadcasters when the public must take immediate life preserving actions. Pierce County DEM, the National Weather Service, or the Washington Military Department-Emergency Management Division have access to this system. The most frequently used system is Pierce County ALERT/PC ALERT, which uses three databases to send messages to alert the public of hazardous conditions. The databases include: 9-1-1 (landlines only), yellow and white pages, and opt-in subscribers. The opt-in database enables Pierce County ALERT to provide subscribers.

The Pierce County JIC, as well as the Mobile Operations Command Center (MOCC), will accomplish interjurisdictional and interagency coordination with Incident Command Posts, and other Emergency Operations/Coordination Centers, using designated communications systems. In general, communications will follow the communication protocols established by Pierce County DEM’s Communications System Division. WebEOC is used to monitor incident development countywide.

Local

At the local level, jurisdictions implement interoperable communications procedures through their EOCs, field communications resources, and operational plans. Local interoperable communications efforts emphasize coordination across agencies, use of common communication protocols, and integration with countywide systems to maintain connectivity and situational awareness during incidents. These local systems and procedures are foundational for multi-agency coordination and enable effective execution of emergency operations when incidents arise.

Management of field communications usually occurs at the agency level. During an incident, use of specific communications systems will conform to the ICS 205 form for a given operational period.

Administration

The Governor, Washington Military Department, Emergency Management Division (EMD), and other governmental officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate distribution of resources and services during the response to and recovery from a disaster or emergency. State agencies, local jurisdictions, and other organizations provide these reports including, but are not limited to:

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

Documentation

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

Preservation

Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of government under emergency conditions pursuant to RCW 40.10.010.

Finance

As a special purpose district, the Port of Tacoma is not governed by emergency expenditure authorities applicable to cities, towns, or counties, such as:

- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.
- Emergency expenditures for towns and cities with an ordinance providing for a biennial budget. RCW 35.33.081.
- Emergency expenditures for code cities. RCW 35A.33.080 and RCW 35A.34.140.
- Emergency expenditures for counties. RCW 36.40.180.

Local jurisdictions to include political subdivisions such as the Port of Tacoma under RCW 36.96.010, may incur disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), applicable state statutes and local codes, charters, and ordinances, which may include but are not limited to the following:

- Emergency Public Works, RCW 39.28
- Emergency Public Works Loans/Grants, RCW 43.155.065

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

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

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

Incurred Costs Tracking

To ensure accurate documentation and facilitate potential reimbursement under state and federal disaster assistance programs, the Port of Tacoma will implement the following cost-tracking procedures during emergency response and recovery operations:

Establish Unique Cost Codes

All emergency-related expenditures will be assigned unique cost codes to distinguish them from routine operational expenses. These codes will be used consistently across all departments.

Centralized Financial Oversight

The Finance Department will consolidate all departmental logs into a centralized tracking system. This system will:

- Record obligations and expenditures separately from general programs

- Provide real-time visibility of emergency-related costs

- Ensure compliance with RCW 38.52.070(2) and applicable local codes

Supporting Documentation

All cost entries must be supported by receipts, invoices, contracts, and procurement records. Documentation will be retained in accordance with state archival requirements (RCW 40.10.010) and FEMA audit standards.

Cost Categories

Costs must be tracked across standardized categories to ensure compatibility with Pierce County and FEMA documentation standards, including:

- Personnel time (regular, overtime, backfill)

- Equipment usage (owned, rented, contracted)

- Materials, supplies, and commodities

- Contracts and purchased services

- Damage assessments and repair actions

- Emergency protective measures

Cost Recovery

Disaster-related expenditures and obligations of state agencies, local jurisdictions, and other organizations may be reimbursed under a number of federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of

certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

Federal Assistance Programs

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

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

The Port of Tacoma is not eligible for IA Program funding.

State Assistance Programs

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

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

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

Logistics and Resource Management

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

Resource Typing

Resource typing is the process of defining and categorizing incident resources based on their capabilities. These definitions establish a common language for describing resources by specifying minimum standards for personnel, teams, facilities, equipment, and supplies.

Resource typing enables communities to plan for, request, and confidently receive resources that meet their operational needs. FEMA leads the development and maintenance of resource typing definitions for use across local, interstate, regional, and national levels. Jurisdictions can also use this definition to categorize their local assets.

Emergency Worker Program/Liability Protection

RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(7), while provisions addressing the registration, use, classification and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310 and WAC 118.04.

Procurement Methodology

The Washington Intrastate Mutual Aid System (WAMAS), established in RCW 38.56, provides for in-state mutual assistance among member jurisdictions, to include every county, city, and town of the state. Federally recognized tribal nations located within the boundaries of the state, may become a member upon receipt, by the Washington State Military Department, of a tribal government resolution declaring its intention to be a member of WAMAS. Members of WAMAS are not precluded from entering into or participating in other mutual aid agreements that are authorized by law. WAMAS does not replace current mutual aid agreements; it is a mutual aid tool to use when other agreements do not exist.

Out-of-state mutual aid resources are requested through the Emergency Management Assistance Compact (EMAC), established in Public Law 104-321, or the Pacific Northwest

Emergency Management Arrangement (PNEMA), established in Public Law 105-381, both coordinated through Washington Emergency Management Division.

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

Resource requests are tracked throughout their entire life cycle, from the time submitted, until filled (if consumable) or until the resource is demobilized and returned (if non-consumable). Supply chain elements, such as state and local staging areas, reception and integration centers, movement coordination centers, and movement control points activate as appropriate to the situation. State and local staging areas serve as temporary storage areas for the movement of resources to affected areas. Reception and integration centers provide reception, integration, onward movement, and accountability for out-of-state resources.

Resource Gaps

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

Development and Maintenance

Revision Process

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



Training & Exercise Program

Through the implementation of the Homeland Security Exercise and Evaluation Program (HSEEP), organizations can use assessments, training, and exercise to identify, improve, and sustain required Core Capability levels, identify gaps, and overcome shortfalls.

The Capabilities Assessment provides a gap analysis, by Core Capability, for each capability target. After the Capabilities Assessment is completed, it is referenced to determine the priority capabilities for POETE projects and activities to support the Integrated Preparedness Process through the Integrated Preparedness Planning Workshop (IPPW) and annual multi-year Integrated Preparedness Plan (IPP). The IPP will advise and shape the state training calendar, annual exercise calendar, multi-year exercise plan, and allocate planning technical assistance resources.

Exercise Program

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

- Guided by Elected and Appointed Officials – provide the overarching guidance and direction for the exercise and evaluation program, as well as specific intent for individual exercises.

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

After-Action Reporting Process

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

Corrective Action Program

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

Annex A – Port of Tacoma Core Capabilities

Annex A – Port of Tacoma Core Capabilities

Overview

Annex A provides the foundational framework that organizes the Port of Tacoma’s Comprehensive Emergency Management Plan (CEMP) around nationally recognized emergency management doctrine. The mission areas, core capabilities, standardized capability objectives, and critical tasks contained in this Annex are drawn from the Federal Emergency Management Agency’s (FEMA) National Preparedness Goal and supporting guidance. This “canned” language is intentionally preserved to ensure consistency with federal, state, and regional planning partners; to align the Port with accepted preparedness standards; and to provide a common lexicon for coordinating response, recovery, mitigation, protection, and prevention activities.

Within this Annex, the mission areas and core capabilities serve as the organizational structure for Port emergency functions. The standardized objectives and critical tasks establish what jurisdictions must be able to achieve before, during, and after an incident, regardless of hazard type. These elements form the backbone of the Port’s capability-based planning approach and provide a clear, scalable framework that supports training, exercises, resource planning, interagency coordination, and overall operational readiness.

