Thurston County Comprehensive Emergency Management Plan

Adopted April 2025

Prepared By:

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Record of Changes

Change # (YY-XXX)	Date of Change (MM/YYYY)	Point of Contact (Name, Agency)	Summary of Change(s)
21-001	06/2021	James Yates, Thurston County Emergency Management	Base Plan updated with recent hazard analysis, revised policies, added operational priorities, enhanced inclusivity, restructured annexes aligned with national frameworks, and introduced new sections for communication, financial management, and logistics.
25-001	04/2025	Brandon Cheney, Thurston County Emergency Management	Complete revision of Base Plan and all fifteen ESF Annexes. Changed ESF 14 Annex from "Recovery" to "Cross-Sector Business & Infrastructure". CISA Traffic Light Protocol (TLP) implemented in all plan documents.

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1. Introduction

1.1 Purpose

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to guide county government actions before, during, and after a disaster. It develops and describes a comprehensive emergency management program that defines roles, responsibilities, and activities for county departments, offices, and cooperating agencies to prevent, protect, mitigate, respond to, and recover from the impacts of natural, technological, and human-caused hazards.

The CEMP is used as a framework for all other emergency plans and procedures developed by county agencies to enhance the preparedness goal of a secure and resilient community. The CEMP also describes the county's policies and procedures for disaster management as a framework for cities, towns, special purpose districts, and other planning partners to utilize when developing their own emergency operations plans, policies, and procedures.

The CEMP Base Plan lays out a general overview of Thurston County's approach to emergency management. The Base Plan directs users to the appropriate plan or annex for description of specific roles and responsibilities and actions to be taken before, during and after disasters.

1.2 Scope

The CEMP applies to all county agencies including its offices, departments, commissions, boards, and councils, as the county's framework for disaster response and recovery.

The CEMP is an all-hazards plan that considers the threats and hazards likely to occur and those of the greatest consequence that have been identified in the Thurston County Hazard Identification and Vulnerability Assessment (HIVA), Hazard Mitigation Plan for the Thurston Region (HMP), and the Thurston County Threat and Hazard Identification and Risk Assessment (THIRA).

The CEMP as adopted by the Thurston County Board of County Commissioners (BoCC) is the definitive plan for the county's organizational structure and management of emergencies and disasters and supersedes all previous emergency management plans developed by the county.

The CEMP:

- Establishes the framework for how the county implements emergency management and details authorities and responsibilities derived from federal, state, and local laws, regulations, and ordinances to include Public Law 93-288, Emergency Management Act Revised Code of Washington (RCW) 38.52, Washington Administrative Code (WAC) 118-30, and Title 3 – Emergency Management of the Thurston County, Washington – Code of Ordinances.
- Provides emergency roles and responsibilities for county agencies, cooperating organizations, and political subdivisions based on emergency support functions and capabilities consistent with the Washington State Comprehensive Emergency Management Plan, National Planning Frameworks, and the National Preparedness Goal.
- Describes the county's disaster proclamation process and defines activation and function of the county's Emergency Coordination Center (ECC).
- Outlines the county's adoption and implementation of the National Incident Management System (NIMS), to include use of the Incident Command System (ICS) and Multiagency Coordination System (MACS) as the standardized approach for command, control, and coordination for complex incident management.
- Describes the county's policies and procedures for information management and disaster communications to include emergency public information, alert and warning and interoperable communications.
- Outlines the strategy for integration and effective use of local, state, tribal and federal government, private sector, and volunteer resources across the whole community.

1.3 Plan Structure

The CEMP is modeled from the Comprehensive Preparedness Guide 101, National Response Framework, and the Washington State CEMP. It has a base plan which serves as a core document, supported by fifteen Emergency Support Function Annexes (and Incident Specific Annexes as needed). Each annex provides supporting plans and/or additional information in the form of appendices and attachments. Figure 1 illustrates the overall structure of the plan.

Figure 1: Thurston County CEMP Structure

Lays out a general overview of Thurston County's organization and approach to emergency management.

CEMP Base Plan

Sets baseline expectations for carrying out emergency functions and the agencies responsible for each function.

Emergency Support Function Annexes

Incident Specific Annexes

Documented procedures and job aids for how responsible agencies accomplish specific critical tasks during disasters.

Appendices (Response Plans and Procedures)

Attachments (Maps, Lists, References, etc.)

Appendices (Contingency Plans)

1.4 Traffic light Protocol (TLP)

TLP provides a simple and intuitive schema for indicating when and how sensitive information can be shared. TLP is not legally binding and does not override legal restrictions or obligations. TLP is not a formal classification scheme and is not designed to handle information handling or encryption rules. TLP labels and their definitions are not intended to have any effect on freedom of information laws in any jurisdiction.[1]

The CEMP utilizes Traffic Light Protocol (TLP) guidance to control how potentially sensitive information can be shared. If a recipient needs to access and/or share the information within this plan more widely than indicated by the original TLP designation, they must obtain explicit permission from Thurston County Emergency Management.

1.4.1 TLP designation definitions

TLP:RED = For the eyes and ears of individual recipients only, no further disclosure. Sources may use **TLP:RED** when information cannot be effectively acted upon without significant risk for the privacy, reputation, or operations of the organizations involved. Recipients may therefore not share **TLP:RED** information with anyone else. In the context of a meeting, for example, TLP:RED information is limited to those present at the meeting.

TLP:AMBER = Limited disclosure, recipients can only spread this on a need-to-know basis within their organization and its clients. Note that **TLP:AMBER+STRICT** restricts sharing to the organization only. Sources may use **TLP:AMBER** when information requires support to be effectively acted upon, yet carries risk to privacy, reputation, or operations if shared outside of the organizations involved. Recipients may share **TLP:AMBER** information with members of their own organization and its clients, but only on a need-to-know basis to protect their organization and its clients and prevent further harm. **Note**: If the source wants to restrict sharing to the organization only, they must specify **TLP:AMBER+STRICT**.

TLP:GREEN = Limited disclosure, recipients can spread this within their community. Sources may use **TLP:GREEN** when information is useful to increase awareness within their wider community. Recipients may share **TLP:GREEN** information with peers and partner organizations within their community, but not via publicly accessible channels. **TLP:GREEN** information may not be shared outside of the community. **Note**: "Community" in the context of the CEMP is defined as the **public safety/emergency management/critical infrastructure** community.

TLP:CLEAR = Recipients can spread this to the world, there is no limit on disclosure. Sources may use **TLP:CLEAR** when information carries minimal or no foreseeable risk of misuse, in accordance with applicable rules and procedures for public release. Subject to standard copyright rules, **TLP:CLEAR** information may be shared without restriction.

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[1] U.S. Department of Homeland Security, Cybersecurity& Infrastructure Agency. Traffic Light Protocol (TLP) Definitions and Usage. URL: https://www.cisa.gov/news-events/news/traffic-light-protocol-tlp-definitions-and-usage (accessed July 2, 2025)

1.5 Laws & Authorities

Authorities for Thurston County emergency management stem from a collection of local, state, and federal laws in addition to inter-local, inter-governmental and/or cooperative agreements among county, cities, special purpose districts and other entities throughout the county. Copies of all cited agreements, to include those cited in supporting annexes, are maintained by Thurston County Emergency Management.

1.5.1 Local

Thurston County, Washington, Code of Ordinances, Title 3 – Emergency Management (https://library.municode.com/wa/thurston_county/codes/code_of_ordinances?nodeId=16720, accessed March 19, 2024)

Thurston County Department of Emergency Services. (1993) Inter-local Cooperative Agreement for Thurston County, Emergency Management Council (revised 2013)

1.5.2 State

Revised Code of Washington (RCW), Title 36 – Counties, Chapter 36.40 – Budget, Section 36.40.180 – Emergencies Subject to Hearing – Nondebatable Emergencies.

Revised Code of Washington (RCW), Title 36 – Counties, Chapter 36.40 – Budget, Section 36.40.190 – Payment of Emergency Warrants – Nondebatable Emergencies.

Revised Code of Washington (RCW), Title 38 – Militia and Military Affairs, Chapter 38.52 – Emergency Management.

Washington Administrative Code (WAC), Title 118 – Military Department (Emergency Management)

Revised Code of Washington (RCW), Title 40 – Public Documents, Records, and Publications, Chapter 40.10 – Microfilming of Records to Provide Continuity of Civil Government

Revised Code of Washington (RCW), Title 42 – Public Officers and Agencies, Chapter 42.12 – Vacancies

Revised Code of Washington (RCW), Title 42 – Public Officers and Agencies, Chapter 42.14 – Continuity of Government Act

1.5.3 Federal

Disaster Mitigation Act of 2000 (DMA 2000), Pub. L. No. 106-390, 114 Stat. 1552 (2000).

Disaster Recovery Reform Act of 2018 (DRRA), Division D of Pub. L. No. 115-254, 132 Stat. 3438 (2018).

Emergency Management Assistance Compact (EMAC), Pub. L. No. 104-321 110 Stat. 3877 (1993).

Homeland Security Act of 2002 (HSA), Pub. L. No. 107-296, 116 Stat. 2135 (2002).

Homeland Security Presidential Directive/HSPD-5, "Management of Domestic Incidents," (2003 comp.).

Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), Title VI of Pub. L. No. 109-295, 120 Stat. 1394 (2006)

Presidential Policy Directive/PPD-8, "National Preparedness," (2011 comp.).

Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Stafford Act), Pub. L. No. 100-707, 102 Stat. 4689 (codified at 42 U.S.C. 5121 et seq. (1988)

Sandy Recovery Improvement Act of 2013 (SRIA), Division B of Pub. L. No.113- 2, 127 Stat. 39 (2013).

1.6 Policy Guidelines

The following policy guidelines serve as a foundation for which county departments and emergency management officials make decisions related to disaster preparedness, response, and recovery. For partnering agencies and communities who coordinate with the county for assistance during disasters, these guidelines serve as a reference for shaping their own emergency management policies.

1.6.1 Adoption of the National Incident Management System

Thurston County has adopted and formally operates under the principles of the National Incident Management System (NIMS), to include recognition of the Incident Command System (ICS) and Multiagency Coordination System (MACS) as the designated systems for operational coordination, command, and control during incidents. County departments and agencies are expected to operate using the ICS and MACS models when leading and/or supporting multi-agency emergency response operations during incidents.

1.6.2 Personal Preparedness

Thurston County will not substitute government services for an individual or private business's gross negligence to take reasonable and necessary actions before and during a threatened or actual disaster. People are expected to be aware of a hazardous situation for which there is publicly broadcasted alerts, warnings, and/or notifications, such as severe weather or flooding, and take necessary action to ensure the safety of themselves and their dependents. People should aim to make necessary preparations to act on their own at home for at least two weeks after a disaster and are encouraged to be prepared for longer periods of time.

1.6.3 Family Emergency Care Plans for Essential Staff

County employees with roles in restoring essential government services or assigned disaster response functions should make a family emergency plan to ensure the care and safety of their dependents and other immediate family in their absence, and to communicate that information to their supervisor. As part of a family emergency plan, employees are encouraged to arrange with other employees, friends, neighbors, and relatives to check on their immediate family in the event of a disaster. County departments and offices are encouraged to work with their staff on development of personal, family emergency plans as part of continuity of operations planning within their agencies. Continuity of operations plans should include identification of essential staff, and outline expectations of essential staff during emergencies.

1.6.4 Suspension of Normal Operations

Following the proclamation of a county emergency, normal county department operations and services that do not contribute to supporting disaster response or recovery may be partially or completely suspended for the duration of the emergency as permitted by state law. The decision to suspend county services during an emergency shall be made by the County Manager in consultation with Department Directors and the Director of Emergency Services, and subject to The Board of County Commissioners (BoCC) approval.

1.6.5 Emergency Waivers, Exemptions and Permits

In instances where emergency work is performed to protect life and property, permits and other regulatory and/or policy requirements may be waived as provided for in state law. All emergency waivers and exemptions must be documented as soon as practical following approval and include at a minimum the approval authority making the exemption.

1.6.6 Disaster Funding and Expenditures

The county shall meet disaster expenditures with currently appropriated funds in accordance with RCW 38.52.070 (2), RCW 36.40.180 and 190, and the Thurston County Code. The Board of County Commissioners (BoCC) shall be responsible for identifying other sources of funds to meet disaster-related expenses if county organizational budgets are exceeded.

1.6.7 Mutual Aid

Requests for mutual aid support may be made to other local jurisdictions, political subdivisions, and higher levels of government if available resources become exhausted or prove inadequate for emergency operations. In turn, Thurston County may coordinate and provide mutual aid to other political jurisdictions when practicable. Such assistance may be made using pre-negotiated or emergency-negotiated mutual aid agreements and compacts.

All mutual aid agreements and compacts shall be entered into by duly authorized officials and formalized in writing whenever possible. Mutual aid received or provided by Thurston County shall be in accordance with RCW 38.56, RCW 43.43, and other state and federal laws as applicable, and consistent with guidelines and procedures set forth in this plan.

1.6.8 Nondiscrimination

Thurston County will provide equal opportunity to all persons seeking or having access to disaster support assistance, services, and activities. Such assistance shall be free from restrictions because of race, color, creed, religion, national origin, age, sex, marital status, veteran status, sexual orientation, or the presence of any disability. Emergency plans developed within Thurston County must consider the physical, programmatic, and communication needs for individuals with disabilities, access / functional needs (AFN), essential needs of children, essential needs of household pets and service animals, and Limited English Proficiency (LEP) program requirements as prescribed in local, state, and federal laws.

1.6 Situation

Thurston County is a county government within Washington State with an estimated population of 299,003 as of 2023[2]. Located at the southern end of the Puget Sound in the Pacific Northwest, the county contains a total area of 737 square miles, or 471,713 acres. Approximately 688 square miles (440,545 acres), or 93 percent of the total area, lies in unincorporated Thurston County. The remaining seven percent is divided among the seven incorporated cities and towns of Olympia, Lacey, Tumwater, Bucoda, Rainier, Tenino, and Yelm.

Timber harvest and other natural resource uses historically cover much of the region, and still dominate land use across rural parts of the county. Residential uses spread from urban areas along transportation routes, up through the Puget Sound peninsulas in the northern end of the county, and around many lakes. Major landowners in the unincorporated county include the State of Washington (including Capitol Forest), the federal government (including Joint Base Lewis-McChord and Nisqually Wildlife Refuge), and private timber companies.[3] The county also shares borders with two tribal nations, the Confederated Tribes of the Chehalis Reservation, and the Nisqually Indian Tribe.

The county's topography includes landforms varying from coastal lowlands in the north county, to cascade foothills in the southeast. Generally, the county is a region of prairies and rolling lowlands, broken by minor hills and a few peaks which rise to elevations of about 2,900 feet. There are over 90 miles of Puget Sound coastline, three major river basins, and over 100 lakes and ponds in Thurston County.[3]

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[2] United States Census Bureau, *QuickFacts Thurston County, Washington,* July 1, 2023, accessed 2024 at URL: https://www.census.gov/quickfacts/fact/table/thurstoncountywashington/PST045223#PST045223
[3] Thurston County, Thurston County Comprehensive Plan, pg.1-8, December 23, 2020

Figure 2 – Thurston County, Washington, Base Map[4]
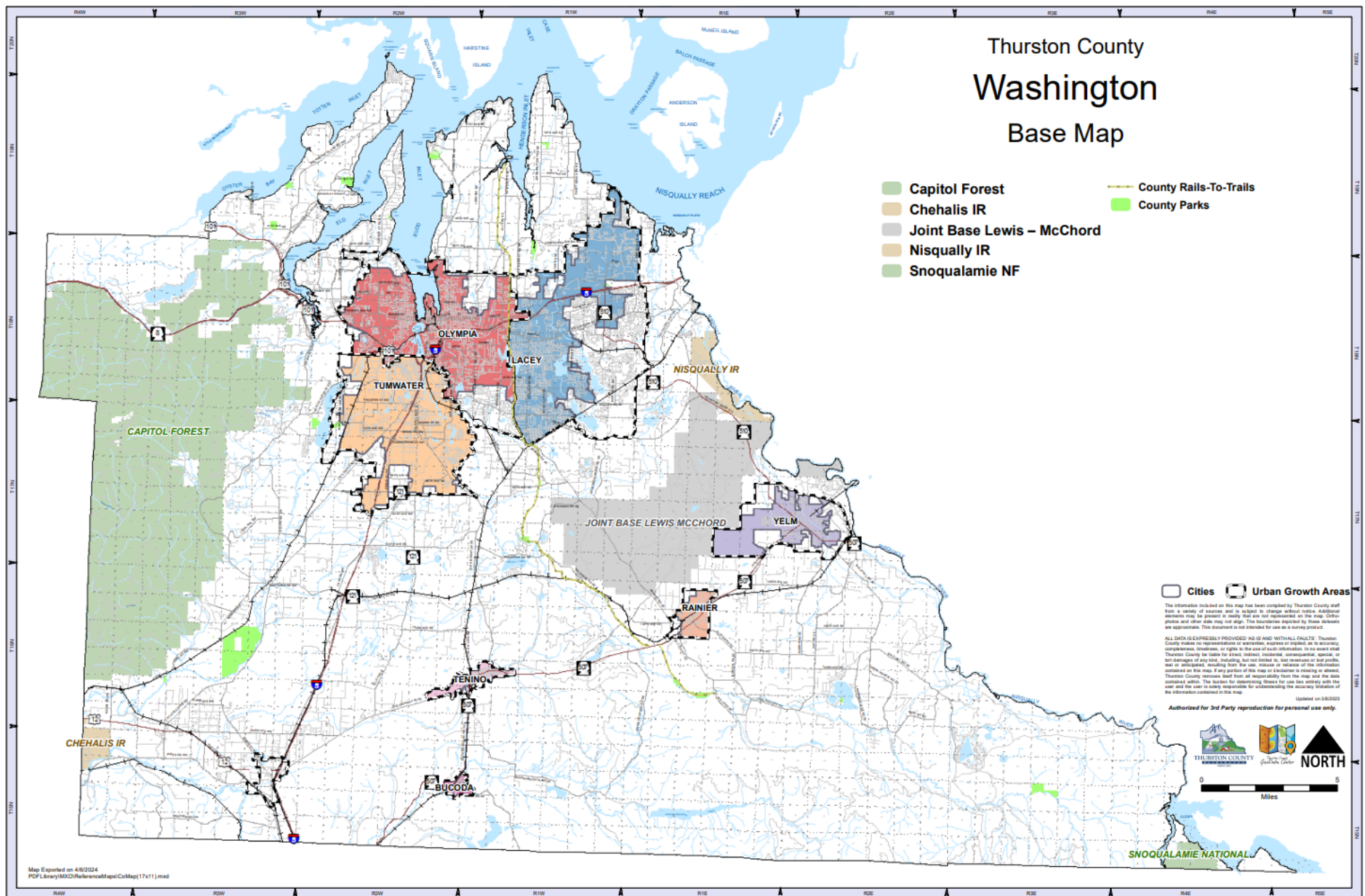
1.6.2 Threat and Hazard Analysis Summary

Thurston County is exposed to many threats and hazards with the potential to endanger the lives and safety of citizens, damage property and the environment, and disrupt services relied upon by the community. The CEMP is an all-hazards plan based on the hazards of greatest risk to the community summarized in Table 1.

