



2024

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN





City of Lacey Comprehensive Emergency Management Plan

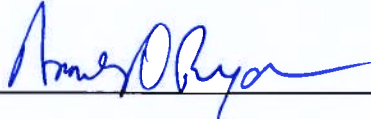
City of Lacey
Comprehensive Emergency Management Plan (CEMP)

Letter of Adoption

The Lacey City Council is pleased to officially adopt the 2024 City of Lacey Comprehensive Emergency Management Plan (CEMP). The City of Lacey has prepared this emergency management plan to ensure the most effective and economical allocation of resources for the maximum benefit for and protection of the community in times of emergency. The development of this CEMP has been supported by representatives from all City of Lacey departments and key regional and community stakeholders.

The 2024 CEMP describes the basic assumptions, strategies, operational objectives, and coordination mechanism through which the City of Lacey will mobilize resources and conduct activities to support protection, response, recovery, prevention, and mitigation operations for natural and human-caused hazards.

The CEMP applies to all operations in response to emergencies within the City of Lacey or with the potential to impact City of Lacey residents and infrastructure, and supersedes the 2018 City of Lacey CEMP. All regional and local partner organizations supporting the City of Lacey during emergencies should be familiar with the CEMP and conduct their activities in accordance with this Plan.

 Signed on this 16th day of August, 2024.

Andy Ryder, Mayor
City of Lacey



City of Lacey Comprehensive Emergency Management Plan

Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials
2024-001	10/23/2024	Section III Add response roles to 20.4.1 for casualty/mass fatality /20.4.1 -7 th and 8th bullet	Witt O'Brien's /D.M.
2024-002	10/23/2024	Section III 23. Mitigation Mission area core capabilities added 23.1/23.3 update	Witt O'Brien's /D.M.
2024-003	10/23/2024	Section III Added 24.1.3 communications planning and coordination statement	Witt O'Brien's /D.M.
2024-004	10/23/2024	Section III Added 3 rd bullet to 24.3.1 statement for scripted messaging	Witt O'Brien's /D.M.
2024-005	10/23/2024	Section III Added 24.3.4 Emergency public information statement	Witt O'Brien's /D.M.
2024-006	10/23/2024	Section III Added 24.3.7 AFN communications statement	Witt O'Brien's /D.M.
2024-007	10/23/2024	Section IV Added 4 th bullet to 26.3.2 SBA disaster assistance info	Witt O'Brien's /D.M.
2024-008	10/23/2024	Section IV Added 27.4.3 External resource request	Witt O'Brien's /D.M.
2024-009	10/23/2024	Section IV Added 27.5 Specialized Resource needed Section	Witt O'Brien's /D.M.
2024-010	10/23/2024	Annex D Lead Agency added Lacey ECC Evacuation Task Force Leader	Witt O'Brien's /D.M.
2024-011	10/23/2024	Annex D 2.1.7 added evacuation planning	Witt O'Brien's /D.M.
2024-012	10/23/2024	Annex D 3.1.2 added 3 rd bullet convene planning statement	Witt O'Brien's /D.M.
2024-013	10/23/2024	Annex D 3.2.2 added 2nd bullet convene planning statement	Witt O'Brien's /D.M.
2024-014	10/23/2024	Annex D Section 5. Additional resources added	Witt O'Brien's /D.M.
2024-015	10/23/2024	Annex C SAR added section 5 Additional Resources	Witt O'Brien's /D.M.



City of Lacey Comprehensive Emergency Management Plan

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials
2024-016	10/23/2024	Annex B Mass care added section 5 Additional Resources	Witt O'Brien's /D.M.
2024-017	10/23/2024	Annex A added 2.1.5 Damage assessment team statement	Witt O'Brien's /D.M.
2024-018	10/23/2024	Annex A Mass care added section 5 Additional Resources	Witt O'Brien's /D.M.
2024-019	10/23/2024	Annex F Lacey Fire District #3 Response 3 rd bullet added provide Mass Casualty statement	Witt O'Brien's /D.M.
2024-020	10/28/2024	Section V 28. Added Emergency Management and Safety Coordinator to post o website for public access	Emergency Management and Safety Coordinator/ E.T.



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Record of Distribution

Agency / Organization / Department	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, and Acceptance
City Manager's Office	City Manager		(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
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The Crisis Clinic of Thurston and Mason Counties			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Thurston County Food Bank			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Thurston County Search and Rescue Council			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Thurston County Emergency Management			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Thurston County Assessor's Office			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance



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Washington State Department of Social and Health Services			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Washington State Emergency Management Division			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance



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Section I - Introduction

1. Purpose

- 1.1.** The City of Lacey's Comprehensive Emergency Management Plan (CEMP) provides guidance for protection, response, recovery, prevention, and mitigation operations. The CEMP, including its appendices, provides for an all-hazards approach to the coordination of resources within the City of Lacey (the City) for response, recovery, mitigation, and continuity activities. The CEMP outlines policies and guidelines designed to minimize the adverse effects of emergencies on the people, property, environment, and economy of the City. The City uses the Incident Command System (ICS) as per the National Incident Management System (NIMS). The Plan is designed to meet the requirements for a comprehensive emergency management plan as described in Washington Administrative Code (WAC) 118-30, Local Emergency Management/Services Organizations, Plan and Program, Revised Code of Washington (RCW) 38.52, Emergency Management, and Lacey Municipal Code (LMC) Title 6, Emergency Services.
- 1.2.** The CEMP provides an overview of the City's approach to emergency operations. It identifies emergency response policies, describes the response organization, and assigns tasks. This CEMP is intended to provide general guidance for City employees in carrying out duties during an emergency by:
 - 1.2.1. Establishing emergency management functions and the responsibilities of City staff.
 - 1.2.2. Providing a structure for ensuring cooperation and coordination with other cities, Thurston County, fire agencies, state and federal agencies, private businesses, and regional partners.
 - 1.2.3. Providing for the continuity of government in City operations during and after an emergency.
 - 1.2.4. Providing for the effective assignment and use of all employees, equipment, and other resources made available by mutual aid agreements.

2. Problem

- 2.1.** The City faces multiple potential hazards, which can be natural, accidental, and/or human caused. These hazards are a threat to life, property, business, commerce, and quality of life.



- 2.2. The City requires a plan to prepare, mitigate, respond, and recover from the emergency situations caused by hazards and emergencies.

3. Senior Leaders' Intent

- 3.1. To help save lives, alleviate suffering, ensure the continuity of critical government functions, maintain and/or restore essential services, and help stabilize and repair critical infrastructure. Help create an environment conducive to short- and long-term recovery and future mitigation.
- 3.2. We will accomplish this by:
 - 3.2.1. Responding quickly to all emergencies with the appropriate teams to conduct and manage response operations.
 - 3.2.2. Stabilizing response operations as rapidly as possible.
 - 3.2.3. Mobilizing all community resources to support planning and response operations.

4. Scope

- 4.1. This CEMP covers emergency response operations throughout the City.
- 4.2. "Emergency" is used as a consistent term throughout this Plan to identify all incidents or impacts that require a response. It is used in place of terms such as "incident," "event," "major emergency," "disaster," "catastrophe," etc. However, the term disaster is used when part of a name, program, or when contextually significant.
- 4.3. Definition of Emergency – An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.¹
- 4.4. This CEMP establishes a mutual understanding of authority, responsibilities, and functions of local government and provides a basis for incorporating essential non-governmental agencies and organizations into emergency management operations. All directions contained in this Plan apply to preparedness and emergency activities undertaken by the City and supporting organizations required to minimize the effects of emergencies and facilitate recovery activities.

¹ Washington Military Department, Washington State Comprehensive Emergency Management Plan, March 2019, p. 92



- 4.5.** This Plan supports and is compatible with Thurston County and Washington State emergency plans, the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF), and uses the Incident Command System (ICS).

5. Coordination

5.1. Multi-Jurisdictional Coordination

- 5.1.1. The City coordinates with Thurston County and neighboring municipalities both directly and through bodies such as the Thurston County Emergency Management Council (EMC).
- 5.1.2. Requests for resources during emergencies will be requested and coordinated through Thurston County Emergency Management/Emergency Coordination Center (ECC). This will assist the County with deconflicting resource requests and identifying when local resources are not available, triggering requests to Washington State Emergency Management Division (EMD) for support.

5.2. Horizontal Integration

- 5.2.1. This CEMP was developed with reference to existing plans within the City, including the current CEMP, the City's Comprehensive plan, the Lacey Water System Plan, and the Thurston Regional Hazards Mitigation Plan, including the City's Annex to the Regional Plan.
- 5.2.2. As plans within the City are reviewed and revised, they should incorporate structures, processes, and procedures that are identified in this CEMP.
- 5.2.3. Departments should consider reviewing or developing internal emergency plans and procedures based on this CEMP.

5.3. Vertical Integration

- 5.3.1. This Plan takes into account the plans, policies, and procedures outlined in the Washington State CEMP and the Thurston County CEMP.
- 5.3.2. The City understands that there is a high probability that outside assistance will be needed in the event of a medium or large scale emergency. Therefore, the City's emergency response structure and procedures are aligned with NIMS, utilize ICS, and are specifically designed to work with County and State operations.



6. Whole Community Involvement

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

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

6.2. 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.

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

6.2.2. 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 to 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, select language services, and identify elements of an effective plan on language assistance for LEP persons.

- 6.3.** 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, live in institutionalized settings, are older adults, are children, are from diverse cultures, have limited English proficiency or are non-English speaking, or 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.

7. NIMS Components

To achieve the priorities listed in Section 11, below, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

- 7.1.** Flexibility – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, culture, size, and organizational authorities.



- 7.2. Standardization – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- 7.3. Unity of Effort – coordinates activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

8. **Situation Overview**

8.1. **Hazard Assessment Summary**

- 8.1.1. Hazards and threats potentially affecting the City are identified based on input from the Hazards Mitigation Plan (HMP) for the Thurston Region and the assessment of threats and hazards identified by the Core Planning Team using the same methodology as used in the HMP.
- 8.1.2. The hazards and threats facing the City are listed below and divided into three categories – Natural, Human-Caused, and Technical. The hazards/threats are assigned a risk rating utilizing the same methodology as that used during the preparation of the HMP. This Plan focuses on responding to impacts created by the High Risk hazards/threats (earthquake and cyber incident) and Medium Risk hazards/threats (severe local storm/extreme weather/air quality event, pandemic, and lethal active threat).

Natural Hazard / Threat	Risk Rating
Earthquake	High
Severe local storm / Extreme weather / Air quality event	Medium
Pandemic	Medium
Wildland urban interface fire	Low
Flooding	Low
Landslide	Low
Tsunami	Low



Natural Hazard / Threat	Risk Rating
Lahar	Low
Volcanic eruption	Low

Man-Made Hazard / Threat	Risk Rating
Lethal active threat	Medium
Terrorism / WMD / Civil unrest	Low

Technical Hazard / Threat	Risk Rating
Cyber incident	High
Hazardous materials	Low

8.2. Policies and Limitations

8.2.1. To minimize the effects of an emergency and to facilitate recovery efforts, the City has:

- Participated in the development of the HMP for the Thurston Region.
- Produced a Hazards Identification and Vulnerability Analysis.
- Engaged in land use planning.

8.2.2. **Employees to Confirm Safety of Immediate Family.** The City recognizes that City staff will not be fully effective in their work during an emergency if the status of their household is unknown or in doubt. To provide support during emergencies, staff assigned to response functions are encouraged to make arrangements with other staff, friends, neighbors, and relatives to check on their immediate families in the event of an emergency; that information should be communicated to the employee or to the ECC.

8.2.3. **Nondiscrimination.** It is the policy of the City to provide equal opportunity to all persons seeking or having access to its services and activities, 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.

8.2.4. **Waiver of Permit Requirements.** In instances where emergency work is performed to protect life and property, requirements for environmental



review and permits may be waived or verbally approved as provided for in State law.