To operationalize this framework at the Port level, Annex A includes a [Core Capabilities Matrix](#) that identifies the Port department(s) with lead responsibility for each core capability, as well as departments that lead port’s coordination, should lead of that capability fall to another agency. This matrix provides a clear, enterprise-wide picture of capability ownership, strengthens unity of effort, and establishes the foundation for department-specific roles and responsibilities.

The department roles identified in the matrix are then expanded and fully detailed in the subsequent Annexes A-1 through A-13. Each departmental/functional annex explains how that entity applies the core capabilities during preparedness, response, recovery, protection, and mitigation operations; outlines its authorities, policies, and operational responsibilities; and describes how it integrates with the Emergency Coordination Center (ECC), the Incident Command System (ICS), and external partners. Together, these annexes translate the national framework into actionable department-level expectations that ensure the Port can effectively coordinate and sustain emergency management operations during incidents of any complexity.

Annex A – Port of Tacoma Core Capabilities

Mission Areas

The National Preparedness Goal² defines what it means for the whole community to be prepared for all types of disasters and emergencies. It is organized around five mission areas—Prevention, Protection, Mitigation, Response, and Recovery—each supported by specialized Core Capabilities that describe what communities must be able to achieve to prevent, protect against, respond to, and recover from all hazards.

Table 1: Core Capabilities by Mission Area⁶

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

² [National Preparedness Goal | FEMA.gov](https://www.fema.gov/national-preparedness-goal)

Annex A – Port of Tacoma Core Capabilities

Core Capability Objectives

The National Preparedness Goal further breaks down each mission area by Core Capability and defines a specific function(s) or objectives that a jurisdiction or primary jurisdictional partner must execute to execute in order ensure coordinated preparedness, response, and resilience.

The Core Capability Objectives in the tables below are provided in standardized language that is referenced to align opportunities for grants, training, and/or funding.

Common Core Capabilities

Three Common Core Capabilities (Planning; Public Information and Warning; Operational Coordination) span all mission areas and ensure unity of effort across stakeholders.

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

Prevention Mission

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

Annex A – Port of Tacoma Core Capabilities

PREVENTION CORE CAPABILITIES
Forensics and Attribution
Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack, in effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
SHARED PREVENTION & PROTECTION CORE CAPABILITIES
Intelligence and Information Sharing
Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection
Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

Protection Mission

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

PROTECTION CORE CAPABILITIES
Access Control and Identity Verification

Annex A – Port of Tacoma Core Capabilities

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

Mitigation Mission

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

MITIGATION CORE CAPABILITIES
Community Resilience
Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-term Vulnerability Reduction

Annex A – Port of Tacoma Core Capabilities

Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Risk and Disaster Resilience Assessment

Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.

Threats and Hazards Identification

Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Response Mission

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.

RESPONSE CORE CAPABILITIES

Critical Transportation

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.

Environmental Response/Health & Safety

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Fatality Management Services

Annex A – Port of Tacoma Core Capabilities

Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management & Suppression
Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Logistics & Supply Chain Management
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services
Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search & Rescue Operations
Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security, Protection, & Law Enforcement
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications
Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.

Annex A – Port of Tacoma Core Capabilities

Public Health, Healthcare, & Emergency Medical Services
Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Situational Assessment
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
SHARED RESPONSE & RECOVERY CORE CAPABILITY
Infrastructure Systems
Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Recovery Mission

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

RECOVERY CORE CAPABILITIES
Economic Recovery
Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health & Social Services

Annex A – Port of Tacoma Core Capabilities

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Housing

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Natural & Cultural Resources

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

Core Capability Critical Tasks

Each Core Capability is supported by Critical Tasks, the operational actions required to achieve that capability's intended outcome. The Port of Tacoma uses these Critical Tasks to assign and document capability responsibilities across Port departments, allowing the Port to identify interdependencies and establish clear ownership for preparedness, response, and recovery functions.

By mapping Critical Tasks to specific departments, the Port ensures each capability's objectives are linked to the port department best suited to execute them or coordinate with external partners—reinforcing defined roles and responsibilities before, during, and after incidents. This structure also promotes coordinated planning, training, and exercises, helping departments validate capability performance and strengthen readiness across all mission areas.

The [CEMP - Department Core Capabilities](#) identifies a Primary Department and Coordinating Department(s) for each Critical Task, which is captured in the Core Capabilities Matrix below.

Port of Tacoma Core Capabilities Matrix

The Core Capabilities Matrix below is derived from the mapping of Core Capability Critical Tasks and serves as the foundation for the Port of Tacoma CEMP Departmental Annexes. The matrix identifies the Primary (P) and/or Coordinating (C) Department(s) for each core capability and summarizes the associated roles and responsibilities.

Annex A – Port of Tacoma Core Capabilities

Primary Departments have lead responsibility for building, sustaining, and executing the identified core capability on behalf of the Port. Primary Department responsibilities include:

- Leading execution of capability-related activities within their functional area across preparedness, response, and recovery.
- Managing and prioritizing mission assignments, personnel, and resources during incidents, including coordination for Stafford Act–related support when applicable.
- Representing the Port in coordination with incident command/area command, emergency operations centers, and other partners to maintain unity of effort.
- Maintaining trained and qualified personnel, procedures, and resources; identifying capability gaps and improvement actions through planning, training, exercises, and after-action processes.

Coordinating Departments lead capability-related preparedness coordination across the Port and synchronize planning and readiness activities among Primary and support departments. Coordinating Department responsibilities include:

- Developing and maintaining capability-related plans, procedures, and annex content to ensure alignment with the CEMP and applicable doctrine.
- Convening and sustaining coordination with Primary departments/agencies through meetings, training, exercises, and information sharing.
- Tracking capability readiness, corrective actions, and key dependencies; coordinating reporting as needed to inform leadership decision-making.
- Facilitating coordination with external partners (e.g., private sector, nongovernmental organizations, and government agencies) to support whole-community engagement and interoperable operations.

For purposes of this matrix, a Primary Department (P) typically indicates Port operational and/or administrative lead responsibility for the identified core capability. A Coordinating Department (C) typically indicates a Port department responsible for internal coordination or for interfacing with external partners when another agency serves as the lead for the core capability.

Annex A – Port of Tacoma Core Capabilities

Mission Areas	Core Capabilities	Communications	Government & Community Affairs	Engineering	Environmental	Equipment Maintenance	Facilities Maintenance	Human Resources	Information Technology	NWSA Operations	Planning	Security	Real Estate	Emergency Preparedness Program	Safety
All	Planning										P (Mitigation)	P		P	
	Public Information and Warning	P (Response)	P (Response)				C		C	P (Mitigation)	P/C (PrevPro)	C		P/C (Protection)	
	Operational Coordination									P (Mitigation)	P			P	
PREVENTION	Forensics & Attribution							P				C			
PREVENTION / PROTECTION	Intelligence & Information Sharing											P			
	Interdiction & Disruption											C			
	Screening, Search, & Detection											C			
PROTECTION	Access Control & Identity Verification							P				P			
	Cybersecurity							P							
	Physical Protective Measures											P			
	Risk Management for Protection Programs											P			
	Supply Chain Integrity & Security								P						
MITIGATION	Community Resilience									P				P	P
	Long-term Vulnerability									P					
	Risk & Disaster Resilience							P		P					
	Threats & Hazards Identification									P					
RESPONSE	Critical Transportation			P		P	P		P					C	
	Environmental Response/Health & Fire Management & Suppression				P							C		C	
	Logistics & Supply Chain Management													C	
	Mass Care Services											C		C	
	Mass Search & Rescue Operations											C		C	
	On-scene Security, Protection, & Law Operational Communications							P				P		P	
	Public Health, Healthcare, & EMS											P			
	Situational Assessment	P	P	P	P	P	P	P	P	P	P	P	P	P	P
RESPONSE/ RECOVERY	Infrastructure Systems			P		P	P	P (Cyber)		P (Recovery)				C	
RECOVERY	Economic Recovery										P				
	Health & Social Services														
	Housing														
	Natural and Cultural Resources				P										

Annex A-1 – Communications Department and Government and Community Affairs Department

Annex A-1 – Communications Department and Government and Community Affairs Department

Purpose

The Communications and Government and Community Affairs departments work together to support the Port of Tacoma’s mission by ensuring clear, coordinated, and strategic engagement with internal stakeholders, external partners, elected officials, and the public. In the event of an incident where the Port’s Emergency Coordination Center (ECC) is activated for consequence management activities due to an event on or adjacent to the port, the emergency management functions of Communications and Government and Community Affairs departments are managed through the establishment of a Joint Information Center.