For the purposes of emergency planning, threats and hazards of greatest risk are identified based on the following factors:

1. **Probability**: The likelihood of the threat or hazard occurring in Thurston County.

2. **Severity**: The degree of negative impact the threat or hazard could have to the community and continuity of government.

3. **Complexity**: The potential level of difficulty or resistance, and resource requirements, a threat or hazard presents to those working to successfully manage or mitigate it.

The CEMP presumes that planning for the threats and hazards of greatest risk will prepare the county for hazards of lesser risk. Therefore, in a resource constrained environment, the county prioritizes emergency planning and preparedness on hazards with the highest likelihood of impacting the community.

Table 1: Threats and Hazards Identified for Thurston County, Washington

Earthquake	**Wildfire**	**Epidemic**
Mass Violence / Terrorist Attack	**Flood**	**Hazardous Materials Release**
Severe Weather (Winter Storms / Extreme Heat)	**Landslide**	**Cyber-attack on infrastructure**
Dam Failure	**Volcanic Activity (Lahar)**	**Drought**
Civil Disturbance	**Tsunami**	**Space Weather**

Two primary sources are used by county emergency planners to provide a summary assessment of the county's risk: the *Hazards Mitigation Plan for the Thurston Region* risk assessment, and the *Threat Hazard Identification and Risk Assessment (THIRA).* Each assessment takes into consideration naturally occurring, technological and human-caused hazards that may significantly impact the county.

1.6.2.1 Hazard Risk Assessment, Hazards Mitigation Plan for the Thurston Region

The *Hazards Mitigation Plan for Thurston Region, 4th edition* provides a risk ranking summary of natural and technological hazards profiled for mitigation planning. The risk ranking profile accounts for probability of the hazard occurring and the sum of impact to people, property, and economy (quantified as percent of exposure and total value damaged). The assessment is updated every five years as part of the mitigation planning cycle. Table 2 provides a risk rating summary of the hazards profiled in the county's hazard mitigation plan.

Table 2: Thurston County Hazard Risk Ratings[5]

Hazard	Probability	Impact			Risk
		People (% exposed)	Property (% exposed)	Economy (% total value damaged)	
Earthquake	Medium	High	High	Medium	High
Wildfire	Medium	High	High	Medium	High
Severe Weather	High	Low	Low	Low	Medium
Flood	High	Low	Low	Low	Medium
Landslide	High	Low	Low	Low	Medium
Sea-Level Rise	High	Low	Low	Low	Medium
Tsunami	Medium	Low	Low	Low	Low
Volcanic Lahar	Low	Low	Low	Low	Low
Dam Failure	Low	Low	Low	Low	Low

1.6.2.2 Threat Hazard Identification and Risk Assessment (THIRA) for Thurston County

The *THIRA* focuses on all-hazard types, to include acts of terrorism, and is a preparedness planning document developed and maintained by Thurston County Emergency Management as part of the County Emergency Preparedness Assessment (CEPA) and Stakeholder Preparedness Review (SPR) processes facilitated by the Washington State Emergency Management Division. Unlike the hazard risk assessment in the mitigation plan, the THIRA assesses how likely threats and hazards will most challenge one or more of the county's local core capabilities[6] to protect, prevent, mitigate, respond, and/or recover from its impacts. Table 3 provides a summary of threats and hazards identified in the THIRA and the capabilities most challenged by each.

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[5] Thurston Regional Planning Council, *Hazards Mitigation Plan for the Thurston Region, 4th Edition, p. 4.0-22,* November 2023, URL: https://www.trpc.org/160/Hazards-Mitigation-Plan

[6] Core Capabilities use standardized definitions consistent with the *National Preparedness Goal* and are described further in section 3.5.1 – *Core Capabilities*.

Table 3: Thurston County Threat and Hazard Identification Summary[7]

Civil Disturbance	Cyber-attack	Dam Failure	Earthquake	Epidemic	Flood	Hazardous Materials Release	Landslide	Mass Violence / Terrorist Attack	Wildfire
Presents the greatest challenges to:									
Screening, Search, and Detection	Infrastructure Systems	Mass Care Services	Planning	Public Health, Healthcare, and EMS	Mass Care Services	Environmental Response, Health, and Safety	Mass Care Services	Fatality Management Services	Fire Management and Suppression
On-Scene Security, Protection, and Law Enforcement	Cybersecurity	Physical Protective Measures	Operational Coordination	Economic Recovery	Risk and Disaster Resilience Assessment	Physical Protective Measures	Fatality Management Services	Public Information and Warning	Public Information & Warning
	Risk Management for Protection Activities		Situational Assessment	Supply Chain Integrity and Security	Community Resilience			Natural and Cultural Resources	Natural and Cultural Resources
			Critical Transportation		Long-term Vulnerability Reduction			Forensics and Attribution	Economic Recovery
			Mass Care Services					Access Control and Identity Validation	Community Resilience
			Mass Search and Rescue Operations					Intelligence and Information Sharing	Threats and Hazards Identification
			Operational Communications					Interdiction and Disruption	
			Fatality Management Services						
			Logistics and Supply Chain Management						
			Economic Recovery						
			Infrastructure Systems						
			Health and Social Services						
			Housing						
			Natural and Cultural Resources						
			Supply Chain Integrity and Security						

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[7] Thurston County Emergency Management, *Threat Hazard Identification and Risk Assessment (THIRA),* 2024

1.7 Planning Considerations and Factors

1.7.1 Planning Assumptions

Development of the CEMP and other associated plans is based on the following assumptions:

- Local government officials formally recognize their responsibilities regarding public safety and accept them in the implementation of this plan. In situations not specifically addressed in this plan, Thurston County government and cooperating agencies will carry out their responsibilities to the best of their abilities, prioritizing life-safety and incident stabilization.

- Some emergencies and disasters occur with sufficient advance notice, providing affected areas time to take preparatory actions. Other emergencies occur without notice. For response to an emergency or disaster with little or no advance warning, it most likely will take time to staff and activate appropriate incident management and coordination systems detailed this plan, to include the ECC.

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

- Mutual aid and interagency agreements are currently in place among local agencies in the county to provide resources not ordinarily available and to provide a means to assist neighboring agencies. In addition, partnerships for resource sharing with local businesses and other organizations are established as appropriate. When local resources are exhausted or overwhelmed, the Washington State Emergency Operations Center is available to facilitate requests for additional resources. In responding to a disaster, the county is prepared to implement the provisions of RCW 38.52.110 regarding utilization of public and private resources.

- Incident impacts may be of such magnitude and severity that some or all county services may be lost. The county may be unable to fulfill all emergency requests under these conditions and will have to establish priorities for emergency support and continuity of operations (COOP).

- During an emergency event, infrastructure systems and essential services may be overwhelmed, especially during the first few days. Depending on the magnitude and severity of the incident, it may take days or weeks to reestablish essential systems and services. Citizens will most likely be on their own during this time. As a general guideline, individuals and households should be prepared to be self-sufficient for at least two weeks after a disaster.

- Pre-incident planning cannot guarantee a perfect emergency response. Hazard analysis, modeling and studies can estimate the conditions of future hazards but cannot predict the future. In any given incident, an unknown number of assets and personnel may become overwhelmed. The county can only endeavor to make reasonable efforts to assess the current situation, develop operational and tactical plans, and respond to each emergency based on the situation, information, and resources available at the time.

1.7.2 Whole Community

Involving the Whole Community is a means by which Thurston County 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. Elements of the whole community described within this section are incorporated throughout the CEMP to include all ESF annexes, appendices, and attachments. The Whole Community approach attempts to engage the full capacity of the public, private and non-profit 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. [8]

1.7.2.1 Statement of non-discrimination

State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating based on race, color, or national origin.

1.7.2.2 Identification of Essential Needs

The term Access and Functional Needs (AFN) has replaced "special needs," "vulnerable," "high-risk," and similar terms. People with access or functional needs are those who may have additional needs before, during or after an incident in functional areas including, but not limited to maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, who live in institutionalized settings, who are older adults, who are children, who are from diverse cultures, who have limited English proficiency or who are non-English speaking, or who are transportation disadvantaged (National Preparedness Goal, September 2015).

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

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[8] Federal Emergency Management Agency (December 2011) *A Whole Community Approach to Emergency Management,* (FDOC 104-008-01) U.S. Department of Homeland Security.

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1.7.2.3 Limited English Proficiency (LEP) Requirements

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

1.7.2.4 Community Risk Challenge Index (CRCI) Indicators

In 2022, the Federal Emergency Management Agency (FEMA) compiled peer reviewed research from 2003-2021 to identify commonly used indicators of community resilience to establish a data-driven basis for guiding local emergency management planning. Based on an analysis of literature review and cataloguing of published peer reviewed assessment, 22 commonly used indicators were identified to create the Community Risk Challenge Index (CRCI).

The CRCI is utilized by emergency planners as a tool for assessing specific areas of vulnerability to ensure that emergency plans address the unique needs of communities at the most risk during a disaster. As part of periodic CRCI studies, FEMA compiles data from authoritative sources and makes it available at the county and census track level via the Resilience Analysis and Planning Tool (RAPT)[9]. Table 4 shows data figures for all 22 CRCI indicators for Thurston County:

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[9] Federal Emergency Management Agency, Resilience Analysis and Planning Tool (RAPT), U.S. Department of Homeland Security. https://www.fema.gov/about/reports-and-data/resilience-analysis-planning-tool

Table 4 – Thurston County Community Risk Index (CRCI) Indicators (as of 2022)[9]
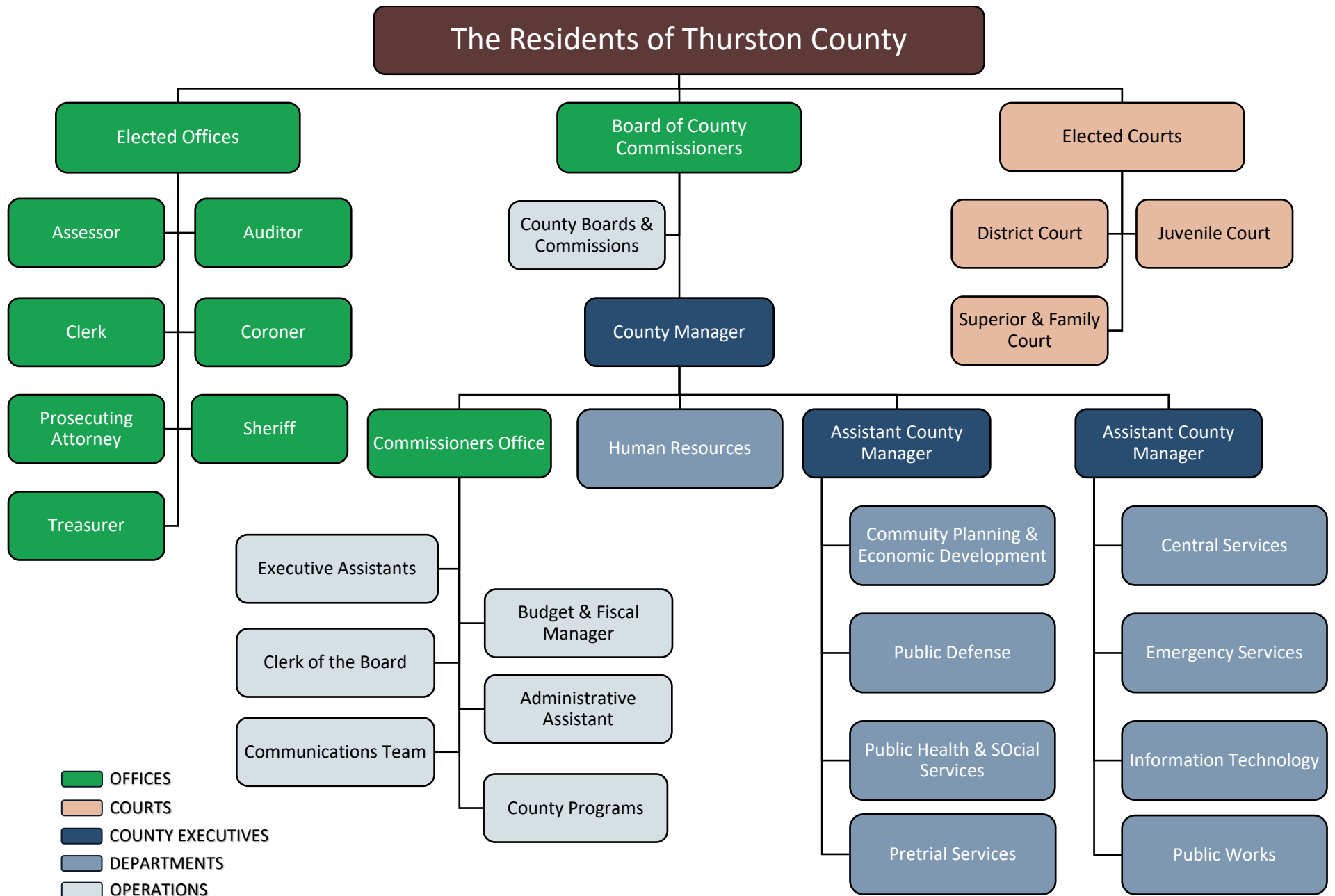
Community Risk Challenge Index Indicator	Estimated Value (%)
Unemployed labor force	16,683 (5.7%)
Population over 25 without a high school diploma	16,904 (5.8%)
Inactive voters	21,473 (7.4%)
Households without a vehicle	5,439 (4.7%)
Number of hospitals	3
Population age 65 and older	50,336 (17.3%)
Medical practitioners	6,015
Population with a disability	39,929 (13.7%)
Households with limited English	2,299 (2.0%)
Single-parent households	23,050 (20.1%)
Population without health insurance	14,576 (5.0%)
Unemployed women labor force	9,207 (6.2%)
Civic and social organizations	19
Median household income	$81,501
Income inequality (0.0 to 1.0 Gini Index)	0.4
Size of population change (net gain/loss of individuals)	1.3
Population without religious affiliation	184,418 (63.5%)
Housing units that are mobile homes	9,808 (8.6%)
Owner-occupied housing	72,953 (63.7%)
Workforce in predominate sector	62391 (21.5%)
Households without a smartphone	13,816 (12.1%)
Population below poverty level	28,269 (9.7%)
Total Population (2022): 290,624	Total Households (2022): 114,556

2. Organization & Responsibilities

2.1 Thurston County Government

Thurston County government is comprised of twenty-three elected officials and their offices, to include the Assessor, Auditor, Clerk, Coroner, District Court, Juvenile Court, Prosecuting Attorney, Sheriff, Superior Court, Treasurer, and an elected board of five county commissioners (BoCC). The BoCC oversees county operations across eleven county departments, including Central Services, Community Planning and Economic Development, Emergency Management, Medic One, Human Resources, Information Technology, Pretrial Services, Public Defense, Public Health and Social Services, and Public Works, with an appointed County Manager who coordinates the management of the executive and administrative functions of the county. The BoCC also oversees twenty-five County Boards and Commissions. Figure 4 provides an overview of the day-to-day organization of Thurston County government.

Figure 4: Thurston County Organizational Chart, January 2025

The Residents of Thurston County

- **Elected Offices**
  - Assessor
  - Auditor
  - Clerk
  - Coroner
  - Prosecuting Attorney
  - Sheriff
  - Treasurer

- **Board of County Commissioners**
  - County Boards & Commissions
  - **County Manager**
    - **Commissioners Office**
      - Executive Assistants
      - Clerk of the Board
      - Communications Team
      - Budget & Fiscal Manager
      - Administrative Assistant
      - County Programs
    - Human Resources
    - **Assistant County Manager**
      - Commuity Planning & Economic Development
      - Public Defense
      - Public Health & SOcial Services
      - Pretrial Services
    - **Assistant County Manager**
      - Central Services
      - Emergency Services
      - Information Technology
      - Public Works

- **Elected Courts**
  - District Court
  - Juvenile Court
  - Superior & Family Court

Legend:
- OFFICES
- COURTS
- COUNTY EXECUTIVES
- DEPARTMENTS
- OPERATIONS

2.2 County Emergency Management Organization (Normal Operations)

During normal, day-to-day operations, Emergency Management is a division of the Emergency Services Department and reports directly to the Emergency Management Manager (EM Manager). The EM Manager in turn reports directly to the Director of Emergency Services who also fulfills appointed role as the county's Director of Emergency Management pursuant to RCW 37.52.070, with direct responsibility for the organization, administration, and operation of the division of emergency management and the Thurston County CEMP, subject to the direction and control of the County Manager and the BoCC. Organization of Thurston County Emergency Management during normal operations is shown in Figure 5.