8.2.5. **Limitations.** The City recognizes that it cannot do everything for everyone at the same time or obtain all resources that may be requested. The City will endeavor to make every reasonable effort to respond in the event of an emergency. However, City resources and systems may be overwhelmed. The responsibilities and principles outlined in this Plan will be fulfilled only if the information exchange, extent of actual agency capabilities, and resources are available at the time.

8.3. City Employees During Emergencies

8.3.1. **Staff Assignments During Response Operations.** In accordance with City Policy Manual, Chapter 3.2 Emergency Conditions/Inclement Weather, during emergencies, employees of the City may be assigned to one of the functional classifications listed below depending on their personal skills and abilities. The City response will depend on those persons each responding for duty where they can best serve, rather than by their typical departmental assignment. For example: staff with abilities to assist Information Services may be assigned that task, regardless of what department they are from; or those with specialized construction knowledge may be assigned to perform building/structural evaluations and posting of buildings. Employees with data collection skills may be assigned to the Planning Section to perform the information collection function.

8.3.2. There are five functional classifications for the use of City employees during response and recovery to an emergency requiring implementation of this Plan:

- **Planning** – information gathering and dissemination.
- **Operations** – performing the actual response and recovery efforts.
- **Logistics** – providing supplies and support for the responders and ECC staff.
- **Finance/Administration** – accounting for costs and preparing documentation for possible reimbursement.
- **The General Labor Pool** – providing support to other areas of the response.

8.3.3. **General Labor Pool.** All employees will be assigned to a specific task, or to the General Labor Pool. It is declared by policy that all employees are a part of the General Labor Pool by default, to be used as the incident's response and recovery dictates.



8.4. Demographics: City of Lacey²

Metric	Value
Population	58,552
Persons 65 years and over	10,306
Black or African American	3,045
American Indian and Alaska Native	293
Asian	5,270
Native Hawaiian and Other Pacific Islander	1,113
Two or more races	6,207
Hispanic or Latino	6,383
White, not Hispanic	37,708
Households	20,984
Households without a computer	1,071
Households without a broadband internet subscription	1,637
Persons with a disability under 65	5,914
Persons in poverty	5,621
Persons who speak English "less than well"	4,040
Total retail sales, 2017	\$1,028,958,000

9. Planning Assumptions

"Assumptions consist of information accepted by planners as true in the absence of facts. Assumptions are not predictions. Assumptions are only used when facts are unavailable. Using assumptions allows planners to further define the scenario, identify potential response requirements, and move forward with the planning process. An assumption is appropriate if it meets the tests of validity (is the assumption likely to be true?) and necessity (is the assumption essential for planning?)."³ Following are the assumptions for this Plan:

- 9.1. Any type of emergency could create significant loss of life, injury, property damage, and disruption of essential services in the City. Impacts from these emergencies may also create financial, psychological, and sociological effects that the residents of the community and the City governmental organization must address.

² United States Census Bureau, American Community Survey, 2022

³ Federal Emergency Management Agency, FEMA Operational Planning Manual, June 2014



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- 9.2.** Outside assistance may not be available in most emergency situations affecting the City. It is essential for the City to be prepared to carry out the initial emergency response on an independent basis.
- 9.3.** In the event of an emergency affecting Thurston and other counties, it may take 96 hours or longer before significant assistance for the City is received from other jurisdictions, including the County, State, and Federal agencies, or nonprofit organizations.
- 9.4.** During the first 72-96 hours of an emergency, the City's resources may be strained or exhausted. To prepare, community members should plan for a minimum of 72-96 hours of self-sufficiency.
- 9.5.** Historically, disasters have tended to impact some people more than others; it is important for individuals with AFN needs (i.e., older adults, children, people with disabilities, people with limited English proficiency, and people with unique transportation needs) to prepare for emergencies and have access to resources before, during, and after an emergency.
- 9.6.** Most community members will have the resources and ability to shelter-in-place at the place where they live for at least 48 hours.
- 9.7.** The City may struggle to provide basic services after an emergency.
- 9.8.** Some City services may be unavailable during or after an emergency. The City will prioritize responding to and/or maintaining critical lifelines, such as water and transportation routes.
- 9.9.** The City may be unable to respond to all emergency resource requests during an emergency.
- 9.10.** Community members may require immediate rescue and medical care to address life-threatening impacts from emergencies.
- 9.11.** The community members will expect timely communications and actions from the City about emergency instructions, available assistance, resources, and the City's continued plans, provided in a method or language they can understand.
- 9.12.** Many community members may be displaced from their homes.



- 9.13.** Large numbers of dead and injured could be expected.
- 9.14.** Hospitals, nursing homes, pharmacies, and other medical facilities could be damaged or destroyed and have difficulty accommodating patient surge due to the lack of staffing, supplies, and/or supporting infrastructure.
- 9.15.** Transportation infrastructure could be damaged.
- 9.16.** Local transportation services could be disrupted.
- 9.17.** Utilities could be damaged, leaving them fully or partially inoperable.
- 9.18.** Damage to telecommunications facilities could be widespread and the ability of responders to communicate will be impaired.
- 9.19.** Public buildings and other critical facilities and equipment could be destroyed or severely damaged.
- 9.20.** Housing could be destroyed or severely damaged.
- 9.21.** City staff understand that they are expected to come to work during or after an emergency per City Policy Manual 2024 Update, paragraphs 3.2.1 and 3.2.2. City staff are to make every reasonable effort to report to work and/or remain at work without endangering their personal safety.
- 9.22.** City staff may be personally impacted by an incident and unable to respond in a timely manner.
- 9.23.** Debris may make streets and highways impassable, making the movement of emergency resources difficult.
- 9.24.** Evacuation and sheltering may require regional coordination.
- 9.25.** The amount of information regarding response operations and resource requests can overwhelm even the most organized ECC.
- 9.26.** Some emergencies, due to their scope and complexity, could result in a recovery effort that will take years to complete.



- 9.27.** Supply chains could be affected during and after large-scale emergencies, impacting the ability to procure needed emergency relief or recovery items, or supplies needed for the ongoing function of government.

10. Specified and Implied Tasks

Specified tasks (in bold, below) are stated by the City leadership as needing to occur. Implied tasks are developed by the planning team to support the specified tasks. These are used to identify requirements throughout the planning process. Below are the specified tasks during an emergency, and the supporting implied tasks.

10.1. Engage the whole community.

10.1.1. Develop a communication strategy, including partners, to build the planning process.

10.1.2. Conduct outreach.

10.2. Address identified hazards.

10.2.1. Review the Hazards Mitigation Plan for the Thurston Region list and identify hazards to include in the plan.

10.3. Develop an ECC structure that meets the City's needs.

10.3.1. Establish a functional/departmental structure vs. a structure based on Emergency Support Functions.

10.3.2. Clearly identify communication methods between field elements and the ECC.

10.4. Include transition to recovery.

10.4.1. Develop a Transition to Recovery Annex.

11. Operational Priorities

The operational priorities for the City are (in order):

11.1. Life Safety;

11.2. Incident Stabilization;

11.3. Protection of infrastructure and Property; and

11.4. Protection of the Environment.



Section II – Direction and Control

12. Organization

The City uses a streamlined emergency management structure during daily operations as well as emergencies. The Emergency Management and Safety Coordinator (situated in the Human Resources Department) is the City’s subject matter expert and is responsible for the overall functioning of the emergency management program.

13. Jurisdictional Organizational Structure

- 13.1.** The Lacey City Council comprises the legislative body of the City.
- 13.2.** The City Manager, or designee, holds the ultimate responsibility for the emergency management program, including mitigation, protection, prevention, response, and recovery activities within the City.
- 13.3.** The City Manager, or designee, has the responsibility to assume direction and control of all activities in the City in the event of an emergency.
- 13.4.** The City Manager will be responsible for managing City operations during a time of emergency as directed by the Lacey City Council.
- 13.5.** The Emergency Management and Safety Coordinator is responsible for the overall coordination of the emergency management program.
- 13.6.** The Emergency Services Committee (ESC) provides guidance and support in the development and maintenance of a comprehensive program of emergency management. The ESC should meet on a regular schedule to review the emergency management program, provide guidance as needed, coordinate training and exercise activities, and review and prioritize resources and other needs. The ESC is chaired by the Emergency Management and Safety Coordinator and consists of members of the following departments:

City of Lacey Emergency Services Committee
City Manager’s Office
City Clerk
Community and Economic Development
Finance
Information Services
Human Resources
Joint Animal Services
Parks, Culture and Recreation



City of Lacey Emergency Services Committee
Police
Public Affairs
Public Works
Lacey Fire District #3

14. **Emergency Organizational Structure**

- 14.1. All of the personnel, services, and facilities of the City become part of the emergency management organization as needed during emergencies.
- 14.2. Other governmental agencies and organizations not under the jurisdiction of the City may commit their resources under the coordination of this plan by means of cooperative agreements, mutual aid plans, or otherwise as may be required.
- 14.3. ICS and ECC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and ECC teams ultimately rests with the ECC Manager in coordination with incident command (IC) or unified command, respectively. Responsibility for functions that response staff perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the ECC Manager and subordinate supervisors delegate additional functional responsibilities.
- 14.4. Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor with up to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.
- 14.5. Bringing representatives from various stakeholder and partner organizations together in the ECC optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and generally provide whatever support is required. However, the City "shares" the use of many support organizations (including Lacey Fire District #3, and the American Red Cross) with other jurisdictions, so representatives might not be available to be present in the Lacey ECC. This will require an added level of coordination to ensure City needs are met in a timely manner.



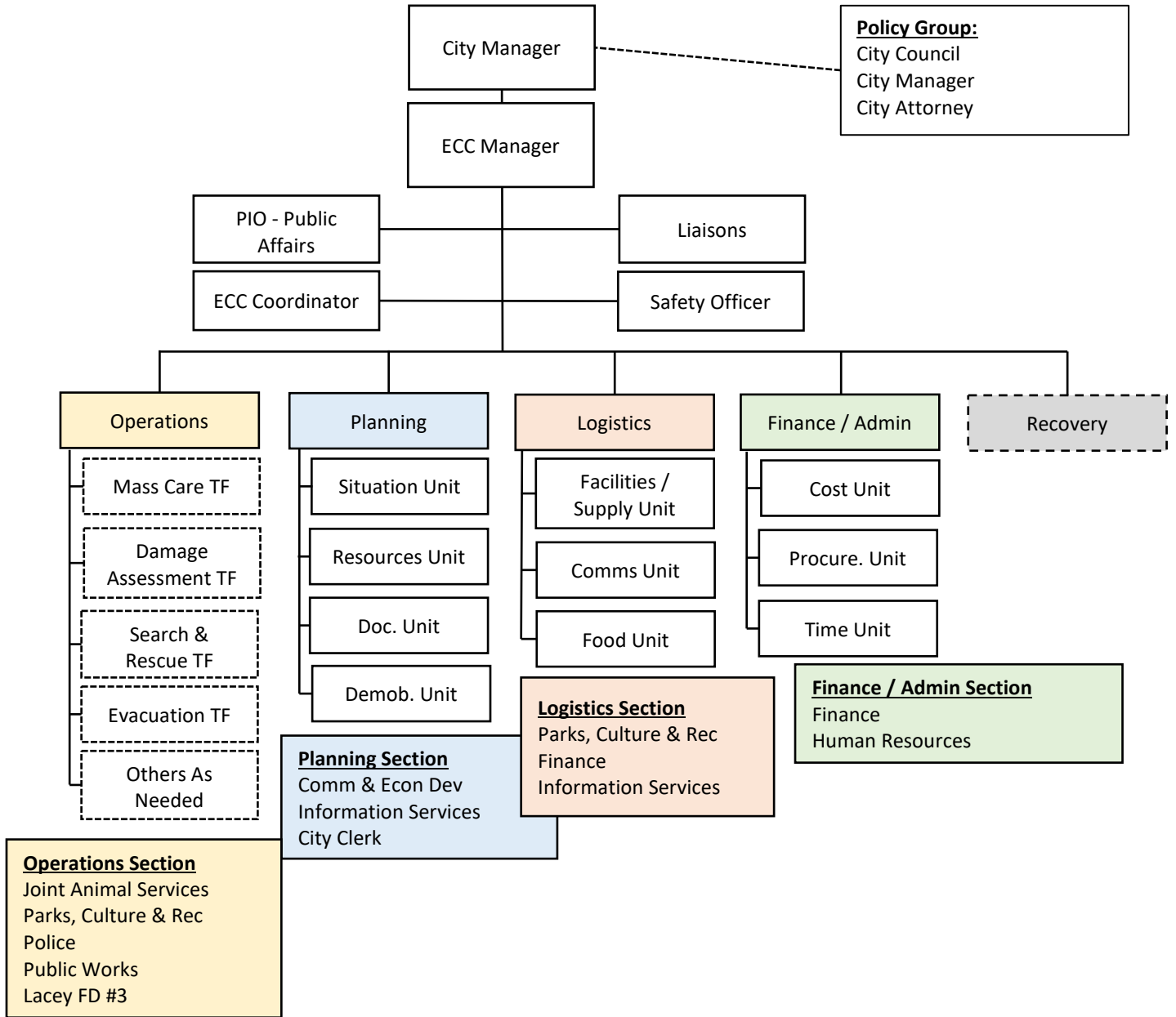
- 14.6. The composition of ECC teams will also vary depending on the nature and complexity of the emergency. Regardless of the structure, the ECC receives oversight from the City Manager.
- 14.7. The Lacey ECC is organized along ICS lines with departments identified to support certain functions and provide leadership roles within the structure.