Primary Core Capabilities
Public Information and Warning
Situational Assessment

Authorities and Policies

EA04 – Use of Social Media

Responsibilities

The Port of Tacoma’s Communications and Government and Community Affairs Departments work jointly to deliver Communications/Public Information and Liaison/Intergovernmental Coordination. Their coordinated actions ensure the Port communicates clearly, rapidly, and accurately during any incident requiring Emergency Coordination Center (ECC) activation or the establishment of a Joint Information Center (JIC). Together, the departments support lifesaving operations, intergovernmental coordination, and public trust by unifying messaging across agencies and maintaining real-time awareness of the incident environment.

Annex A-1 – Communications Department and Government and Community Affairs Department

Response	Activity/Action	
Public Information & Warning	Inform all affected segments of society of critical lifesaving and life- sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.	<i>Messaging primarily developed in the JIC by:</i> Communications Government and Community Affairs
	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life- sustaining actions, and facilitate the transition to recovery.	<i>Coordinated stakeholder messaging:</i> Emergency Preparedness – Emergency Services Human Resources – Staff Operations – Maritime and Trucking Community Real Estate – Tenants
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Annex A-1 – Communications Department and Government and Community Affairs Department

Concept of Operations

The Joint Information Center (JIC) is the Port's central hub for coordinating, validating, producing, and disseminating public information during emergencies or significant incidents. It unifies messaging across agencies, ensures accuracy and accessibility, and maintains trusted relationships with stakeholders and elected officials. Communications leads information production and distribution; Government and Community Affairs leads intergovernmental coordination and liaison functions:

A JIC may be activated when any of the following occur:

- A multi-agency incident or complex event requires coordinated media releases and unified public messaging.
- A surge in information demand (e.g., high public/media interest, widespread protective actions) exceeds routine capacity or requires additional PIOs.
- The Emergency Coordination Center (ECC) and/or a partners Emergency Operations Center (EOC) is activated and needs a dedicated public information function to maintain continuous situational assessment and amplify life-safety messaging.
- The Policy Group requests a centralized venue to coordinate press conferences and incident updates.

The Communications and Government and Community Affairs Departments may be responsible for the following activities:

Communications:

- Amplify life safety messaging from State, County, and South Sound 911 alerts and ensure the Port and its stakeholders receive accurate, complete, and consistent information.
- Serve as the Port of Tacoma's central coordination point for all media releases.
- Coordinate media releases with Public Information Officers (PIOs) at incidents or representing other affected emergency response agencies as required.
- Determine the need for additional PIOs to support the incident.
- Establish and maintain methods to collect and analyze information (e.g., from agencies, media and social media sources).

Government and Community Affairs:

- Serve as the primary liaison between the Port and local, state, federal, and tribal government partners during emergencies.
- Monitor and assess policy, regulatory, and legislative issues that may affect incident response, recovery operations, or Port authorities.

Annex A-1 – Communications Department and Government and Community Affairs Department

- Track and communicate incoming requests from elected officials, legislative staff, and external government partners to ensure requests are routed to the appropriate EOC/ECC sections.
- Assist in identifying and securing external governmental resources, including regulatory flexibility, waivers, emergency declarations, and interagency coordination mechanisms.
- Assist in coordinating external community resources as needed.
- Represent the Port in regional intergovernmental coordination calls and policy level meetings during multi-jurisdictional incidents.
- Develop the format for press conferences, in conjunction with the Policy Group, Emergency Manager, Department Representatives, and stakeholders.

Communications and Government and Community Affairs:

- Activate the appropriate level of JIC staffing to fulfill their emergency responsibilities.
- Coordinate and provide integrated public information messaging during incidents requiring multiagency alignment and high visibility communication needs.
- Maintain situational awareness by gathering, validating, and relaying information from internal and external sources, and the media.

Direction, Control, & Coordination

A single Joint Information Center (JIC) serving the entire incident is the preferred structure for coordinated public information and intergovernmental communication. When another agency or jurisdiction establishes a JIC first, Port Communications and Government and Community Affairs staff must be prepared to seamlessly integrate into, or formally coordinate with, that JIC to ensure unified and accurate messaging. Port personnel will maintain representation within the established JIC's processes while continuing to fulfill Port specific responsibilities, including gathering and validating situational information, coordinating and unifying public messaging, and supporting the dissemination of public information with partner agencies. This integration ensures the Port continues to provide consistent, credible, and actionable information while supporting multiagency alignment and maintaining situational awareness.

Annex A-2 – Engineering Department

Annex A-2 – Engineering Department

Purpose

The purpose of the Engineering Department in supporting emergency management operations is to provide technical expertise, infrastructure assessment, and project delivery capabilities that enhance the Port's ability to prepare for, respond to, and recover from emergencies. This includes ensuring the resilience, safety, and functionality of Port infrastructure by delivering high-quality, cost-effective engineering and construction support that aligns with the Port's mission, goals, and strategic plans.

Primary Core Capabilities
Critical Transportation
Infrastructure Systems
Situational Assessment

Responsibilities

During emergencies, the Engineering Department supports life-safety and operational continuity objectives by evaluating damage, stabilizing critical infrastructure systems, supplying situational information for decision-making, and coordinating restoration efforts to enable rapid recovery of essential services. The Engineering Department supports the Public Assistance and Preliminary Damage Assessment processes by conducting timely infrastructure surveys and damage assessments across Port facilities, using established methods such as ATC-20/21 to document impacts and estimate repair, demolition, and reconstruction costs.

Response	Activity/Action	
Critical Transportation	Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.	Primary Shared with Equipment Maintenance and Facilities Maintenance for stabilization of Port Infrastructure.
Infrastructure Systems	Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life sustainment and congregate care services.	

Annex A-2 – Engineering Department

Response	Activity/Action	
	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Recovery	Activity/Action	
Infrastructure Systems	Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.	Primary Shared with Planning.

Concept of Operations

The Engineering Department's roles in Emergency Management functions may include:

- Assess the risk and vulnerability of infrastructure; promote resiliency in infrastructure design and construction.
- Train Engineering employees in damage assessment methodologies, e.g. ATC 20/21.
- Develop and maintain status reports.
- Survey Port of Tacoma facilities, assessing the damage to such facilities, and coordinating the repair of damage to facilities.

Annex A-2 – Engineering Department

- Survey and repair local infrastructure systems including streets and roads within the jurisdictional area.
- Coordinate the mobilization of additional resources as needed.
- Maintain a list of employees and equipment available for field support assignments.
- Provide technical expertise, and supplies situational information needed to validate damages and support eligibility determinations under the PA program.
- Estimate losses and anticipated costs of recovery; develop alternatives and cost estimates for repairs, demolition, reconstruction, etc.
- Manage reconstruction and major repair projects.

Direction, Control, & Coordination

ECC Structure – Engineering Department can each expect to provide a representative to the ECC, as necessary. ECC Representatives are charged with collecting status reports for port and partner service providers and may be required to develop and direct Engineering field staff to execute objectives developed by the ECC team.