Figure 5: Thurston County Emergency Management Organization (Normal Operations)
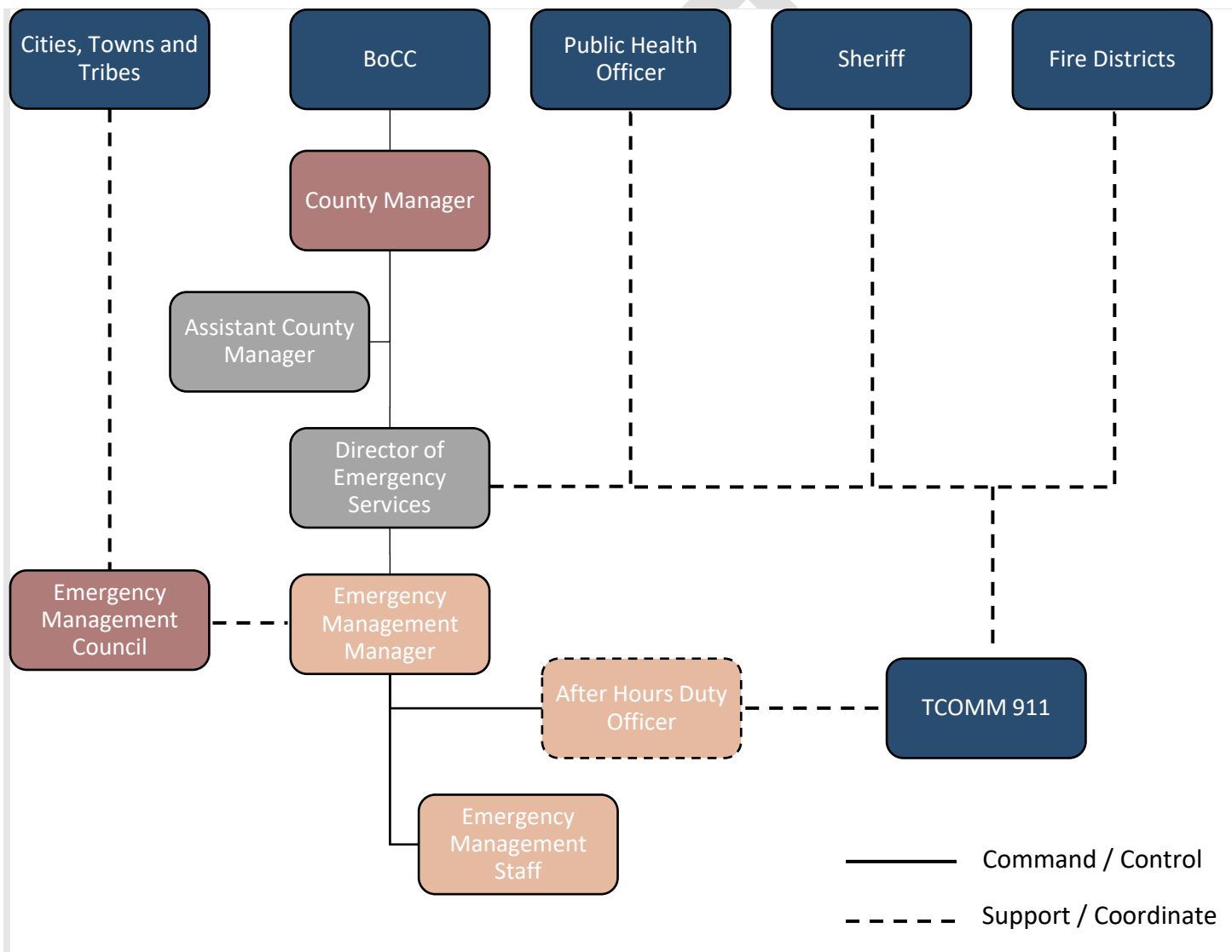
2.2.1 Emergency Management Council

The Emergency Management Council (EMC) is an organization comprised of the Emergency Management Directors from Thurston County, Cities of Olympia, Lacey, Tumwater, Yelm, Tenino, Rainier, Town of Bucoda, Chehalis Indian Tribe, and Nisqually Indian Tribe. The primary function of the EMC is to coordinate emergency management activities between the county, cities, and tribes by meeting regularly and mutually advising each other regarding the mitigation of, preparation for, response to, and recovery from emergencies and disasters. The EMC is established by an interlocal cooperative agreement to provide for the effective and economical preparation for, coordination of, and carrying out of emergency management functions before, during and after a disaster.

2.2.2 Sheriff, Thurston 9-1-1 Communications, Fire Protection Districts, and Public Health Officer

In addition to the Emergency Services Director and the BoCC, Fire Protection Districts, the Sheriff, the Director of TCOMM 9-1-1 (the countywide public safety answering point), and the Public Health Officer have specified legal authorities and responsibilities in emergency management operations codified in local and state law.

2.2.3 After-Hours Duty Officer

After normal hours of operations, Emergency Management staff are identified as after-hours duty officers (primary and alternate) on a rotational basis. TCOMM 911 contacts the after-hours duty officer for emergencies outside of normal operating hours of Thurston County Emergency Management.

2.3 County Emergency Management Organization (Emergency Operations)

The Emergency Coordination Center (ECC) is a facility activated during emergency operations when there is a need to enhance emergency management functions beyond normal operations. When the ECC is activated, the county's emergency management organization is restructured to streamline operational coordination, information sharing, and decision-making. The ECC handles strategic and operational issues in support of disaster response and on-scene incident management as described in Chapter 3 – *Concept of Operations* and Chapter 4 – *Direction, Control, and Coordination*. Figure 6 shows how the County's Emergency Management organization is restructured during activation of the ECC.

Figure 6 Thurston County Emergency Management Organization (Emergency Operations)
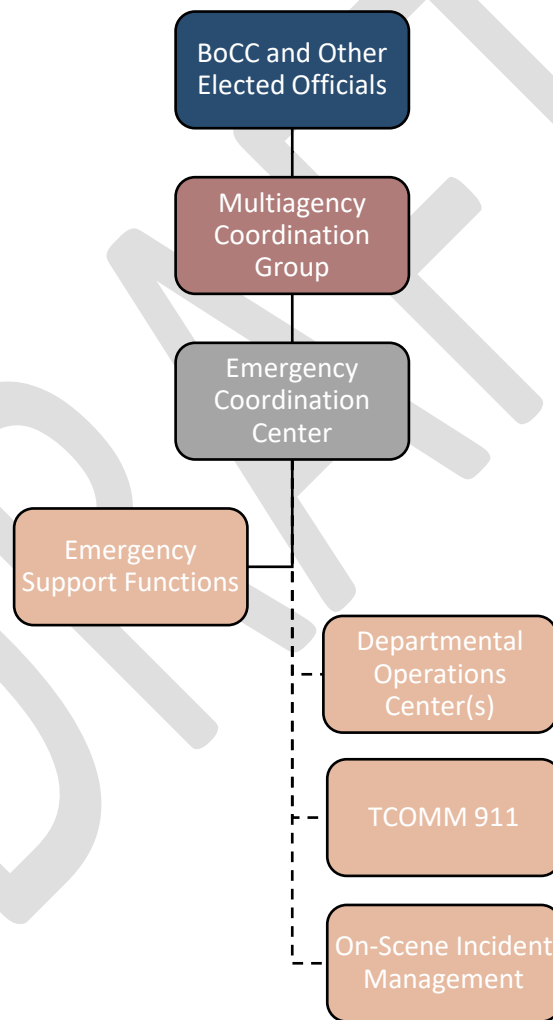
2.3.1 Multiagency Coordination Group

The Multiagency Coordination Group (MAC Group) is a group of agency administrators and executives, or their appointed representatives, convened to deal with policy issues and formulate recommendations to the BoCC and other elected officials during emergencies. During countywide incidents (or incidents affecting multiple jurisdictions within the county) the MAC Group may include representation from those affected jurisdictions to coordinate a unified response effort. The MAC Group membership is flexible to include representation from those departments or agencies that are affected by the emergency or disaster, and generally includes the following individuals or their designees:

- County Manager
- Director of Emergency Services
- Sheriff
- Chair, Thurston County Fire Chiefs Association
- Public Health Officer
- Other Department Directors, as appropriate
- County Public Information Supervisor
- Chair, Disaster Assistance Council
- Others as appropriate, such as county elected officials, emergency managers, chief officials from affected jurisdictions, and/or executives from affected private and nonprofit organizations.

2.3.2 Emergency Support Functions

Emergency Support Functions (ESFs) are operational coordination groups that provide the structure for organizing countywide, multi-agency support during disasters through the Emergency Coordination Center. Each ESF consists of primary and supporting agencies with roles and responsibilities for coordinating and providing emergency support to the public and/or on-scene incident management. Table 5 provides a description of the fifteen ESFs and the primary agencies assigned to each. In addition to the roles and responsibilities outlined within the base plan, each ESF develops and maintains an annex to the base plan outlining the general guidelines by which primary and supporting agencies will deliver the capabilities necessary for emergency support during disasters.

Table 5: Thurston County Emergency Support Functions (ESF) and Primary Agencies

ESF #1 – Transportation
Primary Agency: Thurston County Public Works

Coordinates with public and private transportation stakeholders who operate in Thurston County to assist in the management of transportation systems, infrastructure, and services to mitigate adverse economic impact, meet societal needs, and enable movement of emergency relief personnel and commodities during and after disasters.

ESF #2 – Communications
Joint Primary Agencies: Thurston 911 Communications / Thurston County Emergency Management

Coordinates maintenance of an effective interoperable communications and alert and warning system for use in a disaster and the restoration of communication systems and infrastructure after a disaster. ESF #2 also monitors the overall status of the county's communications infrastructure and coordinates provisions of redundant, temporary communications as needed.

ESF #3 – Public Works and Engineering
Primary Agency: Thurston County Public Works

Coordinates local capabilities and resources to facilitate delivery of public works services, technical assistance, engineering expertise, construction management, emergency water/wastewater utility repairs, and other support to respond to and recover from a disaster or other incident requiring a countywide coordinated response.

ESF #4 – Firefighting
Joint Primary Agencies: Thurston County Fire Districts and Regional Fire Authorities

Coordinates support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazard incident requiring a coordinated countywide response. ESF #4 also assists local and state agencies with facilitation of regional fire mobilization under RCW 43.43.961 and the *Washington State Fire Service Resource Mobilization Plan.*

ESF #5 – Information and Planning
Primary Agency: Thurston County Emergency Management

Facilitates emergency management functions by supporting coordination across all Thurston County departments, governmental/non-governmental organizations, and state and federal agencies in all phases of emergency management: prevention, mitigation, preparedness, response, and recovery.

ESF #6 – Mass Care and Human Services
Joint Primary Agencies: Thurston County Emergency Management / Thurston County public Health and Social Services

Coordinates the delivery of services and the implementation of programs to assist individuals, households, and families impacted or potentially impacted by emergencies or disasters in mass care, emergency assistance, housing, and human services.

ESF #7 – Logistics Management and Resource Support
Primary Agency: Thurston County Emergency Management

Provides centralized management for the role of the Logistics Section within the Thurston County Emergency Coordination Center (ECC) and management of resource support requirements in support of Thurston County government agencies, cities, towns, tribes, cooperating agencies, and incident commanders.

ESF #8 – Public Health and Medical Services
Primary Agency: Thurston County Public Health and Social Services

Coordinates medical resource support when local agencies and/or organizations exceeds their capacity to provide medical services due to either an increase in patient numbers or limitations in personnel and medical resources during an emergency or disaster.

Table 5: Thurston County Emergency Support Functions (ESF) and Primary Agencies (cont.)

ESF #9 – Search and Rescue Primary Agency: Thurston County Sheriff's Office	
Coordinates rapid deployment of local SAR components to provide specialized lifesaving assistance to Thurston County when activated, to include structural collapse (urban) search and rescue; waterborne search and rescue; and land search and rescue. ESF #9 also addresses use of SAR resources in support of emergency management response and recovery activities.	
ESF #10 – Oil and Hazardous Materials Response Joint Primary Agencies: Thurston County Fire Districts and Regional Fire Authorities / Washington State Patrol / Washington State Department of Ecology	
Coordinates countywide support in response to an actual or potential discharge and/or release of oil or hazardous materials. ESF #10 also coordinates hazardous materials response activities and procedures with local, state and federal agencies as outlined in the *Northwest Area Contingency Plan* (NWCP).	
ESF #11 – Agriculture and Natural Resources Primary Agency: Thurston County Public Health and Social Services	
Coordinates aspects of agriculture and natural resource management during emergencies to include managing outbreaks of animal and plant diseases or pest infestations, protecting and restoring natural, cultural, and historic resources, and supporting efforts to provide animal sheltering, feeding, and emergency veterinary care during disasters.	
ESF #12 – Energy Primary Agency: Thurston County Emergency Management	
Facilitates the restoration of energy systems affected by an incident, as well as supports the effective use of available electric power, natural gas, and petroleum products required to meet essential needs during and after an incident.	
ESF #13 – Public Safety, Security, and Law Enforcement Primary Agency: Thurston County Sheriff's Office	
Provides a mechanism for coordinating and providing adequate law enforcement, public safety, and security capabilities to local authorities in the event of an emergency or disaster situation. This includes coordination of emergency evacuations to protect the public.	
ESF #14 – Cross-sector Business and Infrastructure Primary Agency: Thurston County Emergency Management	
Supports cross-sector operations and short-term recovery, including stabilization of key supply chains and community lifelines among infrastructure owners and operators, businesses, and government partners. ESF #14 also serves as the interface with businesses, industries, and infrastructure sectors not aligned to other ESFs.	
ESF #15 – External Affairs Joint Primary Agencies: Thurston County Communications Office / Thurston County Emergency Management	
Provides accurate, accessible, coordinated and timely information to impacted communities and populace, first responders, governments, news media, tribes, private sectors, including those with alternate communication needs (such as limited English proficiency, low literacy, and those with disabilities including deaf or hard of hearing, low vision/blindness, or cognitive impairments). ESF #15 provides resource support and mechanisms to implement the Thurston County Joint Information Center (JIC) and supplementing first responder public information officers' operations with JIC resources.	

2.3.2.1 Primary Agencies and Organizations

Primary agencies include select county departments, county offices, and cooperating / coordinating agencies possessing significant authorities, roles, resources, and/or capabilities for a particular ESF. Through development and implementation of their respective ESF annexes, primary agencies coordinate with emergency management, supporting agencies, and other appropriate local, state, and private sector organizations to maximize use of all available resources during disasters.

2.3.2.2 Supporting Agencies and Organizations

Supporting agencies possess specific authorities, roles, resources, and/or capabilities that mutually support primary agencies within a particular ESF. Through participation in development of respective ESF annexes, supporting agencies coordinate with emergency management and primary agencies to achieve unity of effort during disasters. Supporting agencies are not subordinate to primary agencies, but rather have a mutually beneficial partnership before, during and after disasters. Supporting agencies for each ESF and their specific roles are identified in each ESF annex.

2.5 General Responsibilities

2.5.1 Elected & Appointed Officials (Senior Officials)

Senior officials are responsible for making significant policy and resource decisions before, during and after disasters. Disaster mitigation, response, and recovery are more effective when senior officials are familiar with emergency management processes and have established relationships with their community's emergency managers. They should be aware of existing emergency management plans, programs, and policies to include those outlined in this plan. They should also be familiar with the potential impacts of threats and hazards within the county and be prepared to communicate key information to the public before, during and after disasters. Key elements of senior official responsibilities may include, but are not limited to:

- Working with emergency managers to establish preparedness priorities and encouraging the whole community to collaborate on the county's mitigation, response, and recovery planning efforts.
- Encouraging individuals, families, and businesses to develop emergency plans to be self-sufficient for at least two weeks after a disaster.
- Developing and maintaining relationships with their local emergency managers before, during and after disasters to stay informed of current issues.
- Championing community risk reduction by adopting and implementing the county's hazard mitigation and climate adaptation plans.
- Assisting emergency managers with coordinating resource support for disaster response through participation in multiagency coordination groups, such as the MAC Group, as required based on the nature and impact of an incident.

- Delegating authority as necessary to on-scene incident command or unified command during complex incidents requiring muti-agency/multi-jurisdictional incident management.
- Working with Public Information Officers (PIO) to prepare for possible media interviews and communicate quickly, clearly, and effectively to the whole community during crisis.
- Understanding the use of the financial and in-kind State and Federal assistance programs available post-disaster.
- Delegating authority as necessary to disaster recovery managers for long-term recovery efforts requiring muti-agency/multi-jurisdictional coordination.
- Assisting disaster recovery managers with prioritization of recovery projects as part of long-term recovery.

2.5.1.1 Board of County Commissioners

Final responsibility for Thurston County government's emergency management organization rests with the BoCC. The BoCC will resolve all conflicts based upon recommendations by the MAC Group, County Elected Offices and Departments, and the Director of Emergency Management. The Director of Emergency Management reports to the County Manager and the County Manager reports to the BoCC. In addition to the responsibilities of senior officials, responsibilities of the BoCC may include, but are not limited to:

- Reviewing, approving and adopting though resolution, the county's Comprehensive Emergency Management Plan (CEMP), Hazard Mitigation Plan (HMP), and Disaster Recovery Plan (DRP).
- Proclaiming a local emergency when necessary and requesting state and federal assistance.
- Adopting emergency ordinances and resolutions necessary for the immediate preservation of the public peace, health, or safety, or for support of county government.
- Liaising with local, state, and federal elected officials.
- Interfacing with media, the public, and other constituents to address issues regarding disaster response and recovery operations.
- Authorizing emergency reappropriation of funds to meet disaster-related expenses if organizational budgets are exceeded as part of ongoing disaster response and/or recovery operations.
- Approving county agreements for the receipt of financial and in-kind State and Federal assistance grants available pre- and post-disaster.

2.5.1.2 County Manager

Whether before, during or after a disaster, the County Manager retains all authorities, roles, and responsibilities to the BoCC as the head executive of Thurston County Government. Providing direction and control to the Director of Emergency Services and all other county departments during disasters, County Manager responsibilities specific to this plan include, but are not limited to:

- Signing Emergency Proclamations when necessary and requesting state and federal assistance.
- Liaising with local, state, and federal elected officials and the BoCC.
- Interfacing with media, the public, and other constituents on behalf of the BoCC to address issues regarding disaster response and recovery operations.
- Chairing the MAC Group and other policy groups as required (or designating an appropriate chair).
- Acting as a representative of the BoCC in their emergency management responsibilities as outlined in this plan and its annexes.
- Directing county department response consistent with emergency support function responsibilities, or as otherwise necessary, to accomplish disaster response objectives and priorities of the BoCC.
- Coordinating with emergency management on disaster mitigation grant activities.

2.5.1.3 Director of Emergency Services

The Director of Emergency Services fulfills roles and responsibilities as the county's Emergency Management Director defined under RCW 37.52.070[10] having direct responsibility for the organization, administration, and operation of the county's emergency management programs to include development, maintenance, and implementation of the county's CEMP. Other key responsibilities include, but are not limited to:

- Recognizing the existence or threatened existence of an emergency, based on the severity and/or potential impacts of an incident, and requesting that the BoCC issue an emergency proclamation.
- Issuing emergency proclamations in the event of an existing or imminent emergency if the BoCC is not in session, or otherwise unavailable to issue such proclamation.
- Convening the MAC Group, or other policy groups, at the request of the BoCC and County Manager, or as otherwise necessary to coordinate multiagency/multijurisdictional support for disaster response and recovery.
- Ensuring sufficient staffing of the county's emergency management organization, to include supplemental staffing of the ECC during disasters based on operational needs.
- Providing recommendations on policy decisions to the County Manager and BoCC in matters related to emergency preparedness, hazard mitigation, disaster response, and recovery.