15. Emergency Coordination Center (ECC)

- 15.1. ECCs are locations where staff from multiple departments and agencies come together to address imminent or ongoing emergencies and to provide coordinated support to incident command, on-scene personnel, and/or emergency response operations. ECCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.
- 15.2. Primary functions of staff in ECCs, whether virtual or physical, include:
 - 15.2.1. Collecting, analyzing, and sharing information;
 - 15.2.2. Supporting resource needs and requests, including allocation and tracking;
 - 15.2.3. Coordinating plans and determining current and future needs; and
 - 15.2.4. Providing coordination and policy direction.
- 15.3. Departments may also have coordination centers – Departmental Coordination Centers (DCCs). However, these organization-specific coordination centers differ from multidisciplinary ECCs. DCC staff coordinate their department’s activities. While they communicate with other organizations and ECCs, and may exchange liaisons with other agencies, DCC staff are primarily inward looking, focusing on directing their own assets and operations.
- 15.4. The Lacey ECC is organized as depicted below.



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15.4.1. The Policy Group, includes the following:

- **City Council:** is responsible for adjustments and/or changes to City governance during an incident. Issues emergency declarations, makes necessary budgetary allocations, and advocates for City support and resources.
- **City Manager:** is responsible for overall City incident management, serves as the Agency Administrator, leads the policy group, issues policy decisions and direction, and is the administrative “voice” of the City during an incident.



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- **City Attorney:** Provides legal counsel and direction before, during, and after an incident, including interpretation of federal, state, and county incident directives and/or legislation.

15.4.2. The ECC Manager:

- Designated by the City Manager;
- Ensures the ECC is fully operational during an emergency;
- Activates the Sections, Units, and Task Forces needed to respond to the emergency;
- Directs the operations of the ECC through the Command and General staff;
- Assesses needs and gaps, and ensures resources are requested;
- Provides situational awareness reports to decision makers; and
- Approves the demobilization of resources.

15.4.3. Departments are responsible to provide personnel to support the ECC structure as depicted above and in the table below.

ECC Element	City of Lacey Department and Position
ECC Manager	PD – Chief of Police, Deputy Chief of Police PW – Director, PW Operations Manager, City Engineer CM – Assistant City Manager OTHER – As designated by the City Manager
Public Information Officer	PD – PIO Detective Sergeant, Public Records Specialist for Social Media PA – Communications Manager, Communications Specialist, Community Relations Specialist
ECC Coordinator	HR – Emergency Management and Safety Coordinator, Benefits Manager
Liaison	HR – Benefits Manager IS – IS Manager, Computer Technician CM – Assistant City Manager
Safety Officer	PW – PW Ops Safety Coordinator, Parks Maintenance Senior Technician
Operations Section Chief	PD – Commander/Lieutenant, Administrative Sergeant PW – PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor



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ECC Element	City of Lacey Department and Position
Deputy Operations Section Chief	PD – Patrol Sergeant, Corporal PW – Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager
Operations Section Staff from:	Joint Animal Services
	Parks, Culture and Recreation
	Police
	Public Works
	Lacey Fire District #3
Damage Assessment TF Leader	CED (Public and Private Buildings) – Building Official PW (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer
Mass Care TF Leader	PCR – Recreation Supervisors, Recreation Manager
Search for Missing Persons Leader	PD – Sergeant, Corporal, Officer, Lacey Resource Officer
Search of Damaged Buildings Leader	Lacey Fire District #3
Evacuation TF Leader	PD Lacey Fire District #3
Planning Section Chief	CED – Director, Building Official PW – Water Resources Manager, Executive Assistant
Deputy Planning Section Chief	CED – Planning Manager PW – Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor
Planning Section Staff from:	Community and Economic Development
	Information Services
	City Clerk
Logistics Section Chief	PCR – Director, Recreation Manager, Recreation Supervisor PW – Project Administrator, Management Analyst
Deputy Logistics Section Chief	PCR – Recreation Supervisor, Recreation Manager PD – Customer Services Supervisor PW – Project Administrator
Logistics Section Staff from:	Parks, Culture and Recreation
	Finance
	Information Services



ECC Element	City of Lacey Department and Position
Finance / Admin Section Chief	FI – Director, Accounting Manager IS – Information Services Manager HR – HR Director
Deputy Finance / Admin Section Chief	HR – Director, Labor Relations/Class and Comp Manager FI – Accounting Manager, Financial Services Manager
Finance / Admin Section Staff from:	Finance Human Resources
Recovery Section Chief	CED

15.5. Emergency Operations Facilities

15.5.1. The City ECC is in City Hall, located at 420 College St SE in Lacey, Washington. For small events, the ECC will be located on the second floor in Rooms 2053 and 2054 adjacent to the Engineering and Water Resources area. During large events, the ECC may be relocated to Room 1110 - Community Room.

15.5.2. During a Level 1 activation, the following City Hall facilities may be used:

Room / Area	Function
Room 2053 – Radio Communications and Call Center	Radio Communications and Call Center
Room 2054 – ECC	Radio Communications
Room 2040 – FI/PW Meeting Room	Finance Section
Room 1032 – CM Large Conference Room	Media/Information Center
Room 1044 – Council Chambers	Briefing Room/Public Meeting Area
Room 1037 – Executive Board Room	Policy Team Meeting Area
Room 1072 – Site Plan Review Room	Briefing Room/Meeting Space
Room 1110 – Community Room	ECC Expanded/ICS Sections

15.5.3. The Maintenance Service Center located at 1200 College St. SE, Lacey, Washington, has been designated as the City’s alternate ECC. Although it has sufficient space, it is not equipped with the same communications capability as the primary ECC. Therefore, it has a limited capability of



meeting all needs during an emergency. If ECC operations must be moved to the alternate ECC, a significant amount of time will be needed to transfer equipment and supplies before it will be fully operational.

15.6. Outside agencies represented in the ECC include Lacey Fire District #3. Thurston County EM is the interface to County, State, and Federal resources and assistance. The EMC of Thurston County, which includes the Disaster Assistance Council (DAC) and other private and nonprofit organizations active in disaster, is also activated through Thurston County EM.

15.7. Activation Process

15.7.1. The Lacey ECC may be activated for various reasons based on:

- The needs of an emergency jurisdiction, organization, or on-scene Incident Commander;
- The context of a threat;
- The anticipation of events; and/or
- Response to an incident.

15.7.2. Circumstances that might trigger ECC activation include:

- More than one jurisdiction becomes involved in an emergency and/or the emergency involves multiple departments;
- The on-scene Incident Commander (IC) or Unified Command (UC) indicates an emergency could expand rapidly, involve cascading effects, or require additional resources;
- A similar emergency in the past that has led to ECC activation;
- The City Manager, or designee, directs that the ECC be activated;
- An emergency is imminent; and/or
- Significant impacts to the population are anticipated.

15.7.3. The Lacey ECC is activated by the City Manager or their designee based on a recommendation from the Emergency Management and Safety Coordinator, an on-scene Incident Commander, a Department Director, and/or the Executive Leadership Team (ELT).

15.8. ECC Activation Levels

ECC Activation Level	Description
3 – Normal Operations / Steady-State	Level 3 activation involves minor emergencies which can be handled by designated staff, e.g., the Emergency Management and Safety Coordinator without formal activation of the ECC.



ECC Activation Level	Description
2 – Enhanced Steady-State / Partial Activation	Level 2 activation involves incidents which have special characteristics requiring response by multiple departments, or requires the acquisition and/or use of special resources which would require partial or limited activation of the ECC.
1 – Full Activation	Level 1 activation involves incidents which require the coordinated response of all levels of government and emergency services to save lives and protect property.

15.9. Deactivation Process. The ECC Manager deactivates ECC staff as circumstances allow, and the ECC returns to its normal operations and steady state condition. Deactivation typically occurs when the incident no longer needs the support and coordination functions provided by the ECC staff, those functions can be managed by individual organizations or by steady-state coordination mechanisms, or ongoing operations are transferred to the Recovery Coordination Center (RCC). ECC leadership may phase deactivation depending on mission needs. ECC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating.

Section III - Concept of Operations

16. General

- 16.1.** The emergency management program for the City is comprehensive in nature and requires the support of all staff to be successful.
- 16.2.** All Departments have responsibilities in the five mission areas: protection, response, recovery, mitigation, and prevention. Although the Prevention Mission Area is law enforcement-focused, it also includes responsibilities for other City departments.

17. Plan Activation

- 17.1.** Upon notification of a hazardous incident impacting the City, the Emergency Management and Safety Coordinator (or designee) will evaluate the situation and recommend activation of the appropriate portions of the CEMP to the City Manager or designee.
- 17.2.** The Lacey ECC may be activated to coordinate the response of City resources.
- 17.3.** Regardless of CEMP activation, departments maintain their delegated authority to respond to the emergency utilizing their internal procedures and plans.



17.4. City resources will be activated as needed to respond to emergency needs.

18. Request for a Declaration of Emergency

18.1. A state of emergency or disaster constitutes an event or set of circumstances which demands immediate action to preserve public health, protect life or public property, or which reaches such a dimension or degree of destructiveness as to warrant a proclamation of the existence of an emergency. The City Clerk maintains a template for emergency declarations.

18.2. In the City, a declaration of emergency is made by the Mayor upon the request of the City Manager. If the Mayor is not available, an emergency may be declared by the City Manager and later confirmed by the Mayor.

18.2.1. The City's declaration of a local emergency will allow the City to undertake emergency purchases and emergency public works pursuant to RCW 39.26.130 and RCW 39.04.020 and when such purchases or public works require immediate action occasioned by natural disaster or emergencies. Additionally, the emergency conditions necessitate activation of the City Comprehensive Emergency Management Plan and the utilization of emergency powers granted pursuant to RCW 36.32.270, 38.52.070(2) and 38.52.110(1); and LMC 6.01.

18.3. Once the Mayor has made a declaration of emergency, the City Council shall receive and vote on a resolution confirming the emergency declaration. The City Clerk maintains a template for resolutions confirming a declaration of emergency.

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

19. Protection Mission Area

Protection includes the capabilities to safeguard the homeland against acts of terrorism and human-caused or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life. For the City, the protection mission area includes all preparedness tasks. This provides one place for preparedness roles, responsibilities, and activities to be listed, rather than listing preparedness tasks in each of the mission areas.



19.1. Protection Mission Core Capabilities

Protection Mission Area Core Capabilities for the City are:

Protection Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
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.
Access Control and Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity	Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures	Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Programs and Activities	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.