ICS Structure – Operational teams fall under the Operations Section in either an Infrastructure Branch/Group or Public Assistance Branch/Group to facilitate coordination with other Infrastructure partners.

Partner Integration:

- Pierce County, Recovery Section
- WA Emergency Management Division, Public Assistance Section

Annex A-3 – Environmental and Planning Department, Environmental Program

Annex A-3 – Environmental and Planning Department, Environmental Program

Purpose

The Environmental Department safeguards the ecological integrity of Port managed lands and waterways by assessing, mitigating, and managing environmental impacts across all Port operations; advancing habitat restoration, water quality improvement, and air emission reduction initiatives; and ensuring that environmental compliance and stewardship principles inform operational decisions, project development, and long-term resilience efforts across the Port complex. Managed lands and waterways by assessing, mitigating, and managing environmental impacts across all Port operations; advancing habitat restoration, -water quality improvement, and -air-emission reduction initiatives; and ensuring that environmental compliance and stewardship principles inform operational decisions, project development, and longterm resilience efforts across the Port complex.

Primary Core Capabilities
Environmental Response/Health and Safety
Natural and Cultural Resources
Situational Assessment

Authorities and Policies

EN04 Uncrewed Aircraft System (Drones) Policy

Responsibilities

Environmental serves as a primary lead for carrying out core capability tasks related to environmental response, natural and cultural resource protection, and situational assessment across Response and Recovery mission areas. These responsibilities, grouped by mission, reflect Environmental’s central role in detecting and mitigating hazardous material releases, stabilizing and protecting natural and cultural resources, informing decision-makers through specialized environmental assessments, and ensuring that environmental stewardship, compliance, and long-term ecosystem resilience are embedded in all phases of emergency management.

Response	Activity/Action	
	Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.	

Annex A-3 – Environmental and Planning Department, Environmental Program

Response	Activity/Action	
Environmental Response/ Health and Safety		
	Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Recovery	Activity/Action
Natural and Cultural Resources	Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
	Mitigate the impacts to and stabilize natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.
	Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
	Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the recovery plan.

Annex A-3 – Environmental and Planning Department, Environmental Program

Concept of Operations

Environmental members may provide operational support to the ECC, including:

- Maintain inventories of oil boom and spill recovery material; identify local and regional supplemental resources; promote pre-booming.
- Confirm access to tenant hazardous material inventories and dangerous cargo manifests.
- Maintain rudimentary air sampling capabilities.
- Provide technical observations and recommendations to ECC and/or ICS staff in specialized areas, as required.
- Advise on legal limitations on use of resources.
- Work with inter-agency coordination groups as necessary, providing expertise.

Direction, Control, and Coordination

ECC Structure – Environmental Department staff can expect to provide Operational Support to an ECC activation.

ICS Structure – Environmental Department staff can expect to plug into the Planning Section as a Technical Specialist in the Environmental Unit.

Annex A-4 – Equipment Maintenance and Facilities Maintenance Departments

Annex A-4 – Equipment Maintenance and Facilities Maintenance Departments

Purpose

The Equipment and Facilities Maintenance Departments ensure the reliability and readiness of the Port's critical infrastructure and assets by providing proactive maintenance, rapid restoration of disrupted systems, and coordinated support to sustain safe, efficient, and resilient Port operations.

Primary Core Capabilities
Critical Transportation
Infrastructure Systems
Situational Assessment

Authorities and Policies

- 1814 High Winds Heavy Weather Procedure

Responsibilities

The Equipment and Facilities Maintenance Departments reduce infrastructure vulnerabilities through proactive inspections and preventative maintenance, maintain updated inventories to ensure resource readiness, restore and maintain access routes by clearing debris to support emergency operations, stabilize and repair damaged or at-risk infrastructure systems to prevent cascading impacts, rapidly restore disrupted utilities and critical facility functions, provide timely status updates and damage assessments to inform ECC decision making and support lifesaving and stabilizing actions, and lead recovery efforts by restoring essential services, coordinating repairs with utility and public works partners, and supporting long term operational restoration across the Port.

Response	Activity/Action	
Critical Transportation	Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.	Primary shared with Engineering
	Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected	

Annex A-4 – Equipment Maintenance and Facilities Maintenance Departments

Response	Activity/Action	
	area, and restore basic services and community functionality.	
	Clear debris from any route type (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.	Primary shared with Operations
Infrastructure Systems	Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life sustainment and congregate care services	Primary shared with Engineering
	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.	
	Provide for the clearance, removal, and disposal of debris.	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Concept of Operations

The Equipment and Facilities Departments' roles during a disaster and emergency may include:

- Develop and maintain equipment and facility status reports.

Annex A-4 – Equipment Maintenance and Facilities Maintenance Departments

- Coordinate with utility service providers on their status and restoration of disrupted services.
- Windshield survey facilities and coordinate the repair of damages to public facilities with Engineering.
- Survey local infrastructure systems including streets and roads within the jurisdictional area; share survey results with ECC and public entity partners, as applicable.
- Coordinate repair of Port property in accordance with port infrastructure repair priorities, including hiring contractors as applicable.
- Coordinate the mobilization and transportation of additional resources as needed.
- Coordinate clearance of debris to open roads for access.
- Maintain a list of employees and equipment available for field support assignments.

Direction, Control, & Coordination

ECC Structure – Equipment and Facilities Maintenance Departments can each expect to provide a representative to the ECC, as necessary. ECC Representatives are charged with collecting status reports for port and partner service providers and may be required to develop and direct Maintenance field staff to execute objectives developed by the ECC team.

ICS Structure – Operational teams and would fall under the Operations Section in either a Field Operations Branch and/or Public Works Group to facilitate coordination with utility providers and/or Public Works partners.

Partner Integration:

- Port of Tacoma Departments
- Tacoma Public Utilities
- Tacoma Public Works Department
- Roads Division

Annex A-5 – Finance Department

Annex A-5 – Finance Department

Purpose

The Finance Annex defines Finance’s role in supporting emergency response and recovery operations during activation of the Emergency Coordination Center (ECC). Its primary purpose is to ensure that financial policies, cost-tracking procedures, procurement support, resource documentation, and fiscal controls are effectively managed throughout an incident. Finance ensures that the Port can sustain emergency operations, maintain financial accountability, and meet all compliance requirements associated with disaster response and recovery activities.

Authorities and Policies

Resolution 2025-03-PT, [2025-03-PT - Master Policy Directive](#)

CP06 Emergency Contracts Policy

Responsibilities

In support of the Port’s operational missions, the Finance Department underpins all response and recovery core capabilities by enabling the financial systems, resources, and processes required to execute them. This includes:

- Establishing emergency financial policies and procedures; activating incident-specific cost and time-tracking codes;
- Coordinating and documenting procurement and contracting actions;
- Tracking eligible costs for potential state and federal reimbursement; and
- Ensuring continuity of financial operations.

By maintaining comprehensive financial oversight, audit-ready documentation, and streamlined purchasing pathways, Finance ensures that each core capability—from operational coordination, situational assessment, public information, and mass care to economic recovery—is resourced, documented, and financially compliant.

Concept of Operations

During any ECC activation, Finance establishes incident specific cost tracking mechanisms, issues time and expense coding guidance, manages emergency procurement and contracting processes, and ensures that financial decisions remain transparent, compliant, and audit ready. Finance supports operational departments with rapid purchasing, cost documentation, and resource verification. Through continuous financial oversight and real-time analysis, the Finance

Annex A-5 – Finance Department

ensures that the Port can maintain essential services, meet regulatory and reimbursement requirements, and transition efficiently from response into long-term recovery.

Incurred Costs Tracking

To ensure accurate documentation and facilitate potential reimbursement under state and federal disaster assistance programs, the Port of Tacoma will implement the following cost-tracking procedures during emergency response and recovery operations:

Establish Unique Cost Codes - All emergency-related expenditures will be assigned unique cost codes to distinguish them from routine operational expenses. These codes will be used consistently across all departments.