2.5.2 County Elected Offices and Departments

County elected officers and appointed directors maintain direct responsibility for the administration and operations of their organizations before, during and after disasters. This includes the development, maintenance, and implementation of continuity of operations plans

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[10] Revised Code of Washington (RCW) 38.52.070, Local organizations and joint local organizations authorized—Establishment, operation—Emergency powers, procedures—Communication plans. 2017

(COOP) to restore and maintain essential public services provided by their respective office or department during disasters. In addition to COOP, many county offices have authorities and responsibilities prescribe by state law and Thurston County code specific to their office. Within the scope of emergency management, elected offices and appointed director responsibilities include, but are not limited to:

- If designated as a primary or supporting agency for an ESF (see section 2.3.2), ensuring that necessary operational plans and/or procedures are adopted for the implementation of that ESF.
- If designated as a primary or supporting agency for an ESF, appointing a primary and alternate liaison to work with emergency management in the develop and maintenance of this plan and specified annexes.
- Training and providing staff to fulfill the duties indicated in ESFs for which the department or office has primary or support responsibility. Making staff available at the request of emergency management for disaster training and assignment.
- Establishing policy and procedures for assessing impacts from a disaster and reporting that information to the ECC. Assessments should include, at a minimum, damage to facility infrastructure and injury to personnel.
- Establishing policies and procedures for the identification and preservation of essential records to facilitate the re-establishment of operations during and following a disaster.
- Establishing policies and procedures for documentation of all disaster operational costs and establishing administrative methods to keep accurate disaster expenditure records separate from day-to-day expenditures.
- Coordinating with emergency management to maintaining a current inventory of key organizational personnel, facilities and equipment resources and typing the resources according to National Incident Management System (NIMS) typing standards.
- Coordinating with emergency management to develop and maintain plans that designate primary and alternate locations to re-establish direction and control of operations and establish policies and procedures for organizational chain of command, succession of authority, continuity of operations, disaster response and recovery.

2.5.4 Cooperating / Coordinating Agencies

Coordinating and cooperating agencies are those agencies in which Thurston County government has no command and/or control authority over but have an inherent need to coordinate with on emergency management activities before, during, and after a disaster. These include, but are not limited to:

- City, town, and tribal governments.
- Fire protection districts, utility districts, and other special purpose districts.
- State agencies with jurisdictional responsibilities within the county.
- Nonprofit/volunteer groups, private industry, and other nongovernmental organizations.

Much like county offices and departments, responsibilities of cooperating and coordinating agencies during disasters will generally parallel their normal, day-to-day activities and responsibilities. As a best practice, responsibilities that deviate from a cooperating agencies existing obligation because of this plan should be documented in a mutual aid, interlocal, or cooperative agreement between the cooperating/coordinating agency and Thurston County. To enhance multi-agency coordination before, during and after disasters, the following responsibilities of cooperating and coordinating agencies should include, but are not limited to:

- Adopting the national incident management system (NIMS), to include adopting the incident command system (ICS) as the designated system for operational coordination, command, and control during complex incidents.
- Understanding the county, state and federal laws, policies, and procedures for requests for mutual aid, requests for resources, and request for disaster assistance.
- If designated as a primary or supporting agency for an ESF (see section 2.3.2), ensuring that necessary agreements and operational plans are adopted for the implementation of that ESF.
- If designated as a primary or supporting agency for an ESF, appointing a primary and alternate liaison to work with emergency management in the development and maintenance of this plan and specified annexes.
- Establishing policies and procedures for documentation of all disaster operational costs and establishing administrative methods to keep accurate disaster expenditure records separate from day-to-day expenditures.
- Establishing policy and procedures for assessing impacts from a disaster and reporting that information to the ECC. Assessments should include, at a minimum, damage to facility infrastructure and injury to personnel.
- Developing and reviewing emergency management plans within the organization to ensure they integrate with, or at least corroborate with, the county's CEMP and annexes.

2.4.5 Individuals / Families / Communities

A key element to successfully responding to and recovering from a major disaster is the overall preparedness of individual citizens, families, and the community. As part of day-to-day operations, emergency management staff work with the public to encourage individuals, families and communities do the following to support disaster preparedness and community resilience:

- Having a Plan: Decide as a group where your meeting locations are and who your out-of-area contact is. Be aware of what threats and hazards are most likely to occur where you work, play, and live.
- Building a Kit: Individuals and families may be on their own for at least two weeks when a disaster happens. But it is possible that a major earthquake could leave residents on their own for a month or more. The first step is to build a 2-weeks ready kit at home.

Plan for smaller kits for work, school, and in vehicles. Once you have started a 2-week plan, consider adding supplies for a longer event.

- Staying Informed: To keep our citizens safe and apprised of hazardous conditions in the area, emergency management uses several types of alerts to warn the public of potential hazards within the cities and unincorporated Thurston County. These systems are intended to be used for emergency alerts, as well as non-emergency incidents that may have significant impacts to residents. Emergency Alerts could be related to specific hazards that require action be taken such as evacuation, shelter in place, boil water orders, etc. Non-emergency alerts could include significant transportation problems with prolonged impacts or significant ongoing police or fire activity. In addition to receiving information on your wireless device, you may also receive notification on your land telephone line or via email.

- Getting involved: Many disasters assistance and emergency support functions, to include several within this plan, rely on the continued support of various nonprofit organizations, volunteer groups, and community action groups. Emergency management encourages individuals and families to get involved in one or more of these various groups to support the whole community's emergency preparedness.

3. Concept of Operations

The concept of operations is an overview of emergency management activities performed throughout the county in a comprehensive, coordinated, and expedited manner. Activities within the Thurston County Comprehensive Emergency Management plan (CEMP) support five mission areas consistent with the Washington State CEMP and the National Preparedness Goal:

- **Prevention**: Prevent, avoid, or stop an imminent, threatened, or actual act of terrorism.
- **Protection**: Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- **Mitigation**: Reduce the loss of life and property by lessening the impact of future disasters.
- **Response**: Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- **Recovery**: Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

3.1 Emergency Management Phases

CEMP activities across all five mission areas occur in one of three major phases of emergency management operations: pre-incident, incident response, and long-term recovery.

- **Pre-incident** is considered normal operations where day-to-day functions are performed by emergency management and partner organizations throughout the county. Pre-incident activities focus primarily on emergency preparedness, prevention, protection, and mitigation activities identified within the CEMP, Integrated Preparedness Plan (IPP), and Hazard Mitigation Plan (HMP).
- **Incident response** begins any time Thurston County Emergency Management is notified or otherwise made aware of an incident or threat of an incident that may require support and coordination beyond the capabilities of the local agencies with jurisdiction. During this phase, response, and short-term recovery activities within the CEMP are implemented through ESFs as needed to support incident management objectives and stabilization of community lifelines. Enhanced activation of the ECC and emergency proclamations generally occur in the early stages of incident response.
- **Long Term-Recovery** begins once incident response objectives are met, response resources have demobilized, and community lifelines are stabilized to meet basic needs. In long-term recovery, efforts shift to support recovery outcomes. During this phase, incident response structures typically demobilize and transition direction, control, and coordination to a locally appointed disaster recovery task force.

3.2 Response Plan Activation

The Thurston County Emergency Coordination Center (ECC), maintained by Thurston County Emergency Management (TCEM), serves as the point of contact for activating emergency operations plans and procedures outlined in the CEMP, to include activating the Emergency Support Functions (ESF) necessary to respond to and recover from natural, technological, or human-caused incidents.

3.2.1 Thurston County Emergency Coordination Center (ECC)

The ECC is a permanent facility located in Building E of the Tilley Public Works Campus. Maintained by TCEM, the ECC operates following the principles of the National Incident Management System (NIMS) and may be staffed by county departments, offices, and cooperating agencies as needed based on the nature, size, and complexity of an incident.

3.2.2 Initial Notification & Incident Assessment

TCEM maintains a primary and alternate on-call duty officer who serves as the answering point for requests for emergency support when the ECC is not staffed. In the event the duty officer cannot be reached, the EM Manager should be contacted, followed by additional Emergency Management personnel until successful notification has been made. Information and instructions for contacting emergency management personnel after business hours is routinely disseminated by TCEM to county offices, departments, and cooperating agencies.

Upon notification of an incident, the duty officer will perform an initial assessment to evaluate the situation and inform the EM Manager. If warranted, the EM Manager will recommend the appropriate activation level of the ECC to the ES Director. The decision to activate the ECC is typically determined based on incident impacts to the community and requests for support from on-scene incident management agencies.

3.2.3 ECC Activation Levels

ECC staffing and operations are based on size, scope and scale of incidents, and the support needs of on-scene incident management organizations. ECC activation is categorized into three levels as described in Table 6 below:

Table 6: Emergency Coordination Center (ECC) Activation Levels

Activation Level	Description
Level 3	**Normal Operations:** General operating conditions; typical incidents fall within the county's baseline construct and handled by full-time emergency management staff and/or after-hours duty-officer.
Level 2	**Enhanced Operations:** Incident has special or unusual complexity requiring coordinated response with more than one department or agency, requires use of specialized resources, or is beyond the capability of available resources. Incident requires additional ECC staffing from county offices, departments, and/or ESF primary agencies. Non-essential emergency management operations may be suspended temporarily.
Level 1	**Full Activation:** Incident requires coordinated response of multiple levels of government and emergency services to save lives, protect property, and restore essential services. Full ECC staffing is required, and non-essential county operations and services may be suspended temporarily.

3.3 Proclamation of a County Emergency

Pursuant to Title 3 of the Thurston County Code and RCW 37.52.070, the director of emergency services (ES Director) has the authority to request that the Board of County Commissioners (BoCC) proclaim the existence or threatened existence of a disaster and the termination thereof, if the BoCC is in session, or to issue such proclamation if the BoCC is not in session, subject to action by the board to ratify or rescind such proclamation at the BoCC's earliest practical meeting.

If the ES Director cannot be reached or is otherwise unavailable, the County Manager may request an emergency declaration be issued by the BoCC or make such declaration themselves if the BoCC is not in session. If neither the BoCC, ES Director, nor County Manager are available, the proclamation may be issued by the Assistant County Manager or the Emergency Coordination Center Manager (ECC Manager). The ES Director may at their discretion, delegate their authority further as necessary. Such delegations must be documented in writing.

Unless extreme circumstances have prevented the activation and operation of the ECC, disasters or the threatened existence of disasters impacting the county are monitored by ECC staff. To aid the ES Director and the BoCC in the decision to proclaim an emergency, the ECC Manager provides an initial situational report (sitrep) along with a draft resolution developed by the ECC staff.

To ensure local emergencies formally end, a resolution proclaiming a local emergency will generally include a self-termination date subject to earlier termination or extension by the BoCC if warranted by the incident.

3.2.1 Assistance Through Proclamation of a State Emergency

The Washington State Governor's (Governor) authority to proclaim a state of emergency is identified in RCW 43.06.010(12). A Governor's proclamation of emergency allows the state to mobilize its assets for impending or existing disasters and emergencies and facilitate response activities in support of local governments. The proclamation by the Governor is a prerequisite for access to the full range of federal disaster recovery programs and interstate mutual aid.[11]

When an incident exceeds the capacity of local governments, ECC staff request state assistance through the State Emergency Operations Center (SEOC). In addition to requests for resources, ECC staff provide information to the SEOC on the impacts from the disaster. With consideration of the incident impacts and needs of local governments, the Governor may, after finding public disorder, disaster, energy emergency, or riot exists within the state affecting life, health, property, or the public peace, proclaim a state of emergency in the area affected.

3.2.2 Assistance through Federal Declaration of Disaster or Emergency

Pursuant to Title 44, Code of Federal Regulations, Part 206, Subpart B, The Governor may request federal assistance, including assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). Before making such request, the Governor must proclaim a state of emergency and ensure all appropriate state and local actions have been taken.

The Stafford Act authorizes the President of the United States to provide financial and other assistance to state and local governments, certain private nonprofit organizations, businesses, and disaster victims to support response, recovery and mitigation efforts following presidential emergency or major disaster declarations. When local conditions are such that a federal disaster declaration may be appropriate, the Federal Emergency Management Agency (FEMA) may coordinate with state and local emergency management as described in section 4.5 – *Federal Coordination.*

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[11] Washington State, 2019, *Comprehensive Emergency Management Plan (CEMP): Basic Plan*, pp.10-11

3.4 Objective-Based Response

Objectives are developed for every incident response based on the priorities set by authorities having command over an incident and the jurisdictions coordinating and supporting incident response activities. Within Thurston County, objectives established during emergency operations are based on supporting incident management priorities and stabilization of community lifelines. Objectives clarify what must be accomplished by emphasizing desired end-states rather than the method or intervening steps.

3.4.1 Incident Management Priorities (Leaders Intent)

Incident management objectives are established based on the following priorities:

1. Life Safety
2. Incident Stabilization
3. Protection of Property
4. Protection of the Environment
5. Meeting Basic Human Needs

3.4.2 Stabilization of Community Lifelines (End-State)

Stabilizing and re-establishing community lifelines is the desired end-state during response to lessen threats and hazards to public health and safety, the economy, and security. A community lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Together, the community lifelines reframe incident information to provide decision makers with root cause and impact analysis. This construct maximizes the effectiveness of coordinating county response. Figure 3 identifies the eight community lifelines: Safety and Security; Food, Water, Shelter; Health and Medical; Energy (Power & Fuel); Communications; Transportation; Water Systems; and Hazardous Material.

The eight community lifelines represent only the most basic services a community relies on which, when stable, enable all other activity within a community. The lifelines are designed to enable emergency managers, infrastructure owners and operators, and other partners to analyze the root cause of an incident impact and then prioritize and deploy resources to effectively stabilize the lifeline. Through execution of critical activities outline in the CEMP and its annexes, Emergency Support Functions deliver core capabilities to stabilize community lifelines for effective response and recovery. Figure 4 shows how community lifelines are applied to establish response objectives to achieve stabilization.[12]

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[12] U.S. Department of Homeland Security, 2019, *National Response Framework, 4th edition,* pp.8-10

Figure 3: Community Lifelines

Safety and Security
- Law Enforcement
- Fire Service
- Search and Rescue
- Government Service
- Community Safety

Energy (Power & Fuel)
- Power Grid Infrastructure
- Fuel

Food, Hydration, Shelter
- Food
- Hydration
- Shelter
- Agriculture.

Communications
- Communication Infrastructure
- Responder Communications
- Alert and Warning
- Finance
- 911 and Dispatch

Health and Medical
- Medical Care
- Public Health
- Patient Movement
- Medical Supply Chain
- Fatality Management

Transportation
- Highway/Roadway
- Mass Transit
- Railway
- Aviation
- Maritime

Water Systems
- Potable Water Infrastructure
- Wastewater Management

Hazardous Materials
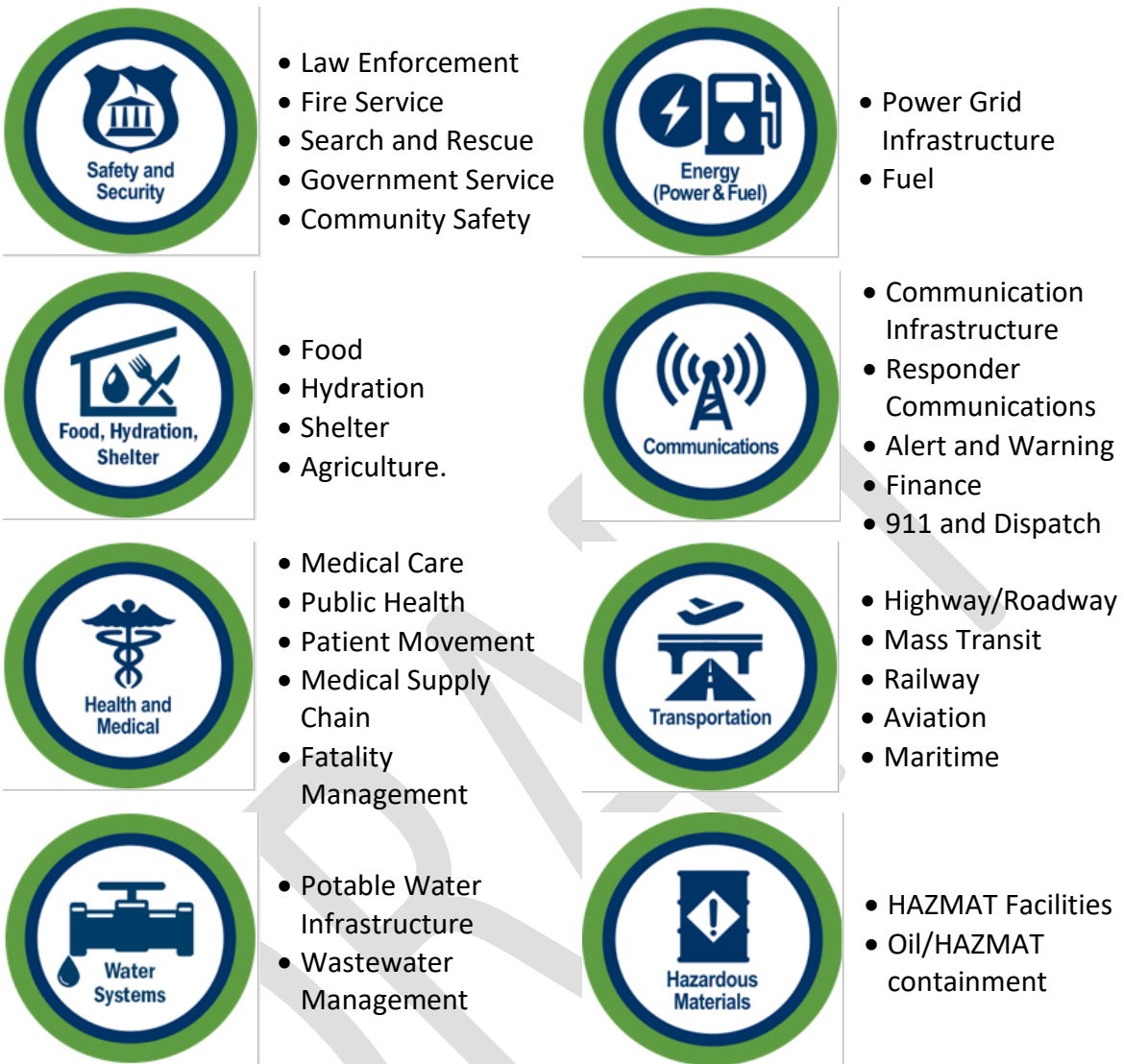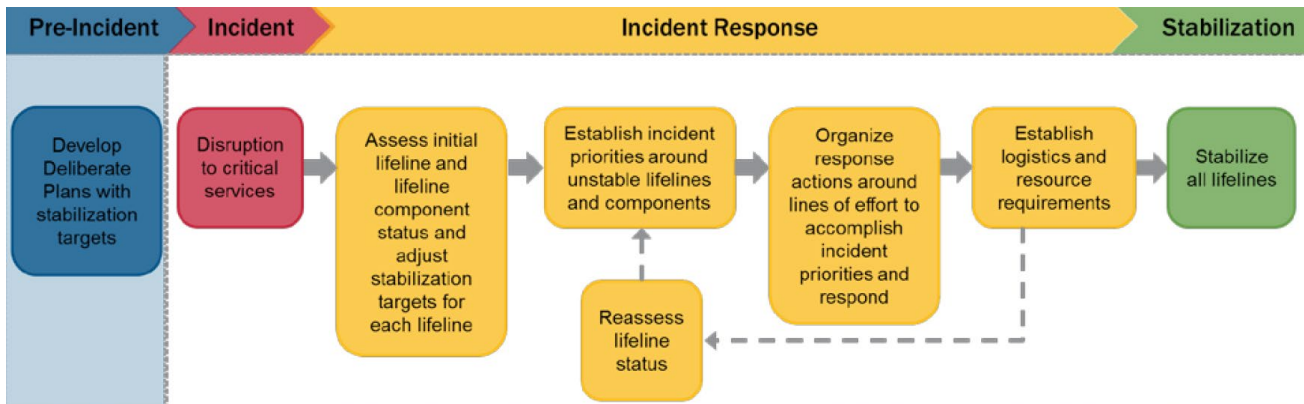- HAZMAT Facilities
- Oil/HAZMAT containment

Figure 4: Application of Community Lifelines to Support Emergency Management

3.5 Response Activities by Emergency Support Function

When an incident occurs that disrupts critical services, ECC staff assess immediate impacts on community lifelines to determine which Emergency Support Functions (ESFs) must activate to support and coordinate incident response activities.