19.2. Protection Mission Goals and Objectives

Protection Mission Area Goals and Objectives
Protection Goal #1: City Departments and Employees will continuously prepare and train per City policies and procedures to respond to all emergencies.
Protection Objective 1.1: Review, revise, or create plans, as necessary (such as the CEMP, HMP, Continuity of Operations, pre-disaster recovery, and departmental emergency plans).
Protection Objective 1.2: Review and revise training and exercise activities annually in accordance with the Multi-Year Training and Exercises Plan (MYTEP) or Integrated Preparedness Plan (IPP), preparing all City staff for their responsibilities during prevention, protection, response, recovery, and mitigation activities.
Protection Objective 1.3: Identify, establish, and maintain emergency supplies and required equipment for City responders.
Protection Objective 1.4: Review needs, and develop and implement emergency policies and procedures, such as expediting procurement and accelerated permitting and inspection procedures.
Protection Objective 1.5: Review and evaluate the regional communication capability to allow the City (including Public Works) to communicate with T-COMM during an emergency.
Protection Goal #2: Identify and collaborate with critical community partners during all emergency training and phases.
Protection Objective 2.1: Identify and establish contact with critical community partners. Designate appropriate City staff to work with various community partners.
Protection Objective 2.2: Contact critical community partners annually.
Protection Objective 2.3: Include critical community partners as appropriate.
Protection Objective 2.4: Identify and establish agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc.
Protection Objective 2.5: Identify and establish agreements with non-standard community partners (such as retail and wholesale distributors, regional warehouses and distribution centers, and rental and leasing companies) for support during emergencies such as local warehouses, fuel suppliers and communications providers.
Protection Objective 2.6: Develop and implement a public outreach and education strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, community, and the private sector.



Protection Mission Area Goals and Objectives

Protection Goal #3: Collaborate with governmental partners including local, state, tribal, and federal partners.

Protection Objective 3.1: Identify and establish contact with governmental partners. Designate appropriate City staff to work with various governmental partners, including Thurston County Emergency Management, Homeland Security Region 3, and Washington EMD.

Protection Objective 3.2: Identify appropriate staff to attend public assistance training and workshops annually through Washington EMD.

Protection Goal #4: Conduct regular assessments and necessary upgrades of critical infrastructure per relevant City policies and procedures.

Protection Objective 4.1: Review and assess City-owned infrastructure as codes and regulations change.

Protection Objective 4.2: Review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.

Protection Objective 4.3: Conduct condition assessment of City-owned infrastructure on an ongoing basis per best asset management practices.

Protection Goal #5: Ensure the City's financial health and stability throughout the emergency and recovery.

Protection Objective 5.1: Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization.

Protection Objective 5.2: Identify and conduct training in emergency financial management processes per City policies.

19.3. Protection Mission Operations – Including Preparedness

19.3.1. This Plan focuses the Protection Mission Area on preparedness activities that support each of the different Mission Areas. This provides one place in the Plan where all preparedness activities are listed.

19.3.2. Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action.

19.3.3. Protection / preparedness activities are led and coordinated by the Emergency Management and Safety Coordinator with the support of the ESC.

- Department directors will support the guidance and requirements developed as part of the emergency management program.



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- The Emergency Management and Safety Coordinator will provide regular reports on the status of training and exercises to the ESC.
- The City Manager is ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives

19.3.4. The ESC will meet on a monthly basis to:

- Review ongoing emergency management activities;
- Assess efforts against established goals and objectives;
- Identify shortfalls and assist with providing support and solutions; and
- Provide guidance to the Emergency Management and Safety Coordinator.

19.3.5. Critical elements in this Mission Area include:

- Reviewing and revising current plans (CEMP, HMP).
- Determining the need for, and developing, if necessary, other plans (Continuity of Operations, Disaster Recovery, and department emergency plans).
- Socializing plans so City staff understand their roles and responsibilities.
- Conducting training for personnel assigned to support the various plans.
- Increasing the capabilities of City and partner staff through conducting exercises and participating in others' exercises.
- Identifying and collaborating with partners to assist with supporting the desired outcomes of plans.
- Identifying and establishing caches of supplies and equipment to support emergency needs.
- Regularly reviewing the emergency management program against the changing hazards, threats, and needs and adjusting the program as needed.

19.3.6. Activities in this area are coordinated by the Emergency Management and Safety Coordinator but are generally conducted in a distributed fashion under the purview of Department Directors and the City Manager.

19.3.7. Departments are responsible for reviewing, understanding, and implementing their assigned roles and responsibilities and providing regular updates to the Emergency Management and Safety Coordinator.



19.4. Protection Mission Roles and Responsibilities

19.4.1. PROTECTION Roles and Responsibilities

The City Manager and All Department Directors - Protection

- Participate in the development and maintenance of the CEMP.
- Participate in the development and maintenance of CEMP components relevant to their respective emergency management functions, including checklists for activities such as damage assessment, communications, and evacuation.
- In coordination with the Emergency Management and Safety Coordinator, prepare and maintain emergency procedures for their department.
- With the guidance of the Emergency Management and Safety Coordinator, prepare and maintain emergency administrative procedures for their department.
- Participate in the City’s Emergency Management training and exercise program, including annual reviews of the program.
- Support the City’s Emergency Management training and exercise program by providing staff the opportunity to participate.
- Train and exercise employees on specific departmental emergency procedures to provide them with a clear understanding of their responsibilities during an emergency, with assistance from the Emergency Management and Safety Coordinator.
- Regularly review emergency procedures with staff and arrange for appropriate exercises, including drills and tabletop exercises.
- Identify staff to attend financial management and Public Assistance training and workshops and allow them the time to attend.
- Maintain comprehensive lists of available departmental resources.
- Identify supplies and equipment needed to support emergency operations and provide a prioritized list to the Emergency Management and Safety Coordinator for review and procurement.
- Maintain emergency supplies.
- Review department policies and procedures; determine the need for, and develop, expedited processes for use during and after emergencies.
- Develop procedures for collecting emergency information within each department, including personnel status, and provide it to the Emergency Management and Safety Coordinator and/or the ECC.
- Establish a notification system within each department to ensure alerts, warnings, and information are quickly disseminated.
- Review emergency functions and identify community partners that can provide assistance before, during, and after emergencies.
- Assign appropriate staff to coordinate with community partners.
- Develop a program to contact community partners regularly and include them in appropriate planning, training, and exercises.



19.4.1. PROTECTION Roles and Responsibilities

The City Manager and All Department Directors – Protection (Continued)

- Assist with the effort to establish agreements with community partners to support emergency operations.
- Identify non-standard partners (such as fuel providers, trucking companies, food warehouses, and other providers of supplies needed during emergencies) relevant to respective emergency management functions that may be able to provide assistance; send information to the Emergency Management and Safety Coordinator.
- Identify and establish contact with governmental partners that will be needed before, during, and after emergencies. Notify the Emergency Management and Safety Coordinator, including contact details, and assign appropriate staff to maintain contact.
- Support regular assessment of City-owned infrastructure.

City Council – Protection

- Serve on the Policy Group.
- Responsible for Plan adoption.
- Participate in training and exercises.

City Manager – Protection

- Serve on the Policy Group.
- Direct and control the activities of the City during emergencies.
- Designate the ECC Manager.
- Provide the ECC Manager (Assistant City Manager)
- Provide the Liaison Officer.
- Participate in training and exercises.
- Ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives

City Attorney – Protection

- Serve on the Policy Group.
- Provide legal advice to the City, including the leadership team preparing emergency administrative procedures.

City Clerk – Protection

- Support the Planning Section.
- Serve on the ESC.

Community and Economic Development – Protection

- Serve on the ESC.
- Provide the Planning Section Chief (Director, Building Official).
- Provide the Recovery Section Chief.
- Provide the Deputy Planning Section Chief (Planning Manager).
- Provide the Damage Assessment Task Force Leader (Building Official).
- Support the Planning Section.
- Support the Operations Section.



19.4.1. PROTECTION Roles and Responsibilities

Community and Economic Development – Protection (Continued)

- Coordinate with other departments, Thurston County Emergency Management, community-based organizations, and the private sector to support shelter and feeding operations.

Finance – Protection

- Serve on the ESC.
- Provide the Finance/Admin Section Chief (Director, Accounting Manager).
- Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager).
- Support the Finance/Admin Section.
- Support the Logistics Section.
- Establish a process for paying employees if facilities are damaged or there is a loss of technology.
- Establish a tracking system and audit trail for emergency-related personnel and equipment costs.
- Coordinate with Human Resources to develop a method for departments to track volunteer hours.
- Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization.
- Coordinate with the Emergency Management and Safety Coordinator to identify appropriate training in emergency financial management processes.
- Support the effort to establish agreements with non-standard partners to provide support during emergencies, such as drafting agreements with supply chains / stores to establish blanket open purchase orders for crews to get needed emergency supplies.

Finance – Information Services – Protection

- Provide the Finance/Admin Section Chief (IS Manager).
- Provide the Liaison (IS Manager, Computer Technician).
- Support the Planning Section.
- Develop and conduct drone operations training in support of Lacey Police Department and Lacey Fire District #3 operations.

Human Resources – Protection

- Oversee the Emergency Management and Safety Coordinator.
- Serve on the ESC.
- Provide the Finance/Admin Section Chief (HR Director).
- Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.)
- Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager).



19.4.1. PROTECTION Roles and Responsibilities

Human Resources – Protection (Continued)

- Provide the Liaison Officer (Benefits Manager).
- Support the Finance/Admin Section.
- Develop a system to organize and manage volunteers in cooperation with the Emergency Management and Safety Coordinator.

Emergency Management and Safety Coordinator – Protection

- Coordinate the activities of the ESC.
- Serve as the ECC Coordinator.
- Serve on the Thurston County EMC.
- Participate as a member of the Disaster Assistance Committee (DAC).
- Participate as a member of the Hazards Mitigation Planning Committee.
- Oversee and coordinate the City’s day-to-day emergency management program and activities.
- Oversee the review and implementation of the CEMP.
- Incorporate approved changes into the CEMP.
- Review the need for various plans and make a recommendation on whether to create them, including Continuity of Operations Plan (COOP), Disaster Recovery Plan, and departmental emergency operations plans.
- Develop a timeline to regularly review plans and create new plans, as needed.
- Coordinate with other jurisdictions, emergency services agencies, and volunteer organizations identified in this Plan to provide accurate and current information for Plan revisions and updates.
- Work with other jurisdictions, emergency services agencies, and volunteer organizations to help them integrate the concepts and activities presented in this Plan into their emergency response and recovery plans, policies and procedures.
- Provide training to other jurisdictions, emergency services agencies, and volunteer organizations on this Plan to ensure a well-coordinated emergency response and recovery operation.
- Assist departments with identifying elements of this Plan that support their plans, policies, and procedures, and integrate them where appropriate.
- Provide technical advice and assistance to other departments in the preparation of their emergency administrative procedures.
- Provide assistance and coordination of any training necessary to prepare employees for emergency duties.
- Encourage and facilitate training for emergency procedures throughout the City.
- Arrange training in the Incident Command System (ICS) for all departments.
- Support the Finance Department in developing and conducting training in emergency financial management processes.
- Plan and conduct emergency exercises.