Centralized Financial Oversight - The Finance Department will consolidate all departmental logs into a centralized tracking system. This system will:

- Record obligations and expenditures separately from general programs
- Provide real-time visibility of emergency-related costs
- Ensure compliance with RCW 38.52.070(2) and applicable local codes

Supporting Documentation - All cost entries must be supported by receipts, invoices, contracts, and procurement records. Documentation will be retained in accordance with state archival requirements (RCW 40.10.010) and FEMA audit standards.

Cost Categories - Costs must be tracked across standardized categories to ensure compatibility with Pierce County and FEMA documentation standards, including:

- Personnel time (regular, overtime, backfill)
- Equipment usage (owned, rented, contracted)
- Materials, supplies, and commodities
- Contracts and purchased services
- Damage assessments and repair actions
- Emergency protective measures

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

Emergency Contracting

Annex A-5 – Finance Department

Emergency Contracting will follow provisions outlined in the Master Policy Resolution for emergency situations, including:

- Create emergency contract and purchasing templates
- Issue contracts using emergency provisions when necessary and authorized.

Direction, Control, & Coordination

ECC Structure – Finance staff can expect to provide Operational Support to all Port departments involved in an ECC activation.

ICS Structure – Finance staff can expect to be integrated into the Finance and Administration Section, providing support to other port personnel integrated in an ICS organization.

References and Supporting Guidance

RCW 38.52 (Emergency Management)

- RCW 39.04 (Public works/emergency contracting exemptions)
- Washington State disaster cost documentation standards
- FEMA Public Assistance (PA) financial documentation and eligibility requirements
- State Auditor’s Office guidance for disaster cost tracking

Annex A-6 – Human Resources Department

Annex A-6 – Human Resources Department

Purpose

The Human Resources (HR) Department Annex defines HR’s role in supporting emergency response and recovery operations during activation of the Emergency Coordination Center (ECC). Its primary purpose is to ensure that personnel policies, staffing support, documentation, and workforce wellbeing are effectively managed throughout an incident.

Primary Core Capabilities
Public Information and Warning
Situational Assessment

Authorities and Policies

Policy HR1823 [Inclement Weather and Reduced Port Operations Policy and Procedure](#)

Responsibilities

The Human Resources Department plays an essential role in supporting response and recovery operations by ensuring personnel management, workforce support, and policy guidance are maintained throughout ECC activation.

Response	Activity/Action	
Public Information & Warning	Inform all affected segments of society of critical lifesaving and life- sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.	<i>Messaging primarily developed in the JIC by:</i> Communications Government and Community Affairs

Annex A-6 – Human Resources Department

Response	Activity/Action	
	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.	<i>Coordinated stakeholder messaging:</i> Emergency Preparedness – Emergency Services Human Resources – Staff Operations – Maritime and Trucking Community Real Estate – Tenants
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Concept of Operations

The Human Resources (HR) Department ensures that the Port’s workforce remains supported, accountable, and operational throughout emergency response and recovery activities. During an ECC activation, HR provides the personnel policies, staffing guidance, documentation processes, and workforce wellbeing measures necessary to sustain emergency operations while delivering timely personnel-related information that supports operational decision-making and continuity of essential functions.

The below HR tasks ensures the Port has the workforce stability, clarity of policy, and personnel accountability necessary to effectively manage and sustain response and recovery operations:

Annex A-6 – Human Resources Department

- Establish emergency personnel policies to disseminate to ECC staff and others as needed.
- Work with Department Representatives that staff the ECC to address employee benefits management, conflict resolution, human resources policies, procedures, laws, and related standards, and other human resources tasks.
- Provide a Learning Management System (LMS) capability that Port Departments can use to assign, track, and report on training that supports emergency preparedness roles and functions.

Direction, Control, & Coordination

ECC Structure – HR Department staff can expect to provide Operational Support to all Port departments involved in an ECC activation.

ICS Structure – HR Department staff can expect to be integrated into the Finance and Administration Section, providing support to other port personnel integrated in an ICS organization.

Annex A-7 – Information Technology Department

Purpose

Information Technology (IT) supports the Port’s emergency management mission by ensuring the availability, integrity, and resilience of all technology, communications, and cyber systems essential to emergency operations. Collectively, IT enables the Port to operate effectively in all hazards by ensuring that essential systems remain functional, secure, and resilient. Its dual focus—operational technology support and cybersecurity protection—forms a foundational component of the Port’s overall emergency management capability.

Primary Core Capabilities
Access Control and Identity Verification
Cyber Security
Forensics and Attribution
Infrastructure Systems
Operational Communications
Risk and Disaster Resilience Assessment

Responsibilities

During emergencies, IT ensures that the ECC maintains uninterrupted access to networks, applications, digital status boards, telecommunications, and information-sharing platforms required for coordinated response operations. This includes immediate troubleshooting, deployment of specialized equipment, restoration of disrupted services, and technical support for all activated personnel.

Concurrently, IT leads the Port’s cybersecurity mission by protecting critical information systems against malicious activity, enabling secure data exchange, and coordinating with internal and external partners to detect, analyze, and mitigate cyber threats. This cybersecurity role remains active both before and during incidents, ensuring that cyber disruptions do not impair emergency response capabilities or compromise sensitive information.

Prevention	Activity/Action
Forensics and Attribution	Prioritize digital media, network exploitation, and cyber technical analysis to assist in preventing initial or follow-on terrorist acts.

Annex A-7 – Information Technology Department

Protection	Activity/Action	
Access Control and Identity Verification	Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.	Primary shared with Security
Cyber Security	Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.	
	Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols.	

Mitigation	Activity/Action	
Risk and Disaster Resilience Assessment	Ensure that local, state, tribal, territorial, and insular area governments and the top 100 Metropolitan Statistical Areas complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.	Primary shared with Planning

Response	Activity/Action	
Infrastructure Systems	Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.	
Operational Communications	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.	Primary Shared with Security and Emergency Preparedness
	Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and a transition to recovery.	

Annex A-7 – Information Technology Department

Response	Activity/Action	
	Re-establish critical information networks, including cybersecurity information sharing networks, to inform situational awareness, enable incident response, and support the resilience of key systems.	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Concept of Operations

IT plays a dual and equally critical role during routine operations and Emergency Coordination Center (ECC) activations:

- Providing and sustaining the technological backbone that enables situational awareness, operational coordination, and communication, through actions such as:
 - Support and maintain Information Technology (IT) needs of the Emergency Operations Center.
 - Provide telecommunication and data connectivity services, data management services, and information technology services.
 - Inform the ECC about any IT issues.
- Serving as a primary lead for cybersecurity preparedness, response, and protection of critical digital infrastructure, usually led by the CyberSecurity Officer (CySO).

Direction, Control, & Coordination

ECC Structure – IT can expect to provide Operational Support at the physical ECC location, similar to its daily roles and responsibilities.

Annex A-7 – Information Technology Department

- During a Cyber Event, the CySO may serve as the ECC Manager and/or Policy Group position.

ICS Structure – IT can expect to fall under the Logistics Section under the Internal Services Branch to continue providing support to Port of Tacoma staff in the ICS structure.

- During a Cyber Event, the CySO may serve in a Unified Command/Policy Group position.

Annex A-8 – Environmental and Planning Department, Planning Program

Annex A-8 – Environmental and Planning Department, Planning Group

Purpose

Planning provides the strategic, analytical foundation for the Port’s emergency management program by developing and maintaining risk-informed, hazard-related plans; aligning the Port’s preparedness and mitigation efforts with local, state, tribal, and federal partners; and ensuring that formal risk assessments drive operational decision-making and long-term resilience across the Port complex.