ESFs are how county departments, offices, and cooperating agencies and organizations enhance multiagency coordination. With direction and control from the ECC command and general staff, ESF agencies help coordinate the delivery of critical response capabilities.

3.5.1 Core Capabilities

Core capabilities describe the grouping of response activities that can be taken to support incident management objectives and stabilize community lifelines. During incident response, the ECC operationalizes response core capabilities into actionable plans based on incident management priorities and impacts to community lifelines. Table 7 describes the sixteen response core capabilities and ESFs responsible for delivering them.

Each ESF within the CEMP maintains an annex developed in partnership with TCEM and ESF primary and supporting agencies as outlined in Section 2.3.2 – *Emergency Support Functions.* Critical response activities associated with the ESFs primary and supporting response core capabilities, and the organizations responsible for their implementation, are outlined within their respective annexes.

Table 7: Response Core Capabilities and their Primary and Supporting Emergency Support Functions

Response Core Capability	Primary ESF(s)	Supporting ESFs
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.	ESF #5	All
Public Information and Warning: Deliver coordinated, prompt, reliable, and actionable information to the whole community using 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.	ESF #15	All
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	ESF #5	All
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.	ESF #1; ESF #3; ESF#12; ESF#14	ESF #2; ESF #6 ESF #10
Critical Transportation: Provide mobility (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.	ESF #1	ESF #2; ESF #7; ESF #13
Environmental Response / Health and 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.	ESF #8 ESF #10	ESF #4
Fatality Management Services: Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage, or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.	ESF #8	ESF #4; ESF #9
Fire Management and 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	ESF #4	ESF #1; ESF #3
Logistics and 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.	ESF #7	ESF #1
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.	ESF #6	ESF #3; ESF #7
Mass Search and 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.	ESF #9	ESF #4; ESF #13
On-Scene Security, Protection and 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 for response personnel engaged in lifesaving and life-sustaining operations.	ESF #13	ESF #5
Operational Communications: Ensure the capacity for timely communications in support of security, situational awareness, and operations, by all means available, among and between affected communities in the impact area and all response forces.	ESF #2	ESF #4; ESF #13; ESF #15
Public Health, Healthcare, and 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.	ESF #8	ESF #4; ESF #6
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.	ESF #5	All

3.6 Supporting Activities by Mission Area

3.6.2 Prevention & Protection

Activities in support of terrorist prevention and protection are typically performed by local, state, and federal public safety officials within the county to include Thurston County Sheriff's Office. Refer to the ESF #13 (Public Safety, Security and Law Enforcement) Annex for specific prevention and protection activities.

While the county does not have a prevention or protection plan or framework, Emergency Management routinely coordinates with local public safety officials, the Washington State Fusion Center, the Homeland Security Information Network (HSIN), and the Cybersecurity & Infrastructure Security Agency (CISA) Region 10 to support prevention and protection activities as needed.

3.6.3 Mitigation

TCEM implements and maintains the county's hazard mitigation planning process. Working with the Thurston Regional Planning Council (TRPC), Thurston County and other Thurston region planning partners develop, implement, and maintain the *Thurston Regional Hazard Mitigation Plan* (HMP)[13]. The HMP is updated every five years and contains specific mitigation initiatives and the agencies responsible for their implementation.

Thurston County government and cooperating agencies address disaster mitigation in projects such as growth management and regional transportation planning, flood control, zoning ordinance revision, and building code revision. Refer to the current version of the HMP for specific mitigation activities.

3.6.4 Recovery

Recovery planning is a multijurisdictional effort within Thurston County, facilitated through an interlocal agreement between the county, towns, and cities that establishes the Disaster Recovery Council and the development and implementation of the *Thurston Region Disaster Recovery Framework.* [14]

Thurston County Emergency Management is currently in the process of developing the Thurston County Disaster Recovery Plan, with a base plan currently drafted. Recovery Support Function (RSF) annexes are being drafted in 2025 with expected completion by 2026.

TCEM serves as the county's liaison with State Emergency Management and FEMA for recovery activities and is responsible for coordinating the implementation of the Thurston County Disaster Recovery Framework to include organization of a Recovery Task Force to manage disaster recovery activities and resources. Refer to the current version of the *Thurston Region*

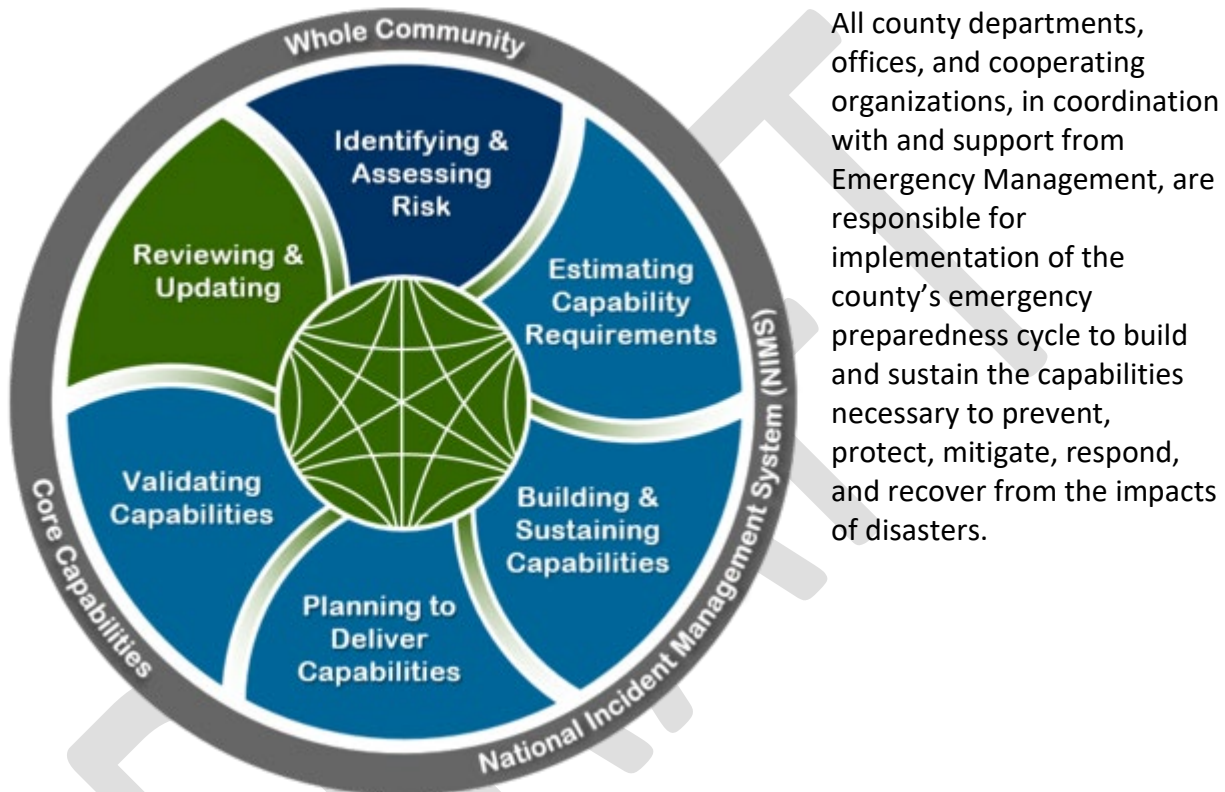[13] Thurston Regional Planning Council, 2024, *Hazards Mitigation Plan for the Thurston Region, 4th edition,* URL: https://www.trpc.org/160/Hazards-Mitigation-Plan (accessed September 5, 2024)
[14] Thurston Regional Planning Council, 2022, *Thurston Region Disaster Recovery Framework (draft version),* URL: https://www.trpc.org/1098/Disaster-Recovery-Planning (accessed September 5, 2024)

Disaster Recovery Framework for plans, policies, and procedures on countywide disaster recovery.

3.7 Preparedness Activities

Disaster preparedness develops response capabilities should a disaster occur and readies the community to implement recovery and restoration activities. Figure 5 illustrates the preparedness cycle.

Figure 5: The National Preparedness Cycle

All county departments, offices, and cooperating organizations, in coordination with and support from Emergency Management, are responsible for implementation of the county's emergency preparedness cycle to build and sustain the capabilities necessary to prevent, protect, mitigate, respond, and recover from the impacts of disasters.

3.7.1 Integrated Preparedness Plan (IPP)

TCEM coordinates with local and regional agencies to develop, implement, and maintain an Integrated Preparedness Plan (IPP). The IPP process is used to synchronize national preparedness cycle activities within the county, maintain an effective training and exercise program, and forecast equipment purchases and other emergency preparedness projects. The IPP is reviewed and updated annually to forecast planning, organization, equipment, training, and exercise needs over a three-year period.

3.7.2 Threat and Hazard Identification and Risk Assessment (THIRA)

TCEM continuously identifies and assesses risk in the county using the THIRA process to identify threats and hazards of greatest concern, assess their impacts, and estimate the capabilities required to mitigate those impacts. The community THIRA is routinely updated to address any changes to the threats and hazards that may impact the county.

TCEM coordinates with community partners to conduct additional processes to identify and assess risks in the community that feed into the community THIRA. Once every five years, TCEM conducts a hazards and vulnerabilities risk assessment as a component of the hazard's mitigation planning process. Additionally, TCEM and other community stakeholders participate in assessments facilitated by Washington State Emergency Management Division such as the Community Emergency Preparedness Assessment (CEPA).

3.7.3 Developing, reviewing, and updating plans to deliver capabilities.

TCEM develops and maintains this plan and its ESF annexes with additional plans, policies, and procedures developed and maintained as necessary to deliver local capabilities. Planning activities performed by Emergency Management include, but are not limited to:

- Developing and maintaining a Comprehensive Emergency Management Plan (CEMP).
- Identifying and typing local resources.
- Developing plans for managing volunteer resources.
- Developing and maintaining standard operating procedures for activation and operation of the Emergency Coordination Center (ECC).
- Coordinating with county offices, departments and cooperating agencies to develop mutli-agency plans and procedures for critical response tasks such as mass evacuation, emergency sheltering, and public information and warning.

3.7.4 Public Education & Outreach

TCEM engages the whole community in disaster preparedness efforts through a robust public education and outreach program in partnership with county departments, offices, and city, town, and tribal representatives of the Emergency Management Council. Public education and outreach activities related to disaster preparedness include but are not limited to:

- Developing and maintaining an effective public information and media liaison program.
- Developing, maintaining, and administering a disaster preparedness training program to include training and education for individuals, families, neighborhoods, civic and volunteer organizations, businesses, and government entities.
- Supporting and attending community events to increase awareness and share disaster preparedness information with the public.
- Hosting an annual Emergency Preparedness Expo to showcase how emergency management and partner organizations prepare for emergencies and provide the public with information and resources to prepare themselves and their families for emergencies.

4. Direction, Control and Coordination

Thurston County Emergency Management (TCEM) reviews emergency plans and procedures to ensure they are horizontally integrated with other local agencies' plans. Plans are also reviewed for consistency with multiple levels of government to ensure vertical integration.

4.1 Regional, Sub-regional, and Contracting of Emergency Management Services

In accordance with RCW 38.52.070, a political subdivision of the state shall either establish its own emergency management program or join with one or more other subdivisions in a regional or sub-regional emergency management organization. In accordance with RCW 39.34, any political subdivision is authorized to contract with any other for emergency management services.

As of 2024, the following political subdivisions and tribes partially or wholly within the borders of Thurston County have established and maintain their own emergency management programs and maintain their own Comprehensive Emergency Management Plans and/or Emergency Operations Plans:

- Thurston County Government
- City of Olympia
- City of Lacey
- City of Tumwater
- City of Yelm
- Confederate Tribes of the Chehalis
- Nisqually Indian Tribe

4.2 National Incident Management System (NIMS)

For effective and consistent integration of incident management activities, Thurston County utilizes the National Incident Management System (NIMS) as the standard approach to incident response and recovery in the county. This includes implementation of the following incident management and coordination systems:

- Incident Command / Unified Command / Area Command
- Departmental Emergency Operations Centers
- Emergency Operation Centers and Emergency Coordination Centers
- Multiagency Coordination Groups and Policy Groups

Through the above incident management and coordination systems, Thurston County coordinates incident response and recovery operations both vertically and horizontally. Figure 6 illustrates the direction, control and coordination relationships between each incident management and coordination system during disasters.

Figure 6: Thurston County Incident Management Direction, Control and Coordination

4.3 Incident Command / Unified Command / Area Command

The responsibility and authority for on-scene incident management rests with agencies having jurisdiction over an incident. Public agencies have jurisdiction at an incident based on their existing legal authorities and responsibilities. Jurisdictional authority at an incident can be political or geographical (for example, local, state, tribal or federal boundary lines) or functional (for example, law enforcement, firefighting, or public health) depending on the nature and impacts of the incident. During complex incidents, it is common for multiple agencies to have jurisdiction over an incident.

During most incidents impacting unincorporated Thurston County, jurisdiction for on-scene incident management rests with the Thurston County Sheriff, Fire Response Agencies, Thurston County Public Works, the Thurston County Public Health Officer, or a combination thereof.

Cities and tribes maintain jurisdiction for on-scene incident management within their political boundaries in accordance with their local plans, policies, and procedures.

During incidents where multiple agencies have jurisdiction, those agencies are responsible for determining the appropriate incident management structure to direct and control resources assigned to that incident. In most cases, agencies having jurisdiction form a unified command or issue a joint delegation of authority for on-scene incident management to a single organization.

4.3.1 Delegation of Authority for Incident Command

Jurisdictional authority for on-scene incident management includes the authority to delegate incident command to trained and qualified personnel to effectively manage the incident. Delegation of authority is the process of granting authority to an individual or agency to carry out specific functions during an incident and should include guidelines on priorities, objectives, and constraints for the incident. Such delegations must be made by duly authorized officials and documented in writing.

In cases of multijurisdictional events, a joint delegation of authority may be granted by multiple jurisdictions to a single individual or agency to manage specific functions of the incident response.

4.4 Departmental Emergency Operation Centers (DEOC)

DEOCs are operations centers dedicated to a single, specific department or agency. A DEOC focuses on internal agency incident management and response within its own scope of authority. DEOCs may coordinate with the county ECC either through an ESF coordinator acting as a liaison, or through direct communication with the ECC Operations Section Chief. Examples of agencies with DEOCs in Thurston County include Thurston County Public Works, Thurston County Public Health and Social Services, and Fire Response Agencies.

### 4.5 City and Tribal Emergency Coordination and Operation Centers

The cities of Olympia, Lacey, Tumwater, and Yelm, and the Chehalis and Nisqually Tribes, each maintain their own EOCs or ECCs to coordinate incident management and response within their respective jurisdictional boundaries. Cities and tribes maintain their own plans, policies and procedures for activation and operation of their EOC or ECC. During multijurisdictional incidents and/or incidents requiring county support to cities and tribes, city and tribal EOCs may communicate directly with the county ECC Manager and/or Operations Section Chief to coordinate incident support activities and requests.

4.6 Thurston County Emergency Coordination Center

The county ECC is maintained by TCEM staff and provides operational coordination and support of on-scene incident management activities. The Thurston County ECC and its staff have primary responsibility for the implementation of incident response plans and procedures outlined in this plan and its annexes.

Through use of the emergency support functions outlined in the CEMP, the ECC provides emergency support and coordination with local on-scene incident management agencies and promotes unity of effort through coordination with other local EOCs and ECCs. Figure 7 below shows how ESFs are organized within the ECC during incident operations. A detailed description of ECC procedures and organization is maintained by TCEM as standard operating procedures published separately from this plan (see *ESF #5 – Planning and Information Annex*).

Figure 7: Emergency Coordination Center Organization
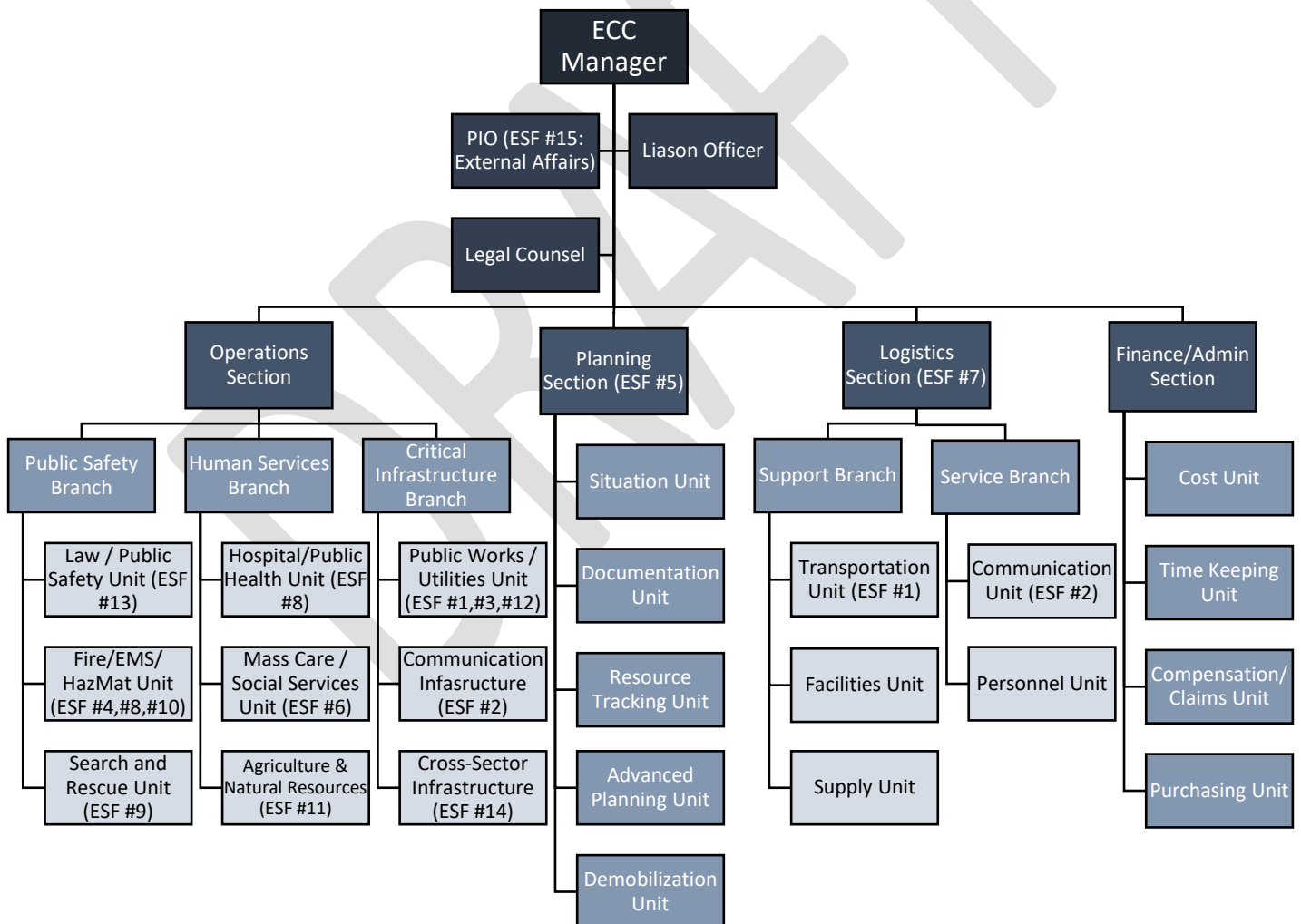
4.6 Multiagency Coordination Group

The Multiagency Coordination Group (MAC Group) serves as a bridge between the Board of County Commissioners (BoCC), other appointed and elected senior officials, and the ECC. The MAC Group provides guidance during incident response and recovery to resolve policy level issues, establish priorities for emergency support during incidents, and makes recommendations for emergency legislative action to the BoCC in support of incident response and recovery.