19.4.1. PROTECTION Roles and Responsibilities

Emergency Management and Safety Coordinator – Protection (Continued)

- Maintain local training records and forward copies to the WA EMD as required.
- Prepare and maintain warning procedures and call lists.
- Coordinate warning plans and activities with Public Affairs, Thurston County Emergency Management, TCOMM 911, and Washington EMD.
- Develop and maintain a current inventory of all applicable communications equipment available to the City in an emergency. *Note: See Finance Department Asset Spreadsheet.*
- Develop, coordinate, and maintain a plan for the utilization of all applicable communications equipment.
- Direct the development of adequate City ECC communications capabilities.
- Develop a method by which messages in the City ECC can be logged and tracked.
- Maintain liaison with all departments and local jurisdictions to ensure a cooperative and efficient use of resources.
- Work with the Building Division to establish mutual aid agreements for inspectors.
- Coordinate damage assessment planning efforts among departments in the City to ensure clarity of assessment roles.
- Maintain liaison with Thurston County Emergency Management and necessary religious organizations and volunteer agencies to evaluate their procedures and gain an understanding of the services they offer.
- Coordinate the planning efforts of other departments as they develop systems to provide mass care.
- Encourage resource management support among the private sector through information programs and emergency planning.
- Maintain liaison with government agencies and the private sector to ensure a well-coordinated response.
- Advise departments on possible community partners in their areas of responsibility during emergencies.
- Receive, collate, and maintain contact information from departments about community and governmental partners.
- Include community partners in appropriate planning, training, and exercise activities.
- Lead the effort to identify and develop agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc.
- Support the effort to identify and establish agreements with non-standard community partners for support during emergencies such as local warehouses, fuel suppliers and communications providers.
- Coordinate with Public Affairs to develop and implement a comprehensive public education and outreach strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, residents of Lacey, and the private sector.



19.4.1. PROTECTION Roles and Responsibilities
Joint Animal Services – Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Work with Thurston County ECC to establish regulation of pet-friendly shelter procedures and operations. • Support the Operations Section.
Parks, Culture and Recreation – Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section.
Police Department – Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the ECC Manager (Police Chief or Deputy Chief). • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Develop and maintain department emergency procedures that include law enforcement functions during a fire service response.
Public Affairs – Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Assistant City Manager, Community Relations Specialist). • Conduct media relations. • Build positive relationships with the media. • Attend training in emergency communications and management. • Prepare to serve as, or support, the ECC PIO and document communication activities. • Proactively develop internal and public media campaigns and communications for emergency situations as part of the ECC Standard Operating Procedure (SOP). • Identify and create pre-scripted messages for common warnings to be sent out via TC Alert. • Support Emergency Management and Safety Coordinator with emergency alert and warning. • Conduct and/or attend media relations training.



19.4.1. PROTECTION Roles and Responsibilities
Public Affairs – Protection (Continued)
<ul style="list-style-type: none"> • Coordinate with the Emergency Management and Safety Coordinator to develop and implement internal and public emergency preparedness outreach strategy and materials.
Public Works – Protection
<ul style="list-style-type: none"> • Provide the ECC Manager (Director, PW Operations Manager, City Engineer). • Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor). • Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager). • Provide the Planning Section Chief (Water Resources Manager). • Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor). • Provide the Logistics Section Chief (Project Administrator, Management Analyst). • Provide the Deputy Logistics Section Chief (Project Administrator). • Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician) • Provide the Damage Assessment Task Force Leader (PW infrastructure – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer). • Provide staffing to the Operations Section. • Appoint a Utilities Coordinator to maintain liaison, track utilities status, and coordinate repair efforts with County, State, and private sector partners. • In cooperation with the County Utilities Coordinator, ensure the availability of diagrams and maps applicable to City-owned utilities. • Develop and maintain department emergency procedures that include public works functions during a fire service response. • Coordinate with the public and private sector to ensure the availability of emergency resources related to critical infrastructure. • Develop and oversee a program to review and assess City-owned infrastructure as codes and regulations change. • Develop and oversee a program to review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.
Lacey Fire District #3 – Protection
<ul style="list-style-type: none"> • Responsible for protecting life and property within the corporate bounds of the City, regardless of ownership, including County, State, and Federal properties. • Serve on the ESC. • Support the Operations Section. • Provide the Search of Damaged Buildings Leader. • Provide the Evacuation Task Force Leader.



19.4.2. Thurston County PROTECTION Roles and Responsibilities
Thurston County Emergency Management – Protection
<ul style="list-style-type: none"> • Operate the County ECC. • Coordinate the activities of the EMC of Thurston County and the Disaster Assistance Council (DAC). • Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County. • Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services. • Support City emergency planning efforts.
Thurston County Department of Public Health and Social Services – Protection
<ul style="list-style-type: none"> • Provide health care and mental health services throughout the City. • Support City emergency planning efforts.
Thurston County Department of Public Works – Protection
<ul style="list-style-type: none"> • Appoint a County Utilities Coordinator to coordinate information flow about the restoration and repair of utilities across all jurisdictions within the County.
Thurston 911 Communications (TCOMM 911) – Protection
<ul style="list-style-type: none"> • Provide 911 Communications across the County, including emergency response dispatching. • Provide communications link between the communications center and local radio stations as needed. • Maintain and staff the warning facilities in the County.
Thurston County Medic One – Protection
<ul style="list-style-type: none"> • Provide emergency medical services.
Thurston County Coroner – Protection
<ul style="list-style-type: none"> • Oversees fatality management throughout the County.
19.4.3. Non-Governmental Partner PROTECTION Roles and Responsibilities
EMC of Thurston County and the Disaster Assistance Committee (DAC) – Protection
<ul style="list-style-type: none"> • Maintain liaison with necessary religious and volunteer organizations to better understand the services they offer.
School Districts – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts.
InterCity Transit – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts.
Thurston County Search and Rescue Council – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts. • Provide training in search and rescue operations. • Support exercises as able.



19.4.3. Non-Governmental Partner PROTECTION Roles and Responsibilities
Thurston County ARES – Protection
<ul style="list-style-type: none"> • Provide amateur radio operators to the City ECC during activation. • Support City emergency planning efforts.
<ul style="list-style-type: none"> • Provide training in radio communications. • Support exercises as able.
American Red Cross – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts. • Provide training in operating shelters. • Support exercises as able. • Provide subject matter expertise for Mass Care services.
Other Non-Governmental Organizations – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts. • Participate in training and exercises as able.
Interfaith Works and other Faith-based Organizations – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts. • Participate in training and exercises as able.
Thurston County Food Bank – Protection
<ul style="list-style-type: none"> • Support City emergency planning efforts. • Participate in training and exercises as able.

19.4.4. State of Washington Protection Roles and Responsibilities
Washington Emergency Management Division (WA EMD) – Protection
<ul style="list-style-type: none"> • Operate the State Emergency Operations Center (SEOC) and the State Warning Point. • Provide alerts and warnings. • Review CEMP and Hazards Mitigation Plan and provide feedback.

19.4.5. Federal Protection Roles and Responsibilities
FEMA – Protection
<ul style="list-style-type: none"> • Provide training opportunities through the Emergency Management Institute (EMI).

20. Response Mission Area

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



20.1. Response Mission Core Capabilities

Response Mission Area Core Capabilities for the City are:

Response Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
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.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and pet animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health and Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and responders, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management 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 the environment in the affected area.
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.
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.



Response Core Capability	Definition
On-scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement, related security, and protection operations for people, communities located within affected areas, and for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
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, behavioral health support, and products to all affected populations.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

20.2. Response Mission Goals and Objectives

Response Mission Area Goals and Objectives
Response Goal 1: Gain situational awareness.
Response Objective 1.1: Gather information from field staff and incident command.
Response Objective 1.2: Activate the Emergency Coordination Center (ECC) as necessary.
Response Objective 1.3: Coordinate with Thurston County and community partners.
Response Goal 2: Rapidly deploy resources.
Response Objective 2.1: Mobilize the required resources to address the impacts of the emergency.
Response Goal 3: Stabilize response operations.
Response Objective 3.1: Establish an Operational Schedule.
Response Goal 4: Effectively provide support for the needs of people impacted by the emergency.
Response Objective 4.1: Connect people with the resources they need.
Response Objective 4.2: Establish temporary infrastructure as needed.
Response Goal 5: Effectively transition from response to recovery.
Response Objective 5.1: Capture costs related to response.



Response Mission Area Goals and Objectives

Response Goal 5: Effectively transition from response to recovery (Continued).

Response Objective 5.2: Transition to the recovery coordination structure.

Response Objective 5.3: Implement the community recovery plan.

Response Goal #6: Ensure the City's financial health and stability throughout the emergency and recovery.

Response Objective 6.1: Consistently communicate projected costs and percentage of reimbursement to the City Manager.

20.3. Response Mission Operations

Not all emergency situations can be foreseen. The emergency management system must be able to adapt rapidly to unique and complex conditions. This may include multi-jurisdictional situations as well as simultaneous events. No attempt has been made in this document to specify all the possibilities associated with emergencies which might occur.

20.3.1. The initial stages of an emergency are frequently characterized by chaos and confusion. Much of the early activity must be undertaken independently because of the overwhelming demand for help. This document is not intended to limit or restrict initiative, judgment, or independent action required to provide effective response to emergency needs, provided that the ultimate objective of all emergency action is to achieve centralized coordination as rapidly as practical.

20.3.2. The response capability of the City is usually adequate for daily (routine) response to common emergencies. With the utilization of off-duty personnel, and the implementation of mutual aid agreements, response capability can be augmented when necessary. However, depending upon the nature and scope of the emergency, City resources may become overwhelmed, damaged, or limited in their ability to respond. The City may not be able to meet all the emergency needs of its community members under these extreme circumstances, and the emergency management system may be required to prioritize the delivery of assistance based on the greatest need as apparent at the time.

- Prioritization of resources and support will be set by the Operations Section Chief and the ECC Manager.
- Prioritization of resources and support will be per the operational priorities, goals, and objectives established in this Plan.



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20.3.3. Departments will respond to emergencies utilizing their internal authorities, procedures, and plans. Departmental leadership should not wait for a determination on activating the CEMP or the Lacey ECC to begin response activities.

- If called for in internal departmental procedures or plans, departments may continue to operate an internal command and coordination cell (Departmental Coordination Center - DCC) to direct departmental operations.
 - DCC operations are based on priorities, objectives, tasks, and Incident Action Plans (IAPs) issued by the Lacey ECC.
 - DCCs will provide regular updates to the Lacey ECC, either through using the same incident management software or in regular status reports.

20.3.4. Carrying out certain duties prescribed in the CEMP may depend upon appropriations and availability of funding.

- Lack of City funds may limit the ability of some departments to conduct all emergency response and recovery operations as planned.
- The City Manager shall be informed prior to committing the City to financial obligations that exceed departmental authority.
- The Finance Section Chief shall coordinate with Operations and Logistics to understand the scope of the financial resources required to respond to the emergency and the general amount of reimbursement expected from State and Federal programs.

20.3.5. When the ECC is activated, ECC staff will contact departments to gain the latest information and inform leadership of the areas of the ECC that are activated.

- Departments will provide staff to support ECC operations and will transition emergency response coordination activities to the ECC.
 - The ECC will operate per the ECC SOP.
 - The ECC will establish a repeatable set of meetings and briefings as rapidly as possible, setting the operational rhythm for the staff (see the ECC SOP).
 - Response operations will be coordinated through developing an Incident Action Plan (IAP) on a regular basis (see the ECC SOP).

20.3.6. Task Forces will be established within the Operations Section to accomplish tasks requiring a large amount of coordination across departments and partners.



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- The Task Forces require support from a wide variety of departments and partners.
- Task Forces identified in this Plan are:
 - Damage Assessment – to provide a City-wide system to collect, report, and evaluate the emergency.
 - Mass Care – to provide guidance and coordination to organizations addressing the mass care, housing, and human services needs of people impacted by emergencies, including their animals.
 - Search and Rescue – to provide for the coordination and effective utilization of search and rescue (SAR) resources.
 - Evacuation – to provide for the evacuation of all or part of the population from any stricken or threatened area within the City to locations providing relative safety and shelter if applicable.
- Task Force Roles. This chart depicts only City departments and those organizations outside the City that have lead roles. See Annexes A-D for a complete list of supporting organizations.

20.3.7. Mass casualty / mass fatality events. The City of Lacey has very little medical capability – all nearby hospitals are in other jurisdictions and Lacey Fire District #3 (which provides EMS services) serves a large area and might not be able to fully commit resources to a mass casualty or mass fatality event.