Primary Core Capabilities
Community Resilience
Economic Recovery
Infrastructure Systems
Long-Term Vulnerability Reduction
Operational Coordination
Planning
Public Information and Warning
Risk and Disaster Resilience Assessment
Situational Assessment
Threat and Hazards Identification

Responsibilities

The Planning Section serves as a primary lead for carrying out core capability tasks across Mitigation, Response, and Recovery mission areas, ensuring that risk-informed planning, hazard analysis, coordinated information sharing, and long-term resilience strategies are embedded in every phase of emergency management. These responsibilities, grouped by mission, reflect Planning’s central role in integrating mitigation data, developing and maintaining hazard-related plans, supporting situational assessment, and guiding economic and infrastructure recovery efforts.

Mitigation	Activity/Action
Community Resilience	Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire community.

Annex A-8 – Environmental and Planning Department, Planning Program

Mitigation	Activity/Action	
Long-Term Vulnerability Reduction	Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base, changing climate conditions, increasing reliance upon information technology, and expanding infrastructure base.	
Operational Coordination	Establish protocols to integrate mitigation data elements in support of operations with local, state, tribal, territorial, and insular area partners and in coordination with Federal agencies.	Primary shared with Emergency Preparedness
Planning	Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment within all local, state, tribal, territorial, and Federal partners.	
Public Information and Warning	Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.	
Risk and Disaster Resilience Assessment	Ensure that local, state, tribal, territorial, and insular area governments and the top 100 Metropolitan Statistical Areas complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.	Primary shared with Information Technology
Threat and Hazards Identification	Identify the threats and hazards within and across local, state, tribal, territorial, and insular area governments and the top 100 Metropolitan Statistical Areas, in collaboration with the whole community, against a national standard based on sound science.	

Response	Activity/Action	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments

Annex A-8 – Environmental and Planning Department, Planning Program

Response	Activity/Action	
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Recovery	Activity/Action	
Economic Recovery	Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens.	
Infrastructure Systems	Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.	Primary shared with Engineering

Concept of Operations

Members of the Planning Department may provide operational support to the ECC, including:

- Develop and maintain a multi-layer GIS database with emphasis on critical infrastructure and system interdependencies.
- Develop a comprehensive plan to illustrate the Port's preferred future.
- Support development of emergency preparedness graphics.
- Provide necessary data and reports to the Policy Group for strategic planning purposes or final action decisions.
- Assist with economic development and/or grant funding decisions.
- Provide information about Port of Tacoma plans and assist with operations as needed.
- Develop recommendations for project prioritization.

Direction, Control, & Coordination

ECC Structure – Planning Department staff can expect to provide Operational Support to an ECC activation.

ICS Structure – Planning Department staff can expect to plug into the Planning Section and may serve as a Unit Lead or Staff.

Annex A-8 – Environmental and Planning Department, Planning Program

References and Supporting Guidance

Resilient Gateway Program, a Planning Effort intended to integrate risk-informed planning, hazard mitigation, and long-term resilience strategies into port operations to strengthen infrastructure, reduce vulnerability, and support continuity of port functions.

Hazard Mitigation Plan provides the risk-informed assessments and mitigation data that guide hazard-related planning, long-term vulnerability reduction, and integration of mitigation elements into operational protocols across local, state, tribal, and federal partners.

Annex A-9 – Port Operations Department

Annex A-9 – Port Operations Department

Purpose

The Port Operations Department ensures the reliability, readiness, and resilience of the Port’s operational capabilities during emergencies and disasters. Port Operations—working with the Equipment and Facilities Maintenance Departments—support safe, efficient, and continuous port activity by maintaining essential assets, rapidly restoring disrupted systems, and providing coordinated operational support to meet emergency response and recovery objectives.

Primary Core Capabilities
Critical Transportation
Supply Chain Integrity and Security
Situational Assessment

Responsibilities

The Port Operations Department is responsible for providing timely status updates and damage assessments to inform ECC decision-making and support lifesaving and stabilizing actions and coordinating repairs that support long-term operational restoration across the Port.

Protection	Activity/Action
Supply Chain Integrity and Security	Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.

Response	Activity/Action	
Critical Transportation	Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.	Primary shared with Facilities Maintenance

Annex A-9 – Port Operations Department

Response	Activity/Action	
Public Information & Warning	Inform all affected segments of society of critical lifesaving and life- sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.	<i>Messaging primarily developed in the JIC by:</i> Communications Government and Community Affairs <i>Coordinated stakeholder messaging:</i> Emergency Preparedness – Emergency Services Human Resources – Staff Operations – Maritime and Trucking Community Real Estate – Tenants
	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.	
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	Shared by All Port Departments
	Deliver enhanced information to reinforce ongoing lifesaving and life- sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Annex A-9 – Port Operations Department

Concept of Operations

Regardless of ECC/EOC activation, the Port Operations Department's primary objective remains continuity of port operations throughout incident and/or consequence management activities.

Port Operations participates in the Emergency Coordination Center (ECC) by assigning department representatives responsible for:

- Assign representatives to the ECC to coordinate departmental activities, collect status information, and ensure effective communication with partner agencies.
- Collecting and synthesizing status reports
- Develop objectives for field staff to execute aligned with portwide priorities for response and continuity of operations.
- Ensuring timely communication among departments and partner agencies
- Collaborating with maintenance field staff to carry out ECC objectives

Direction, Control, & Coordination

In support of the continuity of port operations, the Port Operations Department's role in ECC and ICS structures is to provide situational awareness and coordinate with other port departments to guarantee effective coordination to ensure the continuity of operations. Despite where it may fall during incident response or consequence management organizations, Port Operations Department retains its authorities to execute daily port operations.

ECC Structure – Port Operations will provide a representative to the ECC, as necessary. ECC Representatives are charged with providing status reports and validate field staff assignments to execute objectives developed by the ECC team.

ICS Structure – Within the Incident Command System (ICS), Port Operations representation typically aligns under the Planning or Operations Section, in the Marine Transportation System Recovery Unit (MTSRU).

Partner Integration

Integration w/in MTSRU

- US Coast Guard
- US Army Corps of Engineers

Annex A-10 – Real Estate Department

Annex A-10 – Real Estate Department

Purpose

The Real Estate Department serves as the primary communications conduit to port tenants during incidents affecting port-owned or leased properties. As the front-line link between the Emergency Coordination Center (ECC) and the tenant community, the department ensures that tenants receive clear, timely, and coordinated information regarding incident impacts, operational disruptions, and protective actions. This responsibility includes maintaining awareness of how incidents affect commercial operations and supporting continuity of business across the Tideflats.

The Real Estate Department may also support emergency operations by coordinating logistical needs for external partners and responding agencies. This can involve facilitating access to real estate assets, identifying or arranging staging and support areas when feasible, and ensuring site-specific operational requirements are addressed in alignment with ECC priorities. These functions contribute to maintaining operational stability, supporting emergency responders, and ensuring tenants receive accurate and actionable information throughout the incident lifecycle.

Primary Core Capabilities
Public Information and Warning
Situational Assessment

Responsibilities

Response	Activity/Action	
Public Information & Warning	Inform all affected segments of society of critical lifesaving and life- sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.	<i>Messaging primarily developed in the JIC by:</i>
		Communications
		Government and Community Affairs
		<i>Coordinated stakeholder messaging:</i>

Annex A-10 – Real Estate Department

Response	Activity/Action	
	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.	Emergency Preparedness – Emergency Services Human Resources – Staff Operations – Maritime and Trucking Community Real Estate – Tenants
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	
	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.	