4.7 Multijurisdictional Coordination

Coordination between the Thurston County Comprehensive Emergency Management Plan (CEMP) and those of the cities, towns and tribes within the county is accomplished through the Inter-local Cooperative Agreement for Emergency Management, and the Thurston County Emergency Management Council (EMC).

For neighboring jurisdictions outside of the county, TCEM maintains relationships with neighboring counties as a chartered member of the Washington State Homeland Security Region 3 Council (HSR3) and signatory to the *HSR3 Omnibus Agreement*, a regional mutual aid agreement between counties, cities, tribes, and law enforcement and firefighting agencies within Grays Harbor, Lewis, Mason, Pacific and Thurston County.

When an emergency affects residents, property, or the economies of more than one jurisdiction, Thurston County may create an ad-hoc joint policy group with those jurisdictions as follows:

- The need for a policy decision or joint action with potential cross-boundary impact will likely be identified by one or more of the member jurisdictions of the EMC or neighboring jurisdictions within HSR3.
- Each jurisdiction affected by the emergency may provide a representative to the Joint Policy Group. The representatives must be duly authorized to make decisions related to emergency management on behalf of their jurisdiction.
- The Joint Policy Group may be in place of, or in addition to the Multiagency Coordination Group (MAC Group) depending on the nature and complexity of the incident and the level of senior official coordination required.
- The Joint Policy Group will, to the extent possible, meet in person so that decisions can be made quickly among all members. However, teleconferencing, telephone calling, or other forms of real-time communication may be used instead when necessary.
- Decisions made by the Joint Policy Group may have to be ratified by the elected body of affected jurisdictions.
- Each jurisdiction will be responsible for executing and monitoring joint policy decisions within their own jurisdictions.

During the response and recovery, the Joint Policy Group may make decisions to include, but not limited to:

- Joint statements or official declarations, including special warnings, instructions, statements, or other emergency public information.
- Evacuation orders.
- Emergency closure of disaster impacted areas and reentry policies.
- Regulation or allocation of essential goods and services.
- Prioritization of response and recovery resources in the most effective and efficient manner.
- Enforcement of isolation or quarantine orders by Public Health Officers.
- Delegations of authority to an incident management team and/or area command during complex multi-jurisdictional incidents.

Multijurisdictional preparedness activities include meetings of the EMC and HSR3 Committee on a recurring schedule, an annual joint preparedness exposition, semi-annual seminars for executives, the establishment of ad hoc subcommittees, and the creation of periodic work plans to accomplish multijurisdictional objectives.

4.8 State Coordination

The ECC serves as the point of contact within Thurston County for local coordination with the State Emergency Operations Center (SEOC). Typical coordination activities include information sharing and submitting resource requests when local capabilities have been exhausted or are otherwise not available. The ECC also serves as the intermediary between State and municipalities for resource requests that cannot be met through local-to-local mutual aid. Figure 8 shows the control and coordination relationships between state and local jurisdictions during state supported incidents.

Figure 8: State Emergency Management Control and Coordination Structure – Local and State.
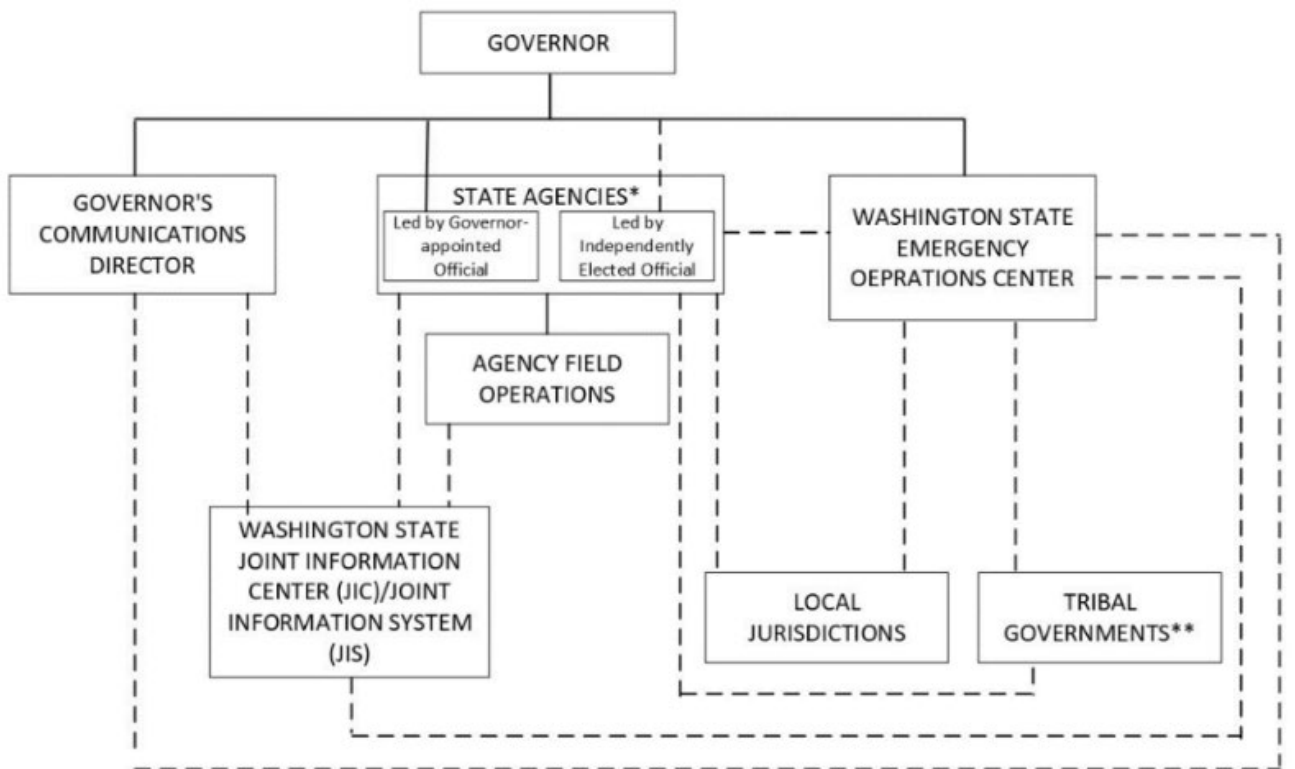
*Control of vs. coordination with state agencies by the governor depends on whether the state agency is led by governor-appointed officials or individually elected officials. See the Washington State Government Organization Chart for specific breakdown.

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

4.9 Federal Coordination

Coordaining of federal support for local incidents is facilitated at the State level when the State is unable to meet the emergency support needs for a local jurisdiction and a Presidential Disaster declaration is issued (see section 3.2.2). Figure 6 depicts the control and coordination channels used during incidents and emergencies in Washington State that receive federal assistance through a Presidential disaster declaration. Note: That some federal agencies may have jurisdiction at a local incident, such as the FBI and EPA, and may coordinate directly with the affected political subdivision under existing authorities.

Figure 9: Operational Structure for Federal Emergency Support Coordination
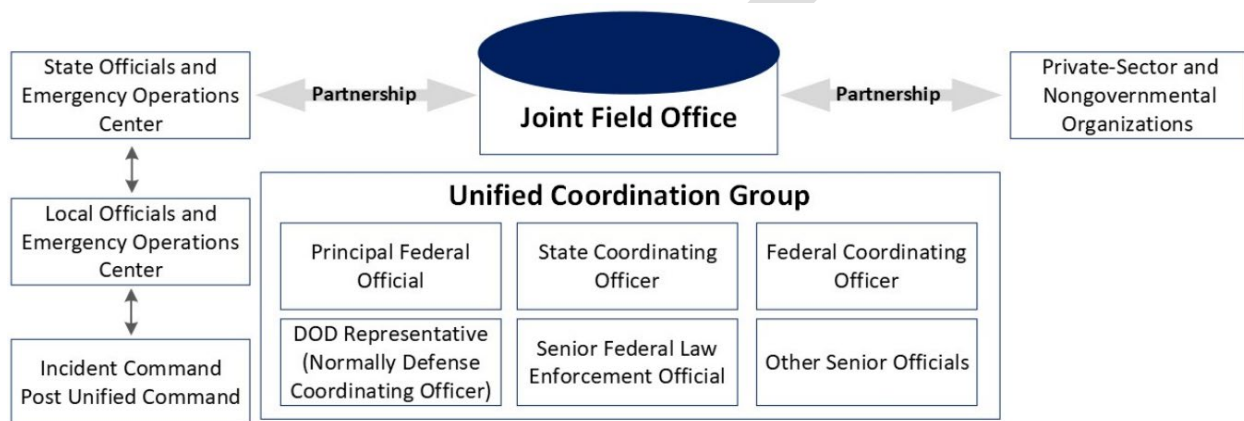
4.10 Continuity of County Government

The Continuity of Government Act (RCW 42.14) sets forth provisions for continuation of local government in the event its leadership is incapacitated by enemy attack. The BoCC extend the provisions of RCW 42.14 for the continuation of local government to include unavailability as the result of an emergency or disaster. Under Thurston County Code Title 3.02.60, during or as the result of an emergency or disaster, any or all available county commissioners shall have full authority to act jointly in all matters as the board of county commissioners. If none of the county commissioners are available, then those elected county officials that are available for duty will jointly act as the Board of County Commissioners until one or more county commissioners become available. The elected county officials referenced shall consist of assessor, auditor, coroner, prosecuting attorney, sheriff, and treasurer.

Continuity of Government is ensured through planning for performance of essential functions, leadership succession, alternative operational facilities, backup communications, and preservation of essential records.

The executive heads of county departments will have successors to assure continuity of leadership and operations. They will assure that all successors to their respective positions are aware of their emergency responsibilities and have legitimate or delegated authority to fulfill those responsibilities.

5. Communications

Leadership at the incident level facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain information sharing, situational awareness and connectivity between incident resources, multiple agencies, and levels of government.

The principles of communications and information management support incident management in maintaining a constant flow of information during an incident. The key principles are: (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security.

5.1 Interoperable Communications

Thurston 911 Communications (TCOMM911) operates as the county's public safety answering point and manages and maintains the infrastructure for the Thurston County public safety radio system. The public safety radio system provides radio communications service to Thurston County's law enforcement, firefighters, and emergency medical response (EMS) users.

Interoperable communications during emergencies and disaster situations are carried out using established communications systems to the degree that they survive a disaster and continue to afford adequate communications within the county.

In the event established communication systems are impacted from an incident, contingencies for interoperable communications are outlined in the ESF #2 (Communications) annex maintained by Thurston County Emergency Management (TCEM) in partnership with TCOMM911.

Radio Amateur Civil Emergency Service (RACES), administered by local emergency management agencies and supported by FEMA, is a part of the amateur radio service that provides radio communications for civil preparedness, during periods of local, regional, or national civil emergencies. Thurston County's RACES program is maintained by the Thurston County Amateur Radio Emergency Service (TCARES), a non-profit organization comprised of trained and licensed amateur radio operators. As a supporting agency to ESF #2 (Communications), TCARES coordinates with TCEM to operationalize amateur radio capabilities to support interoperable communications tasks outlined in the ESF #2 (Communications) annex.

5.2 Alert & Warning

The county relies on the hazard warning capabilities of federal and state government, industry, and the media. Citizens are expected to be aware of a hazardous situation for which there is significant media attention, such as severe weather or flooding.

When there is a demonstrated need, particularly if timeliness is critical to protect life and property, TCEM supplements existing warning systems with local alert and warning capabilities to include:

- Voice, text, and/or email messages to those subscribed to the county's alert and warning services.
- Reverse 9-1-1 voice messages to connected landline phones.
- Broadcast messages from cell-towers to mobile devices in a targeted area using the Wireless Emergency Alert (WEA) system.
- Broadcast emergency messages though public radio, television, and cable using the Emergency Alert System (EAS).

When the ECC is not staffed (i.e. at Level 3) the on-call duty officer has primary responsibility for issuing local alerts and warnings, under the direction of the EM Manager. During enhanced or full ECC activation (i.e. Level 2 or 1), ESF #15 (External Affairs) is responsible for coordinating issue of local alerts and warnings, under the direction of the ECC Manager and supported by ESF #2 (Communications) under the Logistics Section.

5.3 Emergency Public Information

Accurate, timely and consistent information disseminated to the public is essential during incident response. County departments, offices, and cooperating agencies coordinate the development and dissemination of all disaster-related public information through ESF #15 (External Affairs). See the ESF #15 Annex for specific roles, responsibilities, and procedures for emergency public information and implementation of the joint information system (JIS).

5.4 Limited English Proficiency, Special access & Functional Needs

The LEP plan is an appendix to the ESF #15 (External Affairs) annex and includes but is not limited to ESF #2 (Communications), ESF #6 (Mass Care, Emergency Assistance, Housing and Human Services), ESF #8 (Public Health and Medical Services), and ESF #15 (External Affairs) operations. The LEP plan meets the legal requirements codified in Chapter 38.52 of the Revised Code of Washington. The two LEP language groups considered significant population segments for Thurston County are Spanish and Vietnamese.

County communications plans also need to consider special access and functional needs related to delivery and receipt of emergency public information, alert, and warning. These considerations are addressed by the ESF #15 (External Affairs) annex.

6. Logistics and Resource Management

The mission of logistics in emergency management is to provide an efficient, transparent, and flexible procurement and delivery of life-sustaining goods and services to an impacted population while simultaneously coordinating resource support to all responders.

Most life-sustaining goods, such as food, water, and medications, are distributed through supply-chains managed by the private sector. During incidents, these supply chains may become distributed as result of damage to both public and private infrastructure. As a result, access to everyday goods and services may become limited or even impossible to large segments of the population. Additionally, large influxes of response personnel into a disaster impacted area will require additional supplies, equipment, services, and/or facilities that may exceed local businesses' capability to provide to support sustained response and recovery operations.

Under disaster conditions described above, the Emergency Coordination Center (ECC) Manager may activate Emergency Support Function (ESF) #7 (Logistics Management and Resource Support) to meet immediate needs while efforts are underway to reestablish private sector supply chains and support local response agencies with timely and efficient delivery of supplies, equipment, services, and facilities for ongoing response and recovery operations.

6.3 Resource Management

Resource management guidance enables countywide collaboration to maximize the use of limited resources—personnel, teams, facilities, equipment, and supplies. Most jurisdictions do not own or 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.

6.3.1 Resource Inventory and Typing

Effective resource management starts with identifying, defining, and categorizing shareable resources in the county based on their capabilities. Through pre-incident planning, Thurston County Emergency management collaborates with county offices, departments, and cooperating agencies to build an inventory of local resources that may be available upon request through mutual aid or procurement.

As a function of planning, ESF primary and supporting agencies assists Thurston County Emergency Management (TCEM) with identifying, defining, and categorizing local resources within their agencies based on the estimated capabilities needed to perform the critical tasks identified in each ESFs respective annex.

Throughout the 5-year CEMP planning cycle, TCEM continues to explore information technology (IT) solutions to develop and effectively maintain a countywide resource inventory

system. Until a countywide resource inventory system is established, TCEM documents resource inventories as needed during development and maintenance of emergency plans.

6.3.1 Resource Requests

When local agencies have exhausted their resources to respond to an incident or have forecasted future needs for resources beyond their capabilities, resource ordering and procurement activities are implemented by ECC staff. Resource requests may be filled through mutual aid, private sector procurement, or through requests for state and federal assistance.

Agencies requesting additional resources may submit resource requests to the ECC and/or TCEM Duty-Officer. In the event of multiple EOC or ECC activations in Thurston County, the Thurston County ECC serves as the unified ordering point for transmitting resource requests to the state.

When requesting resources, agencies should provide enough detail to ensure clear understanding of what is needed. Requesting agencies should include the following information in the request:

- Detailed item description including quantity, type, and kind, if known, or a description of required capability and intended use.
    - If suitable substitute resources or preferred sources exist, these should be indicated.
    - If the resource is not a common or standard incident resource, then the requestor should provide detailed specifications.
- Required arrival date and time.
- Required delivery or reporting location.
- Position title and contact information of the individual to whom the resource should report to.
- Any incident-specific health or safety concerns arriving personnel should be aware of.

Attachment 1 (WA Resource Request Form ICS 213 RR) to the ESF #7 (Logistics Management and Resource Support) Annex provides a standardized form to assist agencies in ensuring the necessary details are provided when submitting resource requests to the ECC. Refer to the ESF #7 Annex for additional details on ECC resource request procedures.

6.3.2 Resource Ordering and Mobilization

When coordinating resources to support incident response, Thurston County will first attempt to utilize local mutual aid before utilizing disaster procurement though commercial sources or submitting resource requests for state and/or federal assistance, unless:

- Emergency or exigent circumstances have delayed execution of local mutual aid such that commercial procurement, or state / federal aid can be executed sooner, AND
- The expedited execution of such procurement or aid is necessary for immediate efforts to save lives, prevent human suffering or mitigate significant property damage.