- If a mass casualty/fatality event occurs, the City will immediately notify Lacey Fire District #3, Thurston County, and the State EOC.
- The City will request that Lacey Fire District #3 assign a knowledgeable person to the ECC to coordinate the response to the mass casualty/fatality event. This person will be known as the Mass Casualty Coordinator.
- The City / ECC will request medical and/or operational support through Thurston County.
- Casualties will be transported to the nearest available hospital or as directed by the Mass Casualty Coordinator in the ECC or 911.
- Coroner support will be requested through Thurston County.
- Fatalities will be transported to a location designated by the Coroner or Thurston County.



City of Lacey Comprehensive Emergency Management Plan

(L = Lead, S = Supporting)

Department / Organization	Damage Assessment TF	Mass Care TF	Search and Rescue TF	Evacuation TF
City Manager	S	S	-	S
Joint Animal Services	-	S	S	S
Community and Economic Development	L	-	-	-
Human Resources	S	S	S	S
Finance	S	S	-	-
Information Services	S	S	S	-
Parks, Culture, and Recreation	-	L	-	S
Police	S	S	L	L
Public Affairs	-	S	S	S
Public Works	L	S	S	S
Lacey Fire District #3	S	S	L	L
American Red Cross – Northwest Region	-	L	-	S

- Lead Departments / Agencies are responsible for:
 - Orchestrating support for their assigned appropriate task force(s).
 - Notifying and requesting assistance from support agencies.
 - Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate County and State officials, operations centers, and other stakeholders.
 - Coordinating resources resulting from mission assignments.
 - Working with all types of organizations to maximize the use of all available resources.
 - Monitoring progress in achieving missions and providing that information as part of situational and periodic readiness or preparedness assessments.
 - Maintaining trained personnel to support interagency emergency response and support teams.
 - Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards or to validate and improve capabilities to address changing risks.
 - Promoting physical accessibility, programmatic inclusion, and effective communication for the whole community, including individuals with disabilities or special needs.



- Supporting Department / Agencies. Support agencies have specific capabilities or resources that support lead agencies in executing capabilities and other missions. The activities of support agencies typically include:
 - Participating in planning to support task force activities, including the development of supporting operational plans, standard operating procedures (SOPs), checklists, or other job aids.
 - Providing input to periodic readiness assessments.
 - Maintaining trained personnel to support the task forces.
 - Identifying new equipment or capabilities required to respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
 - Coordinating resources resulting from response mission assignments.

20.3.8. Requests for assistance from the State shall be coordinated through the WA EMD. Assistance may include transportation resources from the Washington State Patrol, Department of Transportation, and/or Utilities and Transportation Commission.

20.3.9. Demobilization planning should begin immediately.

- 20.3.10. Recovery planning should begin soon after the emergency is stabilized.
- Determine if a long-term recovery plan is needed.
 - If so, bring together experts to begin the planning process.
 - Activate the Recovery Section to begin overseeing activities tied to recovery.

20.4. Response Mission Roles and Responsibilities

20.4.1. RESPONSE Roles and Responsibilities
City Manager and All Department Directors – Response
• Determine what contribution the department can make to the provision of identified mass care needs and report that information to the Lacey ECC.
• Provide updated inventories of the materials available in their department.
• Mobilize the required resources to address the impacts of the emergency.
• Notify staff of impending or occurring emergency.
• Contact staff in the field and gather information about conditions, area of damage, amount of damage, etc.
• Provide staff to the ECC as directed in this Plan and as requested.



20.4.1. RESPONSE Roles and Responsibilities

- Capture and track costs related to response activities and provide regularly to the ECC Planning and Finance/Admin Sections.

Emergency Coordination Center (ECC) Staff – Response

- Deploy to and establish the ECC in accordance with the City ECC SOP.
- Establish communications with field elements, Thurston County ECC, TCOMM 911, the State Warning Point, and/or other partners and pull information to begin developing situational awareness about the dimensions of the emergency.
- Develop an initial situation briefing and provide to City leadership.
- Ensure all City staff are notified of alerts and warnings.
- Assess the impacts of the emergency on the community and determine the needs of people impacted by the emergency.
- Establish necessary Task Forces and Units within the ECC Sections to effectively coordinate response activities.
- Notify Lacey Fire District #3 when a mass casualty/mass fatality event is imminent or occurring.
- Request Mass Casualty Coordinator from Lacey Fire District #3 when needed.
- Direct field activities, as needed, to support response operations.
- Coordinate response activities with other ECC elements and City departments.
- Coordinate response activities with Incident Command Posts (ICPs), Departmental Coordination Centers (DCCs), other jurisdictions, and community partners as needed to effectively respond to the emergency.
- Establish an operational schedule and stabilize response operations.
- Determine the need for and coordinate the opening of shelters with Thurston County ECC and the American Red Cross.
- Coordinate needed volunteer resources with Thurston County ECC.
- Attain, track, collate, share, and display information.
- Track and capture costs, reporting information to the Planning and Finance/Admin Sections.

Emergency Coordination Center (ECC) Staff – Response (Continued)

- Regularly inform the City Manager of projected costs and expected reimbursement.
- Coordinate the establishment of temporary infrastructure as needed.
- Establish a team to develop a Community Recovery Plan, if necessary.
- As part of the recovery planning effort, identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City.
- As part of the recovery planning effort, integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience.
- Activate the Recovery Section, if necessary.
- Appoint a Recovery Section Chief and unit leaders.



20.4.1. RESPONSE Roles and Responsibilities

- Identify ongoing activities and prepare to transition them to the Recovery Section or the Recovery Coordination Center (RCC).
- Activate the community recovery plan and begin transitioning activities to the RCC.

Mayor – Response

- Serve on the Policy Group.
- Make policy decisions.
- Responsible for the declaration of conditions of emergencies or disasters when control of the situation is beyond the capabilities of City resources. A verbal declaration by the Mayor will suffice during the initial stages of an emergency/disaster. However, a signed copy of the declaration should be sent to the County AND must be filed with the State Division of Emergency Management as soon as possible.

City Council – Response

- Serve on the Policy Group.
- Make policy decisions.
- Support the emergency declaration with a resolution.

City Manager – Response

- Serve on the Policy Group.
- Direct and control the activities of the City during emergencies.
- Serve as the ECC Manager (Assistant City Manager).
- Provide the Liaison Officer (Assistant City Manager).
- Designate the ECC Manager.
- Activate the Emergency Coordination Center (ECC).
- Make policy decisions.
- Support the emergency declaration process.
- Review the release of emergency public information in coordination with Public Affairs/PIO.
- Assign available personnel to emergency activities.
- Authorize the dissemination of warning information for localized emergencies.

City Manager – Response (Continued)

- Forward major emergency resource requests to the Policy Group for direction.
- Invoke controls on resources, if necessary.
- Direct the formation of a planning group to develop a community recovery plan, if necessary.
- Activate the Recovery Coordination Center (RCC), if necessary.
- Direct the transition of activities from the ECC to the RCC.
- Deactivate the ECC.

City Attorney – Response

- Serve on the Policy Group.
- Advise during discussions about policies.
- Lead the emergency declaration process.



20.4.1. RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Provide legal counsel.
<ul style="list-style-type: none"> • Provide legal advice to the City Council and department Directors in preparation of ordinances, resolutions, and administrative procedures.
<ul style="list-style-type: none"> • Review emergency agreements, plans, contracts, and emergency-related documents.
City Clerk – Response
<ul style="list-style-type: none"> • Support the Planning Section.
Community and Economic Development – Response
<ul style="list-style-type: none"> • Provide the Planning Section Chief (Director, Building Official).
<ul style="list-style-type: none"> • Provide the Recovery Section Chief.
<ul style="list-style-type: none"> • Provide the Deputy Planning Section Chief (Planning Manager).
<ul style="list-style-type: none"> • Provide the Damage Assessment Task Force Leader (Building Official).
<ul style="list-style-type: none"> • Support the Planning Section.
<ul style="list-style-type: none"> • Support the Operations Section.
<ul style="list-style-type: none"> • Lead and coordinate the building inspection effort.
<ul style="list-style-type: none"> • Lead and coordinate the damage assessment effort.
<ul style="list-style-type: none"> • The Building Division has the primary responsibility to inspect structures for safety and occupancy requirements.
<ul style="list-style-type: none"> • The Building Division shall coordinate with the ECC for closure of areas and buildings. As such, it is the responsibility of the Building Inspectors to determine when an owner, tenant, or representative may enter an unsafe building to retrieve belongings, business records, merchandise, etc.
<ul style="list-style-type: none"> • When needed, Building Inspectors shall post notices on structures based on their level of safety or destruction.
<ul style="list-style-type: none"> • Designate structures that may be used for emergency housing.
<ul style="list-style-type: none"> • Provide situational reports to the City ECC on a regular basis.
<ul style="list-style-type: none"> • Fill out appropriate forms and forward them to the City ECC Planning Section.
Community and Economic Development – Response (Continued)
<ul style="list-style-type: none"> • The Building Inspectors (including mutual aid inspectors) are responsible for inspection of all damaged structures. These include: <ul style="list-style-type: none"> ○ Public buildings, such as City and School District structures; ○ Buildings that house merchandise that may be needed for emergency housing, supplies, etc.; ○ Multifamily structures, institutions, medical facilities; ○ Private housing; and, ○ Uninhabitable structures.
Finance – Response
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (Director, Accounting Manager).
<ul style="list-style-type: none"> • Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager).



20.4.1. RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Support the Finance/Admin Section.
<ul style="list-style-type: none"> • Support the Logistics Section.
<ul style="list-style-type: none"> • Provide support to the emergency declaration process.
<ul style="list-style-type: none"> • Identify and implement fiscal procedures and project codes.
<ul style="list-style-type: none"> • Conduct all financial transactions in coordination with the City Manager.
<ul style="list-style-type: none"> • Assume custody of all funds received by State and Federal sources.
<ul style="list-style-type: none"> • Support and document the resource procurement process.
<ul style="list-style-type: none"> • Assess facility and technology impacts during emergencies.
<ul style="list-style-type: none"> • Implement tracking of time and supplies to ensure enough detail for reimbursement purposes.
<ul style="list-style-type: none"> • Implement emergency procurement processes.
Finance, Information Services – Response
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (Information Services Manager).
<ul style="list-style-type: none"> • Provide the Liaison (IS Manager, Computer Technician).
<ul style="list-style-type: none"> • Support the Planning Section.
<ul style="list-style-type: none"> • Provide and operate drones to support operations.
Human Resources – Response
<ul style="list-style-type: none"> • Serve on the ESC.
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (HR Director).
<ul style="list-style-type: none"> • Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.)
<ul style="list-style-type: none"> • Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager).
<ul style="list-style-type: none"> • Support the Finance/Admin Section.
<ul style="list-style-type: none"> • Oversee volunteer registration and dispatching as requested by the City ECC Management Team.
Emergency Management and Safety Coordinator – Response
<ul style="list-style-type: none"> • Serve as the ECC Coordinator.
<ul style="list-style-type: none"> • Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies.
<ul style="list-style-type: none"> • Provide information about developing emergencies to City leadership.
<ul style="list-style-type: none"> • Provide recommendations to City leadership about activating the ECC and appropriate alerts and warning information for the public and City staff.
<ul style="list-style-type: none"> • Receive warning information.
<ul style="list-style-type: none"> • Coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate.
<ul style="list-style-type: none"> • Coordinate communications activities with neighboring jurisdictions and between City departments.
<ul style="list-style-type: none"> • Coordinate the requests for, and receipt of, emergency assistance from State and Federal sources.



20.4.1. RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Participate in ECC activation. • Coordinate all warning dissemination with Thurston County EM.
Joint Animal Services – Response
<ul style="list-style-type: none"> • Support the Operations Section. • Provide emergency care and shelter for companion animals on an as-needed basis. • Conduct search and rescue for companion animals left behind. • Coordinate with other agencies for domestic animals and livestock. • Provide food and supplies for displaced pets and families. • Coordinate emergency vet care. • Coordinate with national “animal” agencies for support and resources.
Parks, Culture and Recreation – Response
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section. • Coordinate mass transportation and shelter needs. • Lead the resource coordination effort. • Lead the donated goods management effort. • Coordinate transportation resources for mass movement of community members for sheltering and other purposes. • Assist HR with volunteer coordination. • Inventory equipment and track equipment and resource requests.
Police Department – Response
<ul style="list-style-type: none"> • Provide the ECC Manager.
Police Department – Response (Continued)
<ul style="list-style-type: none"> • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Provide law enforcement, traffic control, and security. • Support evacuation operations. • Coordinate search operations for missing persons. • Provide traffic and crowd control in and around the emergency scene.