Concept of Operations

The Real Estate Department’s position within the tenant landscape enables them to gather and elevate critical, property-specific information that contributes directly to real-time situational awareness and supports overall incident stabilization. When an incident requires public information coordination, the Joint Information Center (JIC) is the Port’s central hub for coordinating, validating, producing, and disseminating public information. Real Estate will synchronize all tenant-facing messaging with the JIC, ensuring accuracy, accessibility, and unified messaging.

The department may also coordinate logistical support for external partners and responding agencies, including facilitating access to real estate assets and identifying feasible staging or support areas, all in alignment with ECC priorities.

Other Real Estate actions include:

- Serve as primary POCs for customers and tenants.
- Coordinate co-location of customers, if necessary.

Annex A-10 – Real Estate Department

- Confirm facility and infrastructure restoration priorities.

Direction, Control, & Coordination

ECC Structure – Real Estate staff can expect to provide Operation Support coordination to an ECC in a variety of ways, including:

Horizontal Integration with Engineering and Facilities Maintenance to collect damage information and coordinate messaging on repair/restoration priorities. Additionally, coordinate tenant messaging with the Communications Department.

ICS Structure – Real Estate staff can expect to fall under the Logistics Section of an ICS structure, under a branch that either is coordinating Staging operations and/or as an External Support Branch entity that captures its tenant coordination role.

The duality of Real Estate’s responsibilities in emergency operations may require staffing multiple functions in an ECC/EOC environment if the scope of the incident exceeds the capacity of one staff member.

Annex A-11 – Security Department, Security Program

Annex A-11 – Security Department, Security Program

Purpose

The Port of Tacoma’s Security Department supports the missions of the Port and the Northwest Seaport Alliance by maintaining vigilant, proactive, and comprehensive physical security operations. The department is dedicated to safeguarding Port personnel, facilities, and critical functions essential to ensuring the safe and uninterrupted flow of commerce. In doing so, Port security also supports and enhances programs that protect our surrounding community.

The Security Department is responsible for leading and coordinating core capabilities that strengthen prevention, protection, and response operations across the Port, including:

Primary Core Capabilities
Access Control and Identity Verification
Intelligence and Information Sharing
On-Scene Security, Protection, and Law Enforcement
Operational Communications
Operational Coordination
Physical Protective Measures
Planning
Public Health, Healthcare, and Emergency Medical Services
Public Information and Warning
Risk Management for Protection Programs
Situational Assessment
Coordinating Core Capabilities
Fire Management and Suppression
Forensics and Attribution
Interdiction and Disruption
Mass Care Services
Mass Search and Rescue Operations
Screening, Search & Detection

Authorities and Policies

Exhibit POT – 08, Service Directive for Security Emergency Management Support Services by and between Port of Tacoma and the Northwest Seaport Alliance

Primary Responsibilities

Annex A-11 – Security Department, Security Program

The Security Department by maintains vigilant, proactive, and comprehensive physical security operations that safeguard personnel, facilities, and critical functions essential to the uninterrupted flow of commerce. In alignment with this mission, the department leads and coordinates multiple core capabilities—ranging from intelligence and information sharing to operational coordination, physical protective measures, and situational assessment—to strengthen prevention, protection, and response operations across the Port. These capabilities enhance preparedness, ensure effective risk management, and support the Port's ability to protect life safety, secure infrastructure, and maintain continuity of operations during incidents of any scale.

Prevention	Activity/Action
Planning	Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the timeframe contemplated within the plan using available resources for prevention-related plans.
	Develop and execute appropriate courses of action in coordination with local, state, tribal, territorial, Federal, and private sector entities in order to prevent an imminent terrorist attack within the United States.
Public Information and Warning	Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols.
	Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of terrorism.
Operational Coordination	Execute operations with functional and integrated communications among appropriate entities to prevent initial or follow-on terrorist attacks within the United States in accordance with established protocols.
	Anticipate and identify emerging and/or imminent threats through the intelligence cycle.

Annex A-11 – Security Department, Security Program

Prevention	Activity/Action
Intelligence and Information Sharing	Share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.

Protection	Activity/Action	
Access Control and Identity Verification	Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.	Primary shared with Information Technology
Planning	Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the timeframe contemplated within the plan using available resources for protection-related plans.	
Public Information and Warning	Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).	Primary shared with Emergency Preparedness
Operational Coordination	Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination.	
Intelligence and Information Sharing	Anticipate and identify emerging and/or imminent threats through the intelligence cycle.	
	Share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.	
	Provide local, state, tribal, territorial, Federal, and private sector partners with or access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.	

Annex A-11 – Security Department, Security Program

Protection	Activity/Action
Physical Protective Measures	Identify, assess, and mitigate vulnerabilities to incidents through the deployment of physical protective measures.
	Deploy protective measures commensurate with the risk of an incident and balanced with the complementary aims of enabling commerce and maintaining the civil rights of citizens.
Risk Management for Protection Programs and Activities	Ensure critical infrastructure sectors and Protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions.
	Ensure operational activities and critical infrastructure sectors have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.

Response	Activity/Action
On-Scene Security, Protections, and Law Enforcement	Establish a safe and secure environment in an affected area.
	Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.
Operational Communications	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders. Primary shared with Emergency Preparedness and Information Technology
Public Health, Healthcare, and Emergency Medical Services	Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries and illnesses.
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

Annex A-11 – Security Department, Security Program

Response	Activity/Action
	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Coordination Responsibilities

In addition to its primary security functions, the department also coordinates several core capabilities for which the Port does not hold primary responsibility, working closely with local, state, tribal, federal, and private sector partners to ensure readiness, seamless information exchange, and unified action.

Prevention	Activity/Action	Primary Organization(s)
Forensics and Attribution	Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.	Local/ County Law Enforcement
Interdiction and Disruption	Maximize our ability to interdict specific conveyances, cargo, and persons associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation.	Customs and Border Protection
	Conduct operations to render safe and dispose of CBRNE hazards in multiple locations and in all environments, consistent with established protocols.	Customs and Border Protection
Public Information and Warning	Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols.	DHS
Screening, Search and Detection	Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means.	Customs and Border Protection

Annex A-11 – Security Department, Security Program

Prevention	Activity/Action	Primary Organization(s)
	Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act.	
	Conduct CBRNE search/detection operations in multiple locations and in all environments, consistent with established protocols.	

Response	Activity/Action	Primary Organizations
Fire Management and Suppression	Provide traditional first response or initial attack firefighting services.	Tacoma Fire Department
	Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.	
	Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.	
Mass Care Services	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.	Pierce County Human Services
Mass Search and Rescue Operations	Conduct search and rescue operations to locate and rescue persons in distress.	Tacoma Police Department
	Initiate community-based search and rescue support operations across a wide, geographically dispersed area. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.	

Annex A-11 – Security Department, Security Program

Concept of Operations

During disasters and emergency incidents, the Security Department supports Port operations by coordinating law enforcement and public safety activities across Port of Tacoma property, including:

- Protect life safety.
- Protect and secure property and the environment.
- Conduct traffic control and access control as needed.
- Coordinate the collection, analysis, and sharing of incident-related intelligence and investigative information.
- Determine the need to establish a separate intelligence unit to serve as a conduit for secure information sharing with law enforcement entities based on requirements for additional security clearances.
- Maintain the status of unassigned law enforcement and public safety resources.
- Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support.
- Request and coordinate mutual aid resources, as necessary.

Direction, Control, & Coordination

ECC Structure – Security can expect to provide a representative to the ECC, when activated. ECC representatives are charged with collecting status reports and may be required to develop and direct Security field staff to execute objectives developed by the ECC team. Security may expect to take more of a lead ECC role in a terrorism or national security incident.

ICS Structure - Operational teams and would fall under the Operations Section such as in a Field Operations Branch and/or Security/LE Group to facilitate coordination with LE partners.