During enhanced ECC activation (level 1 or 2), requests are received and tracked by the Operations Section and/or ECC Manager who is responsible for prioritizing requests and utilizing Emergency Support Functions (ESFs) to coordinate local-to-local mutual aid to mobilize requested resources. In events where there is a high volume of resource requests to the ECC, the ECC Manager may designate the Logistics Section as a single resource ordering point for receiving and tracking all resource requests.

If local mutual aid is not available or insufficient to meet the needs of the request, ESF #7 staff receive the request to commercially procure the resource and/or coordinate with the State Emergency Operations Center (SEOC) for resource assistance.

Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems (e.g. TCOMM 911, Thurston County ECC, etc.). Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

Resource requests are tracked by on-scene incident management and ECC staff throughout their entire life cycle, from the time submitted, until filled (if consumable) or until the resource is demobilized and returned (if non-consumable). See the ESF #7 annex for additional details and procedures on resource ordering and mobilization.

6.2 Mutual Aid

Mutual aid agreements establish the terms under which assistance is sent between two or more entities including state agencies, municipalities, Tribal Nations, local agencies and even with and between private sector entities, non-governmental organizations (NGOs) and other whole community partners. These agreements facilitate access to potentially needed resources, both prior to and following incidents or planned events.

All mutual aid agreements and compacts should be entered into by duly authorized officials and formalized in writing whenever possible. Mutual aid received or provided by Thurston County shall be in accordance with RCW 38.56, RCW 43.43, and other state and federal laws as applicable.

6.2.1 Local Automatic Aid

Local automatic aid agreements permit the automatic dispatch and response of requested resources without incident-specific approvals or consideration of entity boundaries. These agreements are usually basic contracts between or among neighboring local entities and include provisions such as service rates and billing.

Within the county, local automatic aid is generally coordinated between public safety agencies through Thurston County 9-1-1 Communications (TCOMM 911) to allow ordering of local automatic aid through the county's public safety dispatching system.

6.2.2 Local Mutual Aid

Local mutual aid agreements between neighboring jurisdictions or organizations involve a formal request for assistance and generally cover a larger geographic area than local automatic mutual aid agreements do. Under these agreements, local resources may be used to assist county offices, departments, and other local agencies in fulfilling their missions under special circumstances, and vice versa.

County offices, departments, and cooperating agencies may enter and maintain inter-local and mutual aid agreements as necessary to promote unity of effort and meet the capability requirements necessary to fulfill incident response and recovery activities outlined in the CEMP, ESF Annexes, and other emergency plans.

When an incident exceeds or threatens to exceed the county's ability to respond, the ECC may request assistance from jurisdictions within and around Thurston County through activation of inter-local and mutual aid agreements.

6.3.3 Washington Homeland Security Region 3 Omnibus Agreement (HSR3 Omnibus)

The HSR3 Omnibus is a regional mutual aid agreement made and entered into by counties, cities, tribes, political subdivisions, special purpose districts, and state institutions of higher education located in the Washington State Homeland Security Region 3 counties of Grays Harbor, Lewis, Mason, Pacific, and Thurston to enable them to aid each other as requested. The HSR3 Omnibus allows for the request and execution of mutual aid with other signatory agencies within the region for those who choose to sign and enter into the agreement.

6.2.3 Washington State Mutual Aid System (WAMAS)

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. Members of WAMAS are not precluded from entering or participating in other mutual aid agreements 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.

6.2.3 Emergency Management Assistance Compact (EMAC) and Pacific Northwest Emergency Management Agreement (PNEMA)

EMAC is a congressionally ratified interstate mutual aid agreement that allows states and territories in the United States to share resources during natural and man-made disasters. It provides the legal structure for states to send personnel, equipment, and supplies to assist with response and recovery efforts in other states during governor-declared states of emergency or disaster.

PNEMA is an interjurisdictional agreement between the states of Alaska, Idaho, Oregon, Washington, the Yukon Territory and British Columbia for cooperation during emergency events. The agreement provides a legal structure for resources to be shared between states and provinces in the Pacific Northwest following a request for assistance.

Out-of-state mutual aid resources are requested through the State Emergency Operations Center (SEOC) as the authorized representative for coordinating out-of-state mutual aid through the Emergency Management Assistance Compact (EMAC) and the Pacific Northwest Emergency Management Agreement (PNEMA). Thurston County may provide resources to be deployed by EMAC or PNEMA by entering an interlocal agreement with the state.

6.1 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.

To receive state authorization to ensure liability protection under the emergency worker program, county departments, offices and cooperating agencies utilizing emergency workers and/or volunteers within the county during incidents must coordinate with the ECC.

7. Administration and Financial Management

County administration and financial management functions during disasters are generally performed the same as administration and financial management during normal county operations. The existence, or threatened existence, of a disaster does not automatically waive or dismiss current laws, policies, and procedures. Any deviations from existing county administrative and/or financial policies during disasters must have documented justification and be consistent with the county's emergency plans and applicable state and federal laws.

During incidents requiring activation of the county's emergency plans, Emergency Coordination Center (ECC) staff provide incident specific administrative and financial management support to county offices, departments, and cooperating agencies under the direction of the ECC Manager through the ECC Finance and Administrative Section.

7.1 Documentation Retention & Preservation

All county departments and offices are responsible for identifying records essential for continuity and preservation of government and providing for their protection. Essential records are those records needed in emergency and for the reestablishment of normal operations after any disaster. Protection of local government essential records may be coordinated with the State Archivist (Secretary of State's Office) as authorized in RCW 40.10.010. Additionally, all public records will be retained in accordance with RCW 42.56 Public Records Act, and RCW 40.14 Preservation and Destruction of Public Records. Retention schedules will be followed per WAC 44-14-03005 ad in coordination with the Washington Secretary of State-Archives office.

Local, State and/or Federal officials may require information concerning the impacts of a disaster or emergency and the actions that were taken by response agencies to mitigate those impacts. The ECC and other local agencies and organizations provide these reports including, but not limited to:

- Situation Reports.
- Requests for Proclamations of Emergency.
- Requests for Assistance.
- Costs/Expenditures Reports.
- Damage Assessment Reports.
- After Action Reports.
- Incident Action Plans (IAPs)
- Incident Support Plans

These and other documentation and records will be kept in such a manner to separately identify incident related expenditures and obligations from general programs and activities of local jurisdictions or organizations. During enhanced ECC activation (i.e. Level 1 or 2), ESF #5 (Information and Planning) under the ECC Planning Section is responsible for accuracy, completeness, and retention of all official forms and reports related to an incident. When the

ECC is not staffed (i.e. Level 3), responding agencies are responsible for coordinating with Thurston County Emergency Management (TCEM) staff to ensure accuracy, completeness, and retention of all official forms and reports related to an incident.

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. County departments, offices and any other local government agencies requesting reimbursement for disaster related expenses are responsible for establishing policies and procedures for documentation of all disaster operational costs and establishing administrative methods to keep accurate disaster expenditure records separate from day-to-day expenditures. Such financial documentation will be provided to Thurston County Emergency Management as a prerequisite for facilitating state and federal disaster financial assistance.

7.2 Financial Management

The Auditor's Office, Financial Services Division (Financial Services) has overall responsibility for implementation of financial management for Thurston County government. When an incident, or the threat of an incident, requires disaster related expenditures, the ECC supports Financial Services and county office and department financial managers through the ECC Finance and Administration Section.

7.2.1 Expenditure Approval

Expenditures and obligations for disaster related expenses outside of appropriated funds are approved by the Board of County Commissioners (BoCC) or executive heads authorized to proclaim an emergency in the BoCC's absence. In most cases, disaster expenditure approvals are promulgated in an emergency proclamation and/or delegation of authority to direct and control incident response activities. (refer to section 3.3 for disaster proclamation authorities)

County departments and offices are expected to utilize their appropriated funds to cover operational costs incurred as part of disaster response and recovery in accordance with RCW 38.52.070(2), RCW 36.40.180/190, and Thurston County Code. The BoCC, in coordination with other elected officials and Financial Services, shall be responsible for emergency reappropriation of funds to meet incident-related expenses if organizational budgets are exceeded.

7.2.2 Tracking Incident Related Costs

Financial records for expenses will be kept to separately identify incident related expenditures and obligations, document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disaster, and for audit reports.

Upon proclamation of a local emergency by the Board of County Commissioners and/or at the request of the Emergency Services Fiscal Manager or their designee, Financial Services will create and issue incident specific codes in the county's financial software system to track

incident related costs. All county departments are responsible for tracking disaster related costs separately from normal operational costs and providing documentation for all incident expenditures and obligations to the ECC.

7.2.3 Emergency Credit Cards
Emergency credit cards are pre-positioned at the ECC and assigned to Emergency Management. In the event of a declared emergency, the limits on these credit cards can be raised. Emergency Management or the Auditor's Office will contact the County Manager or designee for approval to raise the limit and use these cards.

7.2.4 Emergency Procurement
Following a local proclamation of emergency by the BoCC, RCW 38.52.070(2) allows authorization for county offices and departments to exercise special powers when there is an urgent need during extreme emergencies without regard to time-consuming procedures and formalities (such as requirements of competitive bidding and publication of notices, purchases of supplies and materials, and other normal procurement requirements).

To maintain eligibility for use of federal funds and/or federal reimbursement of disaster related expenses, emergency procurement actions that are **prohibited** include:

- **Noncompetitive contracts**. In general, contracting for emergency work requires competitive bidding. Federal requirements for full competition must be met unless the award of a contract is not feasible under small purchase procedures, sealed bids or competitive proposals AND one of the following circumstances applies:
    o The item is available only from a single source;
    o The public urgent need or emergency for the requirement will not permit a delay resulting from competitive solicitation;
    o FEMA authorizes noncompetitive proposals; or
    o After solicitation of several sources, competition is determined inadequate.
    o If the contract is for long-term operations lasting weeks or months, the contract should be competitively bid as soon as possible.
- **Cost plus percentage of cost contracts:** contracts where the contractor's profit is based on a percentage of the underlying project costs actually incurred.
- **Conflicts of interests:** no employee, officer, or agent may participate in the selection, award, or administration of a contract supported by federal funds and/or federal reimbursement if he or she has a real or apparent conflict of interest because of relationships with a parent company, affiliate, or subsidiary organization.
- **Duplicative costs:** federal funds and/or federal reimbursement cannot duplicate assistance received by or available to applicants from other sources for the same disaster related expenses. If a recipient or subrecipient receives assistance from another source for the same disaster related expense, FEMA will reduce eligible costs or de-obligate assistance to prevent a duplication of benefits.

- **Contingency clauses:** contingency amounts for major project scope changes, unforeseen risks, or extraordinary events are unallowable for a procurement cost to be eligible for federal funds and/or federal reimbursement.
- **Excessive costs**: costs that are not reasonable, allocable, or necessary for the performance of the disaster related work (as defined under 2 CFR 200 Subpart E) are not eligible for federal funds and/or federal reimbursement.
- **Grantee or sub-grantee profit:** Grant funds may be used for reasonable fees or profit to cost-type contractors but not any fee or profit (or other increment above allowable costs) to the grantee or subgrantee.

To ensure compliance with local, state, and federal requirements for emergency procurement, and ensure expenses qualify for state and/or federal financial assistance, county offices and departments should coordinate with ECC staff for support with emergency procurement of goods and services. In most cases, unless exigent or emergency circumstances prohibit otherwise (see section 7.3.2), local mutual aid should be utilized to meet resource needs before emergency procurement.

7.2.5 Cost Reimbursements / Cost Recovery
Following collection and consolidation of initial damages and disaster related costs, the ECC Finance and Administrative Section staff assists county offices, departments, and cooperating agencies with cost reimbursement and/or cost recovery by exploring all financial assistance means available to include:

- Insured costs.
- State and federal financial assistance grants and programs.
- Cost recovery when there is a responsible party involved in the incident.

Cost reimbursement and cost recovery is a process that goes beyond the end of incident response and into long-term recovery as joint effort between Thurston County Emergency Management, Financial Services, and county departments and offices.

7.3 Financial Assistance Programs

ECC Finance and Administrative staff coordinate with Washington State Emergency Management Division and FEMA for disaster financial assistance primarily under two major federal programs: Public Assistance (PA) and Individual and Household Assistance (IA)

7.3.1 Public Assistance (PA)

FEMA's PA Program provides financial assistance to state, local and tribal governments, and eligible private nonprofit organizations so communities may quickly respond to, and recover from, major disasters and emergencies declared by the President. Local governments coordinate with the state for federal public assistance.

ECC staff collect and consolidate initial damage and response costs to submit to the state for determination if a Federal Emergency Declaration may be warranted for PA. The state will determine potential eligibility and may coordinate a state/federal Preliminary Damage Assessment (PDA) team to assess damage. PDA teams coordinate with ECC staff to assess damage in the county. Figure 10 illustrates the disaster related cost data flow for the Public Assistance (PA) program.

1. Thurston County office and departmental accountants provide data on disaster related response and damage costs to the Applicant Agent (Financial Services).

2. Cities and Special Purpose Districts provide disaster related response and damage costs to the Finance and Administrative Section of the ECC (if activated) or to the Emergency Services Fiscal Manager (when the ECC is not activated).

3. ECC reviews data in PA workbooks for accuracy and completeness, then forwards the data to the Applicant Agent.

4. The Applicant Agent has Risk Management review disaster related costs and provides insurance documentation for any insured costs.

5. Applicant Agent completes Public Assistance application and submits to the State Public Assistance Program.

Figure 10: Public Assistance Application Process Flow
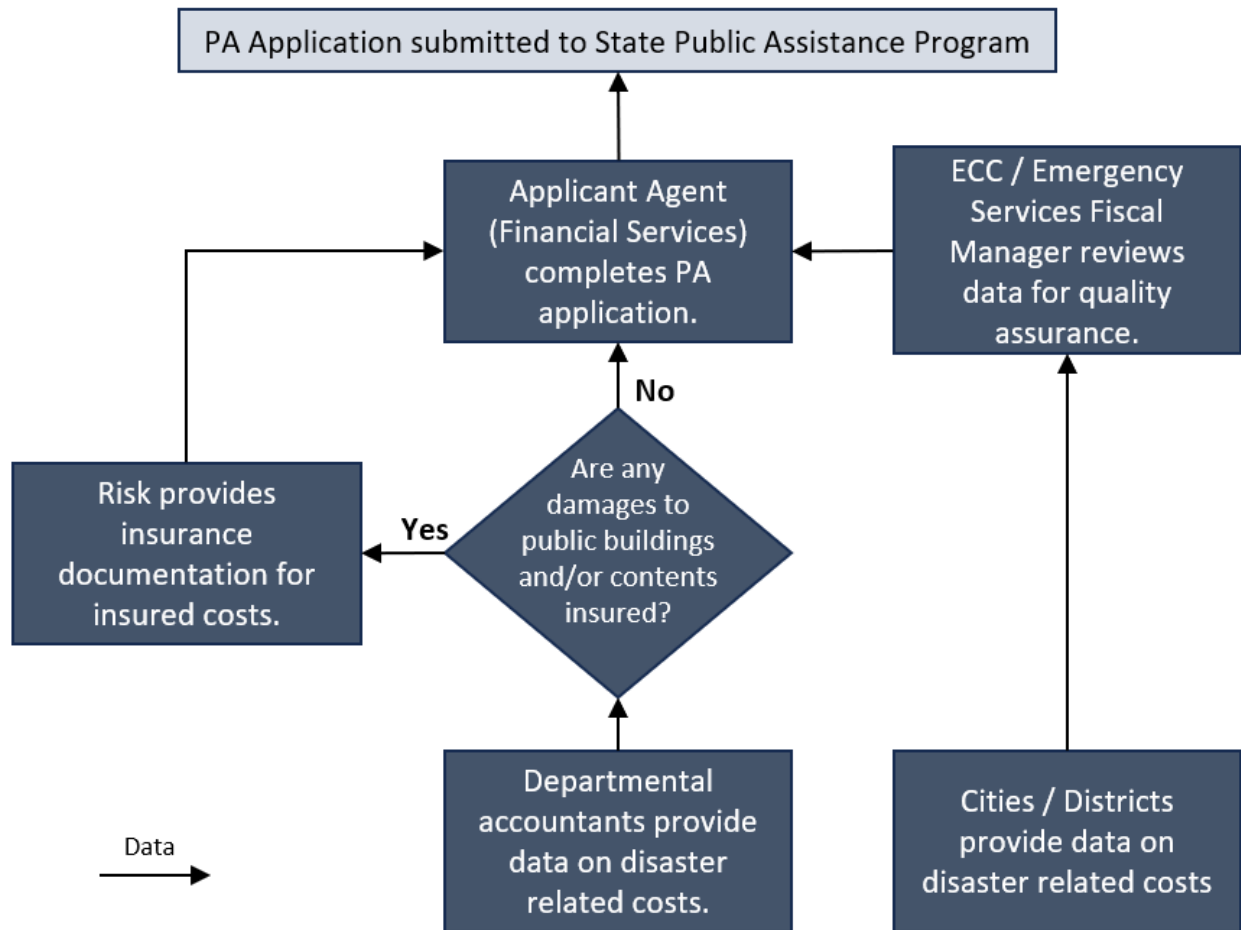
7.3.2 Individual and Household Assistance (IA)

ECC Finance and Administrative staff collect and consolidate estimated damage costs to individual and business property and submit them to the state for determination of eligibility for the Individual Assistance (IA) program. Data will be collected from both incorporated and unincorporated Thurston County. Rough estimates of disaster damage will be reported either electronically (through the county website) or telephonically. Reports will include: the type of insurance, amount of deductible and estimated property values as well as the estimated damage. The disaster related cost data flow for the Individual Assistance Program to households and businesses is illustrated in Figure 11. The state will determine potential eligibility for Individuals and Household programs. Based on findings, the state may coordinate PDA teams with TCEM staff.

1. Thurston County Emergency Management (TCEM) issues a News Release requesting residents and businesses, in incorporated and unincorporated Thurston County, to report disaster related damages telephonically or online. Data is requested to include type of insurance, amount of deductible, estimated property values, and estimated damages. Loss estimates are requested regardless of whether the items are insured.

2. Individuals and businesses should verify insurance coverage with their insurance providers.

3. Individuals and businesses provide the loss data to Thurston County Emergency Management.

4. Thurston County consolidates the individual household and business loss data and provides reports of estimated losses to Washington Emergency Management Division.