20.4.1. RESPONSE Roles and Responsibilities

- Secure the danger area and isolate it from the public.
- Provide the City ECC with information concerning the conditions of streets and transportation resources.
- Provide door-to-door or neighborhood warning notification as needed.
- Maintain access and egress routes for fire equipment and evacuees.
- Investigate and gather evidence for criminal prosecution, if warranted.
- Assist with informing the public of the order to seek shelter, including using loudspeakers and door-to-door notification.
- Provide personnel and equipment at the request of the Fire Chief or on-scene Incident Command.
- Notify the Thurston 911 Communications (TCOMM 911) of endangered people who are not ambulatory so that movement of those people may be requested.
- Inform endangered people of the order to evacuate and relocate to shelter and provide location of the approved shelter(s).
- Assist people with moving to the nearest shelter as necessary, including crowd and traffic control, assisting with identifying safe routes of travel to and from shelter sites, and assisting in identifying available transportation resources, (e.g. law enforcement personnel, fire personnel, Intercity Transit, etc.).

Public Affairs – Response

- Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Community Relations Specialist).
- Support the emergency declaration and resolution processes.
- Conduct media relations.
- Direct and coordinate the activities of the Joint Information Center (JIC), when activated.
- Prepare and distribute press releases and public information messages to the ECC for review, followed by release to the media.

Public Affairs – Response (Continued)

- Monitor media output, including social media, to immediately correct misinformation and target information to address public concern.
- Coordinate information and messages with City leadership and the ECC before release to the public.
- Monitor ECC status boards, either in person or through ECC staff, to record all incoming emergency information.
- Disseminate emergency information to the public through various media, including the Thurston Area Public Information Network (TAPIN) and coordinate messages to be sent through IPAWS.
- Maintain communications links with, and disseminate emergency information to, the media and appropriate agencies and departments.
- Execute a public information program that controls misinformation, distributes information, and coordinates information before its release.



20.4.1. RESPONSE Roles and Responsibilities

- Coordinate shelter information with the City ECC Management Team, Thurston County ECC PIO, and American Red Cross.
- Disseminate energy and utility information to the public in coordination with the State Energy Office.

Public Works – Response

- Provide the ECC Manager (Director, PW Operations Manager, City Engineer).
- Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor).
- Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager).
- Provide the Planning Section Chief (Water Resources Manager).
- Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor).
- Provide the Logistics Section Chief (Project Administrator, Management Analyst).
- Provide the Deputy Logistics Section Chief (Project Administrator).
- Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician).
- Provide the Damage Assessment Task Force Leader (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer).
- Provide staffing to the Operations Section.
- Coordinate City public works and engineering activities during emergencies and provide for the assessment, reconstruction, repair, and maintenance of City streets, water, wastewater, stormwater, parks, and other PW infrastructure.
- Establish temporary infrastructure as needed.
- Oversee engineering and demolition.

Public Works – Response (Continued)

- Lead damage assessment, evaluation, and information collection for roadways, public property, and City-owned utilities.
- Deploy Damage Assessment Team.
- Provide the ECC Planning Section with information concerning the conditions of streets and transportation resources.
- Provide barricades where needed.
- Coordinate transportation resources.
- Assist with City-owned vehicle repair and maintenance.
- Provide emergency engineering services for Public Works infrastructure.
- The Community and Economic Development (CED) Department is the primary agency responsible for providing emergency engineering services for private infrastructure.
- Assist in regulating emergency public roadway traffic utilizing signs, barricades, and cones.
- Assist with utility access needs for the road system.



20.4.1. RESPONSE Roles and Responsibilities

- Coordinate the use of private sector materials and equipment when necessary.
- Assign personnel to non-threatening fire duties as necessary.
- Provide situational reports to the City ECC on a regular basis.
- Fill out appropriate forms and forward them to the ECC Planning Section.
- Appoint a City Utilities Coordinator to:
 - Serve as a liaison with PSE to obtain a list of energy and utility resources that are in short supply and report that information to the ECC and identify energy and utility resources that are in short supply and report that information to the ECC and the County Utilities Coordinator.
 - Compile and forward Damage Reports and Operational Situation Reports.
 - Work with PW Water Operations to coordinate storage and dispensing water for emergency and domestic use.

Lacey Fire District #3 – Response

- Provide the Search of Damaged Buildings Leader.
- Provide the Evacuation Task Force Leader.
- Support the Operations Section.
- Provide fire suppression and prevention.
- Provide and/or coordinate emergency medical services, including managing and supplying basic life support (BLS) for non-life-threatening injuries, and advanced life support (ALS) for life-threatening conditions.
- Coordinate Search and Rescue operations involving structures (Urban Search and Rescue - USAR).
- Provide door-to-door or neighborhood warning notification as needed.
- Direct and control all fire related services in the City.

Lacey Fire District #3 – Response (Continued)

- Provide or oversee rescue services as a participant in the Thurston County Special Operations Rescue Team.
- Provide emergency medical services and fire suppression as needed at shelters.
- Establish on-scene Unified Incident Command as necessary.
- Maintain medical direction and communications with the base hospital physician.
- Provide medical triage, treatment, and transportation oversight within the established Incident Command structure to oversee the transportation of victims to appropriate medical facilities.
- Provide aid stations at fire stations as needed. Provide personnel and supplies in conjunction with Medic One for aid stations.
- Lead agency for hazardous materials emergency response in the City.
- Provide the initial on-scene Incident Commander (IC) at Hazmat emergencies.



20.4.1. RESPONSE Roles and Responsibilities

- Provide initial Hazmat response, size-up, and investigation duties at the Hazardous Materials Operations level.
- Request notification of Washington State Patrol for mitigation of any incidents requiring intervention at the Hazardous Materials Technician level.
- Dispatch personnel to hazardous materials incidents to determine nature and resource requirements.
- May establish perimeter at Hazmat incidences to secure scene awaiting proper resources.

20.4.2. Thurston County RESPONSE Roles and Responsibilities

Thurston County Emergency Management/ECC – Response

- Receive and transmit warning and emergency information from State and Federal sources.
- Relay all warning information to the Lacey Emergency Management and Safety Coordinator or designee.
- Activate public alert and warning systems.
- Provide ongoing incident information and updates to the Lacey Emergency Management and Safety Coordinator or designee, or the Lacey ECC.
- Generate warning signals to hospitals and schools in accordance with emergency procedures.
- Operate the County ECC.
- Act as the interface to resources from Thurston County, adjacent jurisdictions, and State and Federal government.
- Receive, consolidate, and act on requests for assistance.
- Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County.

Thurston County Emergency Management/ECC – Response (Continued)

- Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services.

Thurston County Department of Public Health and Social Services – Response

- Provide health care and mental health services throughout the City.
- Coordinate the collection, reporting, and analysis of health impacts of emergencies.
- Ensure sanitary food and water supplies.
- Ensure sanitary food, water, and overall conditions at shelters.
- Provide for the coordination of health and sanitation services at mass care facilities and other locations when requested.
- Preserve death records.
- Contract with mental health provider organizations to deliver disaster behavioral health support to displaced persons and emergency workers when requested.



20.4.2. Thurston County RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Coordinate with Lacey Fire District #3, Thurston County Medic One, and Providence St. Peter and Capital Medical Center Hospitals to provide public health and medical services.
<ul style="list-style-type: none"> • Provide temporary measures for the sanitary disposal of solid waste and other refuse.
<ul style="list-style-type: none"> • Inspect and give technical advice on sanitation matters.
Thurston County Department of Public Works – Response
<ul style="list-style-type: none"> • Coordinate repair of roads with Lacey Public Works.
Thurston County Assessor’s Office – Response
<ul style="list-style-type: none"> • Provide maps, file information, and damage assessment information to the Lacey ECC upon request.
Thurston 911 Communications (TCOMM 911) – Response
<ul style="list-style-type: none"> • Dispatch fire and police resources to emergency calls.
Thurston County Medic One – Response
<ul style="list-style-type: none"> • Provide emergency medical services.
<ul style="list-style-type: none"> • Provide emergency transportation for evacuation operations, as requested.
<ul style="list-style-type: none"> • Support the Thurston County Department of Public Health and Social Services in providing public health and medical services.
Thurston County Coroner – Response
<ul style="list-style-type: none"> • Responsible for the care, identification, and disposition of the deceased during and after emergencies.
<ul style="list-style-type: none"> • Work in coordination with the Washington State Funeral Directors' Association to provide mortuary services and identification of disaster victims.
<ul style="list-style-type: none"> • In accordance with RCW 68.08, the County Coroner has jurisdiction over bodies of all deceased persons who come to their death suddenly when in apparent good health.
Thurston County WSU Extension – Response
<ul style="list-style-type: none"> • Provide advice and support regarding agricultural issues during emergencies.

20.4.3. Non-Governmental Partner RESPONSE Roles and Responsibilities
EMC of Thurston County and the Disaster Assistance Council – Response
<ul style="list-style-type: none"> • Maintain liaison with necessary religious and volunteer organizations to better understand the services they offer.
<ul style="list-style-type: none"> • Coordinate requests for assistance from religious and volunteer organizations.
School Districts – Response
<ul style="list-style-type: none"> • Support emergency operations and logistics, as requested.
<ul style="list-style-type: none"> • Provide bus transportation as requested.
<ul style="list-style-type: none"> • Provide locations for family assistance centers, shelters, Disaster Assistance Centers, and/or logistics facilities as requested and as they fit with school schedules and requirements.
Thurston County Fire Chiefs’ Association – Response
<ul style="list-style-type: none"> • Coordinate countywide fire suppression services during large-scale emergencies.



20.4.3. Non-Governmental Partner RESPONSE Roles and Responsibilities
InterCity Transit – Response
<ul style="list-style-type: none"> • Support emergency operations and logistics, as requested. • Provide bus transportation as requested.
Thurston County Search and Rescue Council – Response
<ul style="list-style-type: none"> • Coordinate lost person search and rescue activities with local governments.
Thurston County ARES – Response
<ul style="list-style-type: none"> • Provide emergency communications support. • Conduct windshield surveys. • Provide windshield survey data. • Provide staffing to ECC as requested.
American Red Cross – Response
<ul style="list-style-type: none"> • Establish Disaster Assistance Centers as requested. • Provide shelter and mass care support. • Register evacuees. • Provide emergency assistance as requested. • Conduct just-in-time shelter management training when requested. • Provide staff and supplies as conditions dictate and resources allow. • Support may also include initial resources such as staff, supplies, and locations for mass care shelters, feeding, and emergency first aid during large emergency events. • May also provide mass care for small emergencies and localized events not requiring activation of the Thurston County ECC.
Other Non-Governmental Organizations (NGOs) – Response
<ul style="list-style-type: none"> • Support the mass care and shelter operations provided by Thurston County Emergency Management and the American Red Cross. • Establish shelters in coordination with Thurston County Emergency Management. • Coordinate and provide mass feeding services for victims unable to provide for themselves as a result of an emergency.
Other Non-Governmental Organizations (NGOs) – Response (Continued)
<ul style="list-style-type: none"> • Keep complete and accurate records on emergency operations, shelter inhabitants, and services provided.
Interfaith Works and other Faith-based Organizations – Response
<ul style="list-style-type: none"> • Provide spiritual support to disaster survivors when requested. • Provide care teams to aid disaster survivors through the recovery process. • Provide emergency communications when requested.
The Crisis Clinic of Thurston and Mason Counties – Response
<ul style="list-style-type: none"> • Respond to the humanitarian and personal needs of disaster victims by referring them to appropriate agencies or organizations. <i>(Note: Service is available 24 hours a day, 7 days a week to everyone in Thurston and Mason Counties. Service is confidential and anonymous and is free to everyone.)</i>
Thurston County Food Bank - Response