Partner Integration

Horizontal Integration

- Pierce County Sherriff's Department
- City of Tacoma PD
- Puyallup Tribe of Indians PD
- City of Fife PD
- Washington Department of Fish and Wildlife
- King County Sherriff's Department
- Federal Way PD

Annex A-11 – Security Department, Security Program

Vertical Integration

- Washington State Patrol
- United States Coast Guard
- Customs and Border Protection

Annex A-12 – Security Department, Emergency Preparedness Program

Annex A-12 – Security Department, Emergency Preparedness Program

Purpose

The Emergency Preparedness Program ensures the Port of Tacoma can effectively prevent, protect against, respond to, and recover from emergencies and disasters of all types. Its mission is to safeguard life, property, the environment, and critical infrastructure by building organizational resilience and maintaining continuity of operations. This is accomplished through the development, implementation, and exercising of comprehensive emergency plans; the operation of effective public warning and situational awareness systems; and the coordination of resources across local, tribal, state, federal, and private partners.

Primary Core Capabilities
Community Resilience
Operational Communications
Operational Communications
Operational Coordination
Planning
Public Information and Warning
Situational Assessment
Coordinator Core Capabilities
Infrastructure Systems
Critical Transportation
Fire Management and Suppression
Logistics and Supply Chain Management
Mass Care Services

Authorities and Policies

Exhibit POT – 08, Service Directive for Security Emergency Management Support Services by and between Port of Tacoma and the Northwest Seaport Alliance

Primary Responsibilities

Emergency Preparedness supports informed decision-making and unity of effort across all phases of emergency management—mitigation, preparedness, response, and recovery—to ensure the Port can withstand and rapidly recover from disruptive incidents.

Annex A-12 – Security Department, Emergency Preparedness Program

Protection	Activity/Action	
Planning	Implement, exercise, and maintain plans to ensure continuity of operations.	
Public Information & Warning	Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).	Primary shared with Security

Mitigation	Activity/Action	
Community Resilience	Empower individuals and communities to make informed decisions to facilitate actions necessary to adapt to, withstand, and quickly recover from future incidents.	Primary shared with Safety Committee
Operational Coordination	Establish protocols to integrate mitigation data elements in support of operations with local, state, tribal, territorial, and insular area partners and in coordination with Federal agencies.	Primary shared with Planning

Response	Activity/Action	
Planning	Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.	
Operational Communications	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.	Primary shared with Information Technology and Security
Operational Coordination	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.	

Annex A-12 – Security Department, Emergency Preparedness Program

Response	Activity/Action	
	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.	
Public Information and Warning	Inform all affected segments of society of critical lifesaving and life- sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.	<i>Messaging primarily developed in the JIC by:</i> Communications Government and Community Affairs
	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.	<i>Coordinated stakeholder messaging:</i> Emergency Preparedness – Emergency Services Human Resources – Staff Operations – Maritime and Trucking Community Real Estate – Tenants
Situational Assessment	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	

Annex A-12 – Security Department, Emergency Preparedness Program

Response	Activity/Action
	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Recovery	Activity/Action
Planning	Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.
	Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.
Operational Coordination	Establish tiered, integrated leadership and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.
	Define the path and timeline for recovery leadership to achieve the jurisdiction's objectives that effectively coordinates and uses appropriate local, state, tribal, territorial, insular area, and Federal assistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.

Coordination Responsibilities

In addition to its primary functions, the Emergency Preparedness Program also coordinates several core capabilities for which the Port does not hold primary responsibility, working closely with local, state, tribal, federal, and private sector partners to ensure readiness, seamless information exchange, and unified action.

Response	Activity/Action	
	Establish physical access through appropriate transportation corridors and deliver required	

Annex A-12 – Security Department, Emergency Preparedness Program

Response	Activity/Action	
Critical Transportation	resources to save lives and to meet the needs of disaster survivors.	POT Facilities Maintenance
	Clear debris from any route type (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.	City of Tacoma USACE Tacoma Rail
Fire Management and Suppression	Provide traditional first response or initial attack firefighting services.	
	Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.	Tacoma Fire Department (Primary)
	Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.	POT – Security (Coordinator)
Logistics and Supply Chain Management	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.	Pierce County Department of Emergency Management
Mass Care Services	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.	Pierce County Human Services

Recovery	Activity/Action	Primary Organization
Infrastructure Systems	Restore and sustain essential services (public and private) to maintain community functionality.	Essential Service Provider

Annex A-12 – Security Department, Emergency Preparedness Program

Recovery	Activity/Action	Primary Organization
	Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.	

Concept of Operations

When an incident occurs, EPP supports operational coordination of the Port departments to mobilize critical resources, support interoperable communications, and ensure the delivery of credible and actionable public information to stabilize the situation and protect life and property. This is achieved through integrated decision-making and coordination with Port leadership and external agencies to re-establish essential services and restore affected systems.

This is achieved by helping facilitate ECC operations for the direction and control of the overall emergency response and recovery, including:

- Coordinate with the Liaison Officers about activities and coordination with surrounding jurisdictions and state, federal, and private partners.
- In conjunction with Department Representatives, coordinate with the Policy Group regarding emergency policies and the economic, political, legal, and social implications of both the emergency and the response.
- With department assistance, in coordination with Department Representatives, ensure internal and external resources including personnel are tracked from deployment through demobilization and return.

Direction, Control, & Coordination

ECC Structure – The EPP Manager is responsible for leading or supporting ECC coordination, as the situation dictates.

ICS Structure – The ECC Coordinator can expect to fall into an ICS structure as an Agency Representative or other position as dictated by the coordination requirements of the incident.

Partner Integration

- City of Tacoma Fire Department, Emergency Management
- Puyallup Tribe of Indians Public Safety Division
- City of Fife PD

Annex A-12 – Security Department, Emergency Preparedness Program

- City of Federal Way Emergency Management
- Pierce County Department of Emergency Management
- Washington State Emergency Management Division

Annex A-13 – Safety Program

Annex A-13 – Safety Program

Purpose

Safety serves as a cross-functional forum that advances a safe, prepared, and resilient Port by integrating employee participation into all phases of emergency management. It proactively identifies and prioritizes workplace hazards; reviews incidents, near misses, and after-action findings; and champions corrective actions that reduce risk and strengthen continuity of port operations.

The Safety supports preparedness by coordinating safety training and drills that help validate emergency procedures.

Primary Core Capabilities
Community Resilience
Environmental Response/ Health and Safety

Primary Responsibilities

Mitigation	Activity/Action	
Community Resilience	Empower individuals and communities to make informed decisions to facilitate actions necessary to adapt to, withstand, and quickly recover from future incidents.	Primary shared with Emergency Preparedness

Response	Activity/Action	
Environmental Response / Health and Safety	Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.	
	Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.	

Concept of Operations

Safety is responsible for monitoring, identifying, and mitigating hazardous conditions to ensure the safety of all responders operating at the incident. They provide guidance on protective

Annex A-13 – Safety Program

measures, halt unsafe actions when necessary, and work closely with staff to ensure activities are conducted safely and effectively.

- Develop and implement or propose workplace and staff risk mitigation strategies.
- Provide employees and their families with disaster-preparedness training and information.
- Conduct after-action reviews, determine lessons learned and update emergency response procedures.

Direction, Control, & Coordination

ECC Structure – Safety will be represented in an ECC organization to ensure response activities are conducted safely and effectively.

ICS Structure – Multi-agency Safety Officers support incident operations by integrating their respective agencies' safety personnel under the direction of the incident's designated Safety Officer. The lead Safety Officer is responsible for identifying hazards, mitigating risks, monitoring responder safety, and may assign Assistant Safety Officers or technical specialists as needed to address discipline-specific risks. In a multi-agency environment, these Safety Officers coordinate closely to share hazard information, conduct joint assessments, and ensure consistent safety practices across all operational areas, contributing to a unified and effective safety posture during complex incidents.