Figure 11: Individual Assistance Disaster Related Cost Data Flow
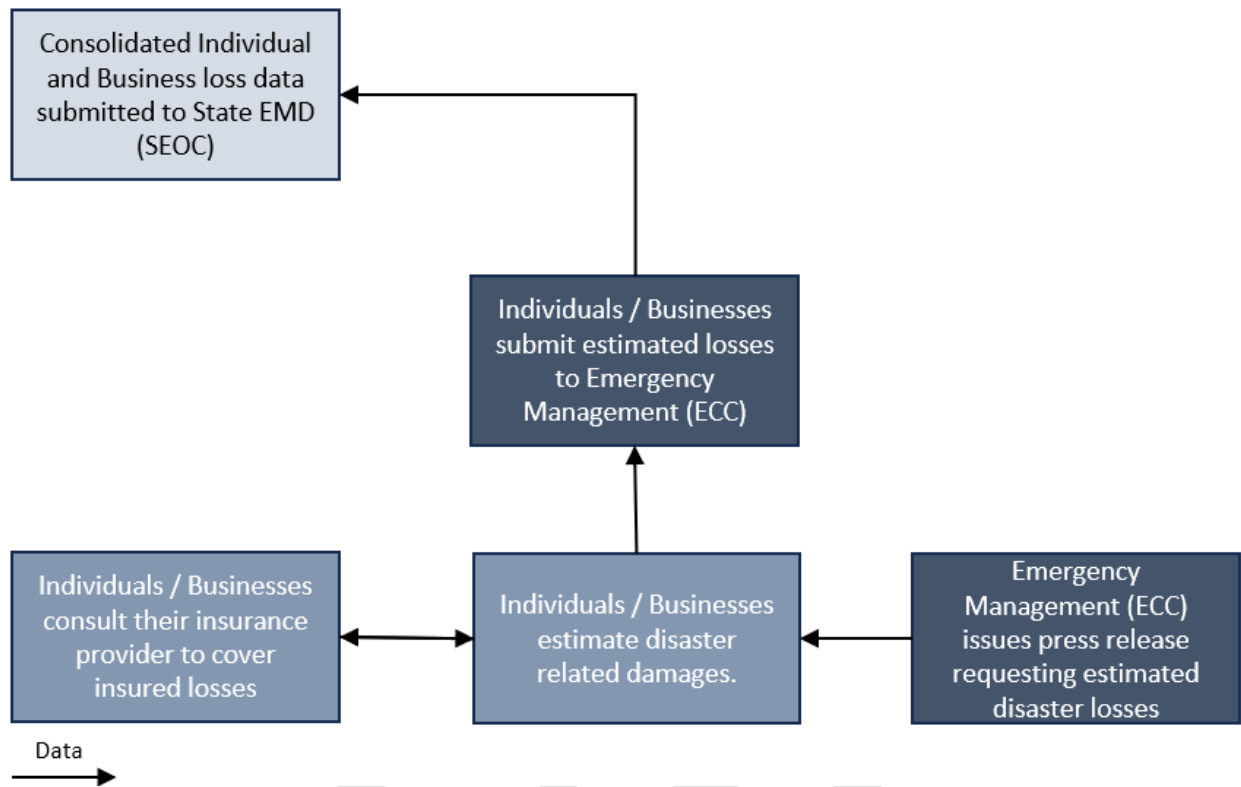
7.3.2.1 Other Needs Assistance (ONA)

Other Needs Assistance (ONA) falls under FEMA's Individuals and Households Program and provides financial help after a disaster to cover necessary expenses and serious needs not paid by insurance or other sources. These needs may include transportation, childcare and medical and dental expenses.

7.3.2.2 Small Business Administration (SBA) Assistance

The U.S. Small Business Administration (SBA) offers low-interest disaster loans to homeowners and renters in a declared major disaster area. Individuals, households and/or businesses may be referred to SBA after applying for FEMA disaster assistance to meet additional needs not covered by other disaster assistance programs.

8. Plan Development & Maintenance

8.1 Local Planning Team

Thurston County Emergency Management (TCEM) leads the formation and maintenance of the local planning team during the development, update, and maintenance of the County's Comprehensive Emergency Management Plan (CEMP) and associated annexes, plans, and procedures. The planning team comprises of a core planning group primarily staffed by TCEM personnel, and Emergency Support Function (ESF) planning workgroups comprised of primary and supporting agency representatives, state, federal and regional planning partners, and other subject matter experts as required.

8.2 Plan Development

Planning is a continuous process that does not stop when the plan is published. The planning team develops a rough draft of the basic plan and annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to ESF planning workgroups, and other organizations that have responsibilities for implementing the plan. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or state agencies and for its usefulness in practice.

8.3 Plan Review, Promulgation, and Distribution

In accordance with RCW 38.52.070, WAC 118-30 and Title 3 of Thurston County Code, TCEM will submit a final draft of the CEMP to the Washington State Military Department, Emergency Management Division (WA-EMD) for review and validation to ensure consistency with RCW 38.52 and other applicable state and federal laws. Such review will be completed by WA-EMD no later than forty-five workdays.

Once validated, TCEM presents the plan to the Board of County Commissioners (BoCC) for promulgation and signature. Once adopted by the BoCC, TCEM arranges to distribute the plan to all stakeholders who have roles in implementing the plan (see page iv – *Record of Distribution*).

Revisions which clarify existing portions of the plan, that reflect changes in state or federal requirements or that adjust responsibilities to better reflect organizational capabilities or structure may be made without BoCC approval if the revisions cannot be construed as establishing or changing county policy. In such cases, the BoCC shall be advised of any changes prior to their implementation.

8.3.1 Availability to the Public

In addition to distributing the plan to stakeholders, TCEM publishes elements of the approved plan designated TLP:CLEAR on the county's website for the public to view at their leisure. The CEMP is considered a public document subject to the provisions of the Public Records Act (RCW 42.56).

8.4 Maintenance/Revision Schedule

The CEMP Base Plan and ESF Annexes will be revised at a minimum of every five years from the date of last publication, or sooner if necessary due to new procedures, policies, or technologies, lessons learned, and/or new organizations or organizational structures. ESF Annexes may also be revised by the functional lead agency or agencies with the concurrence of applicable support agencies if they are consistent with the base plan and neither change nor establish policy.

TCEM will establish a process for reviewing and developing the plan within the state's required five-year revision cycle as part of general maintenance of the plan and its annexes. The plan maintenance schedule will be incorporated into the county's integrated preparedness plan and modified at the discretion of TCEM as necessary based on changes in planning requirements and/or lessons learned from real world incidents.

TCEM monitors local, state, and federal legislative sessions for any changes in legal requirements for emergency management planning and/or services. To maintain consistency with any changes in legal requirements, the CEMP may be partially updated outside of the 5-year update cycle to meet any changes in legal requirements.

8.5 Training and Exercise

TCEM will develop and implement a training program for county staff that creates and maintains both a heightened awareness of the contents of this plan and enhances their preparedness to conduct disaster management activities.

This plan or portions of this plan shall be exercised annually to provide controlled practical experience to those individuals who have disaster response and recovery responsibilities and to assess any weaknesses in the plan.

Training and exercise related to the CEMP will be consistent with the Homeland Security Exercise and Evaluation (HSEEP) Program and incorporated into the county's preparedness programs and activities described in section 3.7.1 – *Integrated Preparedness Plan (IPP).*

8.6 After-Action Review

The CEMP Base Plan and applicable ESF annexes shall be reviewed after ECC activations for incidents and exercises. Changes will be made following the after-action review and corrective action process consistent with the Homeland Security Exercise and Evaluation (HSEEP) Program.

The After-Action Reviews (AAR) summarize key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities; additionally, AARs are also conducted to capture and analyze key incident-related information throughout the phases of a real-world incident. The AAR should include an overview of performance related to each exercise or incident objective and associated core capabilities, while highlighting strengths and areas for improvement. Upon completion of each AAR, TCEM will provide a draft report to agencies and organizations involved in the incent or exercise prior to development of a formal report. Elected and appointed officials, or their designees, review and confirm observations identified in the formal AAR report and determine which areas for improvement require further action.

8.6.1 Corrective Action Program

County offices, departments, and cooperating agency have authority and responsibility for implementation of corrective action programs within their organizations. To aid organizations with their own corrective action programs, TCEM will develop and maintain a corrective action program as it relates to CEMP and ESF annexes. Corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in exercises or real-world events. In developing corrective actions, elected and appointed officials and/or their designees should first review and revise the draft AAR, as needed, to confirm that the issues identified by evaluators are valid and require resolution. The reviewer then identifies which issues fall within their organization's authority and assume responsibility for acting on those issues. Finally, they determine an initial list of appropriate corrective actions to resolve identified issues.

Attachments

ESF #1 (Transportation) Annex

ESF #2 (Communications) Annex

ESF #3 (Public Works and Engineering) Annex

      Appendix 1 – Debris Management Plan

ESF #4 (Firefighting) Annex

ESF #5 (Planning and Information) Annex

      Appendix 1 – ECC Handbook

ESF #6 (Mass Care and Human Services) Annex

      Appendix 1 – Sheltering (under development)

ESF #7 (Logistics and Resource Management) Annex

      Appendix 1 - Community Points of Distribution Plan (to be published)

      Appendix 2 - Donations Management Plan (to be published)

      Appendix 3 - Movement Coordination Plan (to be published)

      Appendix 4 - Staging Area Plan (to be published)

      Appendix 5 - Volunteer Coordination Plan (to be published)

ESF #8 (Public Health and Medical Services) Annex

ESF #9 (Search and Rescue) Annex

ESF #10 (Oil and Hazardous Materials) Annex

      Appendix 1 – Thurston LEPC Hazardous Materials Response Plan

ESF #11 (Agriculture and Natural Resources) Annex

ESF #12 (Energy) Annex

ESF #13 (Public Safety, Security and Law Enforcement) Annex

      Appendix 1 – Evacuation

      Appendix 2 – Amber Alert Procedures

ESF #14 (Cross Sector Business and Infrastructure Recovery) Annex

ESF #15 (External Affairs) Annex

      Appendix 1 – Joint Information Center / Joint Information System (JIC/JIS) Plan

Acronyms

ADA: American with Disabilities Act

AFN: Access and Functional Needs

BOCC: Board of County Commissioners

CEMP: Comprehensive Emergency Management Plan

CFR: Code of Federal Regulations

DAC: Disaster Assistance Council

DHS: Department of Homeland Security

ECC: Emergency Coordination Center

EMAC: Emergency Management Assistance Compact

EMC: Emergency Management Council

EPCRA: Emergency Planning Community Right-to-Know Act

ESF: Emergency Support Function

FEMA: Federal Emergency Management Agency

HSEEP: Homeland Security Exercise and Evaluation Program

HSR3: Washington State Homeland Security Region 3

HIVA: Hazard Identification and Vulnerability Analysis

IA: Individual Assistance

IC: Incident Command

ICS: Incident Command System

IMAT: Incident Management Assistance Team

JFO: Joint Field Office

JIC: Joint Information Center

LEP: Limited English Proficiency

NIMS: National Incident Management System

NRF: National Response Framework

PA: Public Assistance

PDA: Preliminary Damage Assessment

PETS: Pets Evacuation and Transportation Standards Act

PIO: Public Information Officer

PNEMA: Pacific Northwest Emergency Management Agreement

RCW: Revised Code of Washington

RRCC: Regional Response Coordination Center

SAR: Search and Rescue

SARA: Superfund Amendment and Reauthorization Act

SOP: Standard Operating Procedure

TCOMM 9-1-1: Thurston County Communications

TCEM: Thurston County Emergency Management

TCSO: Thurston County Sheriff's Office

USC: United States Code

WAC: Washington Administrative Code

WAMAS: Washington Intrastate Mutual Aid System

Definitions

Access and Functional Needs (AFN) – Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to act in an emergency.

Agency – A government element with a specific function offering a particular kind of assistance.

Agency Administrator/Executive Official – The official responsible for administering policy for an agency or jurisdiction.

Authority Having Jurisdiction (AHJ) – An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

Command – The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Comprehensive Emergency Management Plan (CEMP) - The plan or blueprint that states who, what, when, and where response to a disaster or emergency will be handled. (See also Emergency Support Function)

Community Lifelines – A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Lifelines are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function.

Continuity of Government (COG) – All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line-of-succession for key decision-makers.

Coordinate – To exchange information systematically among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Core Capabilities – Essential elements required to execute the five mission areas (Prevention, Protection, Mitigation, Response and Recovery) within the National Preparedness Goal. These capabilities are critical for effective disaster response and recovery efforts FEMA identifies 32 core capabilities that address the greatest risks to the nation. Core capabilities provide a common language for preparedness across the whole community and are not exclusive to any single level of government or organization.

Critical Infrastructure – Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Damage Assessment - The process of determining the magnitude of damage and the unmet needs of the community as the result of a hazardous event.

Delegation of Authority – A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Disaster – An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

Emergency - Any incident, whether natural, technological, or human-caused, that requires responsive action to protect life or property. For the purposes of the Thurston County Comprehensive Emergency Management Plan, emergency shall mean an event or set of circumstances which demands immediate action to preserve public health, protect life, protect public property, or to provide relief to a stricken community overtaken by such occurrences or reaches such a dimension or degree of destructiveness as to warrant the Board of County Commissioners declaring a local emergency pursuant to RCW 36.40.180 and 38.52.070.

Emergency does not mean an emergency as used in RCW 38.52.430 which is an incident that requires normal police, coroner, fire, rescue, emergency medical, utility, or public works response.

Emergency Alert System (EAS) - A federally mandated program that requires local broadcasters to relay presidential alerts and voluntarily relay other emergency information.

Emergency Coordination Center (ECC) - A central location from which overall direction, control, and coordination of a community's response to a disaster will be established. The ECC is generally equipped and staffed to perform the following functions: collect, record, analyze, display and distribute information; coordinate public information and warning; coordinate government emergency activities; support first responders by coordinating the management and distribution of information and resources and the restoration of services; conduct appropriate liaison and coordination activities with all levels of government, public utilities, volunteer and civic organizations and the public.

Emergency Management - Organized analysis, planning, decision making and assignment of available resources to mitigate, prepare for, respond to, and recover from the effects of any hazard.

Emergency Management Assistance Compact (EMAC) - A mutual aid agreement among states and territories of the United States. It enables states to share resources during natural and man-made disasters, including terrorism.

Emergency Management Organization – local government organization established by either a political subdivision or two or more political subdivisions for the purpose of carrying out local emergency management functions as described in RCW 38.52.010.

Emergency Support Function (ESF) - Emergency support functions (ESFs) are functional annexes to the comprehensive Emergency Management Plan. They outline the general guidelines by which Thurston County government and cooperating agencies shall carry out the responsibilities assigned in the plan. (See also Comprehensive Emergency Management Plan)

Evacuation – The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas. The Thurston County Sheriff's Office is the lead agency for evacuations in unincorporated Thurston County.

Federal Disaster Declaration - Formal action by the President of the United States to make a State eligible for Federal disaster assistance. (Also see Governor's Proclamation of a State of Emergency and Local Emergency Declaration)

Federal Emergency Management Agency (FEMA) - Agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. FEMA provides technical advice and funding for state and local emergency management agencies.

Financial System – An enterprise resource planning software used by Thurston County for financial core functions.

Governor's Proclamation of a State of Emergency - A proclamation by the Governor in accordance with RCW 43.06 and 38.52 which activates the State of Washington Comprehensive Emergency Management Plan and authorizes state resources to be used to assist affected political jurisdictions. (See also Federal Disaster Declaration and Local Emergency Declaration)

Hazard - Any threat with the potential to disrupt services, cause damage, or create casualties.

Hazard Abatement - The identification of potential or actual hazardous areas, structures or conditions and the action taken to eliminate or mitigate them.

Hazard Analysis - Process of identifying the hazards that may impact a community. Hazard analysis forms the basis for emergency planning and preparedness.

Hazard Mitigation - Any measure that will reduce or prevent the damaging effects of a hazard.

Hazard Probability - The likelihood that a hazard will occur within a given time frame.

Hazard Vulnerability - The ratio of population, property, commerce and essential infrastructure and services at risk from a given hazard relative to the entire community.

Incident – An occurrence, natural or human-caused, that requires a response to protect life or property. In NIMS, the word "incident" includes planned events as well as emergencies and/or disasters of all kinds and sizes. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command – The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC) – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command System (ICS) - A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management – The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Joint Field Office (JFO) – The JFO is the primary federal incident management field structure. The JFO is a temporary federal facility that provides a central location for the coordination of federal, state, tribal and local governments and private sector businesses and Non-Government Organizations (NGOs) with primary responsibility for response and short-term recovery.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health, school).

Local Emergency Declaration - A resolution by the Board of County Commissioners in accordance with RCW 36.40.180 and 38.52.070(2) which activates the Thurston County Comprehensive Emergency Management Plan and the liability protection and resource procurement provisions of RCW 38.52. (See also Federal Disaster Declaration and Governor's Proclamation of a State of Emergency)

Local Resources - The combined resources of the type needed to respond to a given hazardous event of the county and all taxing jurisdictions within the county and of the private sector. In any request for state or federal resources, the requesting jurisdiction must affirm that local resources have been or soon will be exhausted.

Multijurisdictional Incident – An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents are managed under Unified Command.

Mutual Aid Agreement (MAA) - A formal or informal agreement for reciprocal assistance for emergency services and resources between jurisdictions.

National Incident Management System (NIMS) – A system mandated by Homeland Security Presidential Directive 5 that provides a consistent nationwide approach for governments, the private sector and non-governmental organizations to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.

National Preparedness Goal – The National Preparedness Goal defines the core capabilities necessary to prepare for the specific types of incidents that pose the greatest risk to the security of the Nation, emphasizing actions aimed at achieving an integrated, layered, and all-of-Nation preparedness approach that optimizes the use of available resources.

Pacific Northwest Emergency Management Agreement (PNEMA) – A cross-border mutual aid agreement between the States of Alaska, Idaho, Oregon, and Washington and the Canadian Provincial Governments of British Columbia and Yukon.

Preparedness -A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System (NIMS), preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

Public Information Officer (PIO) - Person designated and trained to provide and coordinate disaster-related public information and media relations.

Recovery - Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis

counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

Response - Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. Examples: Lockdown, shelter-in-place, evacuation of students, search and rescue operations, fire suppression, etc.

Thurston County Communications (TCOMM) 9-1-1 – The Public Safety Answering Point (PSAP) for all of Thurston County, Washington.

Thurston County Government and Cooperating Agencies - A term to denote all Thurston County government or government affiliated offices, departments, divisions, agencies and districts and any other agency or organization that has a defined role in this plan.

Unified Command (UC) – In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Unified Ordering Point – A single location through which all incident resource orders are processed.

Warning and Notification - Advising the public of a threatening or occurring hazard and providing information to assist them in safely preparing for and responding to the hazard.

Washington Intrastate Mutual Aid System (WAMAS) – An enabling legislation allowing member jurisdictions throughout Washington State to share resources during disasters or emergencies, as well as anticipated drills or exercises. WAMAS is formalized into law (RCW 38.56) for jurisdictions below the state-level and requires two member signatories to utilize. The WAMAS members are from every county, city and town of the state (does not include special purpose districts or state agencies). Federally recognized Indian Tribes 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.