20.4.3. Non-Governmental Partner RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Manage food stocks. • Coordinate food redistribution to: <ul style="list-style-type: none"> ○ Food banks to support recovery efforts. ○ Shelters, groups, individuals, and other organizations as requested.
Providence St. Peter and Capital Medical Center Hospitals – Response
<ul style="list-style-type: none"> • Provide medical services and resources and obtain assistance from surrounding hospitals. • Inventory and distribute medical supplies and materials. • Support Thurston County Public Health and Social Services Department and other organizations in providing medical and social services assistance.
Local Funeral Directors – Response
<ul style="list-style-type: none"> • Provide mortuary services in conjunction with the County Coroner and Washington State Funeral Directors' Association.
Local Ambulance Companies – Response
<ul style="list-style-type: none"> • Provide emergency medical transport. • Transport patients to medical facilities as necessary.
Trucking Companies – Response
<ul style="list-style-type: none"> • Provide refrigerated vans as temporary morgues.
Puget Sound Energy – Response
<ul style="list-style-type: none"> • Provide information about electrical and natural gas outages to the ECC, including estimated time to return areas to service. • Coordinate repair of utilities with City of Lacey Utilities Coordinator.
Telecommunications Companies (including internet and cellular providers) – Response
<ul style="list-style-type: none"> • Provide information about service outages, including estimated time to return areas to service. • Coordinate repair of systems with City of Lacey Utilities Coordinator.
20.4.4. State of Washington RESPONSE Roles and Responsibilities
Washington Emergency Management Division (WA EMD) – Response
<ul style="list-style-type: none"> • Operate the State Emergency Operations Center (SEOC) and the State Warning Point. • Provide alerts and warnings. • Provide the interface to State and Federal resources. • Support the disaster declaration process. • Distribute emergency funds. • Coordinate the use of some State and Federal fire-related services.
Washington National Guard – Response
<ul style="list-style-type: none"> • Provide support during emergencies as requested.
Washington State Department of Transportation (WASDOT) – Response
<ul style="list-style-type: none"> • Provide state highway engineering services and construction. • Coordinate rerouting of highway traffic.



20.4.4. State of Washington RESPONSE Roles and Responsibilities
<ul style="list-style-type: none"> • Coordinate all highway engineering services and transportation construction requirements on state routes.
Washington State Utilities and Transportation Commission – Response
<ul style="list-style-type: none"> • Provide transportation resources when requested. • Provide liaison to energy and utility providers.
Washington State Department of Social and Health Services (DSHS) – Response
<ul style="list-style-type: none"> • Support disaster-impacted jurisdictions through continued delivery of its vital services to its clients and persons qualifying for assistance as a result of the emergency. • Coordinate ESF 6 (mass care) support to disaster-impacted jurisdictions when their resources are overwhelmed by the disaster response. • As its resources permit or as additional resources are authorized, DSHS will deploy teams to sheltering operations to process applications for cash, food, medical assistance, and other services that will support persons in the recovery from a disaster. • Deploy Mobile Community Service Office vehicles, if able, to disaster reception or other locations to facilitate a rapid response and delivery of its services.
Washington State Department of Health (DOH) – Response
<ul style="list-style-type: none"> • Oversee regulation and inspection of food. • Provide for the recording and preservation of death records for all Washington State community members. • Assist in the coordination of all public health activities in the state. • Under the provision of RCW 43.20.010 the Secretary has "the same authority as local health officers." • Supplement local health agencies in the regulation and inspection of consumable food.
Washington State Department of Agriculture – Response
<ul style="list-style-type: none"> • Respond to food contamination issues. • Oversee and coordinate response to animal and plant diseases. • Check food processing and distribution areas and facilities for harmful contamination.
Washington State Department of Agriculture – Response (Continued)
<ul style="list-style-type: none"> • Inspect the integrity of farm products following a disaster.
Washington State Patrol – Response
<ul style="list-style-type: none"> • Support local law enforcement operations. • Lead hazardous materials response.
Washington State Department of General Administration – Response
<ul style="list-style-type: none"> • Provide food for mass feeding or distribution.
Washington State Department of Ecology
<ul style="list-style-type: none"> • Lead hazardous materials response.
Washington State Department of Employment Security – Response
<ul style="list-style-type: none"> • Assist with recruitment of people with special skills.
Washington State Department of Commerce - Energy – Response



20.4.4. State of Washington RESPONSE Roles and Responsibilities

- Disseminate energy and utility information.

20.4.5. Federal RESPONSE Roles and Responsibilities

FEMA – Response

- Review requests for Presidential Disaster Declaration.
- Conduct joint preliminary damage assessments.
- Coordinate requests for assistance through the Emergency Management Assistance Compact (EMAC) process.
- Issue alerts and warnings through the Integrated Public Alert and Warning System (IPAWS).

Other Federal Agencies – Response

- Provide support to State agencies as requested.

21. Recovery Mission Area

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

21.1. Recovery Mission Core Capabilities

Recovery Mission Area Core Capabilities for the City are:

Recovery Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.



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

21.2. Recovery Mission Goals and Objectives

Recovery Mission Area Goals and Objectives
Recovery Goal #1: Ensure the City’s financial health and stability throughout the emergency and recovery.
Recovery Objective 1.1: Consistently communicate projected costs and percentage of reimbursement to the City Manager.
Recovery Objective 1.2: Identify and conduct training in emergency financial management processes per City policies.
Recovery Objective 1.3: Identify, submit, and retain proper documentation for reimbursement.
Recovery Objective 1.4: Identify and pursue emergency funds and available County, State, and Federal aid related to disaster recovery.
Recovery Goal #2: Conduct an effective and efficient recovery after an emergency.



Recovery Mission Area Goals and Objectives

Recovery Objective 2.1: Identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City.

Recovery Objective 2.2: Integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience.

Recovery Goal #3: Ensure all economic and demographic populations within the City can access recovery services.

Recovery Objective 3.1: Develop and sustain a robust whole community network to plan and conduct recovery activities for the City.

Recovery Objective 3.2: Develop a citywide recovery process aligned with other community plans to restore the economic vitality and quality of life in conjunction with response activities.

Recovery Goal #4: Educate business owners and the public on the recovery process.

Recovery Objective 4.1: Provide ongoing education and outreach to businesses and the public on recovery.

Recovery Objective 4.2: Provide and review resources for businesses and the public on recovery policies.

21.3. Recovery Mission Operations

Recovery actions begin during the response phase under the authority of the Emergency Coordination Center (ECC) and require deliberate and coordinated actions when response and recovery activities are simultaneously occurring.

21.3.1. Recovery activities occur in three phases: Short-Term Recovery, Intermediate-Term Recovery, and Long-Term Recovery.

- **Short-Term Recovery.** Short-term recovery activities start almost as soon as the ECC is established and are directed by the Operations Section. Many response activities (e.g. sheltering, conducting damage assessments, and requesting a disaster declaration) are also part of recovery. During the Short-Term Recovery phase, State agencies and volunteer groups may assist disaster victims with basic needs, such as temporary shelter, food, and clothing. Consider developing and activating a local donations management program to distribute donated goods and funds to disaster victims and assign volunteer workers to assist victims and local government.



- **Intermediate-Term Recovery.** The Intermediate-Term Recovery phase involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. These activities typically begin under the direction of the Operations Section but transition to a recovery organization. Intermediate-Term Recovery activities are complex and should be further developed as part of a Pre-Disaster Recovery Plan.
- **Long-Term Recovery.** Long-Term Recovery addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience. This phase usually occurs only after a catastrophic disaster has struck and will take months or (usually) years to complete. These activities are conducted by a separate recovery organization. Long-Term Recovery activities are complex and should be further developed as part of a Pre-Disaster Recovery Plan.

21.3.2. Short-Term Recovery activities begin almost immediately and are coordinated through the Operations Section. For smaller scale emergencies, there is little need for intermediate- or long-term recovery programs. In this scenario, when people are impacted, they seek shelter or support, and they either return to their homes, or the day-to-day governmental, nonprofit, and/or faith-based support structures are able to meet their needs.

21.3.3. Short-Term Recovery activities include:

- Implement continuity of government and business continuity and restoration plans.
- Continue a comprehensive public outreach campaign to share recovery information with the public.
- Continue to ensure proper, timely, and accurate financial and administrative management.
- Continue collaborating with infrastructure operators for the restoration of critical services.
- Continue collecting information on the severity and impacts of the emergency.
- Continue debris removal operations.
- Support the needs of disaster survivors.
 - Continue mass care operations until they are no longer necessary.



City of Lacey Comprehensive Emergency Management Plan

- Transition shelter clients to temporary housing.
- Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services.
- Provide information and referrals for disaster assistance.
- Ensure that recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs.
- Initiate the repair and reconstruction process.
 - Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible.
 - Consider the need for permitting field offices.
 - Manage inspector staffing and activate mutual aid for additional support if necessary.
- Coordinate with the State and/or FEMA for assistance programs as necessary.
- Continually evaluate recovery needs and activate committees and subcommittees as needed.
 - Economic
 - Health and Social Services
 - Housing
 - Infrastructure
 - Land Use Planning and Development
 - Natural and Cultural Resources
- Establish the Recovery Coordination Center (RCC), if activated (see Annex E, Transition to Recovery).
- Begin transition activities from the response organization to the recovery organization (see Annex E, Transition to Recovery).

21.3.4. During the intermediate-term recovery phase, activities focus on the transition from the short-term to the long-term recovery phases.

Intermediate phase activities may include:

- Coordinating with County, State, and partner resources;
- Developing communications on long-term objectives; and
- Ensuring that adequate resources are available to complete long-term recovery objectives.

21.3.5. Long-term recovery includes reconstruction of damaged or destroyed social, economic, natural, and built environments. The overarching focus of long-term recovery will be on building safely and wisely, reducing future hazards, and optimizing community improvements. All efforts will guide the affected community toward self-sufficiency, sustainability, and resilience.



City of Lacey Comprehensive Emergency Management Plan

Long-term recovery may commence early in the recovery process and will continue for months or years. Long-term recovery activities may include:

- Assisting the affected population(s) with financial assistance through local assistance centers;
- Coordinating housing to place residents into stable interim or permanent housing;
- Determining transportation restoration and resiliency;
- Establishing the community's rebuilding and resiliency goals; and
- Permanently re-establishing services.

21.3.6. Activation of the Recovery Function. The City Manager, who may consult with the Executive Leadership Team (ELT) and the Emergency Management and Safety Coordinator, makes the determination to activate the recovery function. During a major incident, activation should happen early in the response to ensure sufficient time to spin up recovery operations.

Considerations for activating recovery operations include:

- Size, scope, and complexity of incident impacts, including loss of life and damage to property;
- Anticipated duration for repairs of critical infrastructure, residential, or major commercial areas;
- Accessibility of the affected area and anticipated timeline for re-entry; and
- Whether the Governor has been requested to declare a "state of emergency" and requested a President Declaration of Emergency or Disaster under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act).

21.3.7. Once the Recovery Function is activated, a Recovery Section is established as part of the ECC and a Recovery Section Chief and appropriate staff are assigned to monitor situational awareness, provide support to ongoing response operations, and begin transition activities.

21.3.8. The Recovery Section operates within the ECC structure, co-equal with the Operations, Plans, Logistics, and Finance/Admin Section. The role of the Recovery Section is to assist with ongoing operations and begin overseeing and directing short-term recovery activities, including mass care activities, initial damage assessments, and the conducting of Joint Preliminary Damage Assessments.

21.3.9. Transition to Recovery. As response activities reduce in scope, and recovery activities grow, the City Manager should consider establishing and



transitioning to a long-term recovery structure. See Annex E for Transition to Recovery actions. Transition activities include:

- Designating a location for the Recovery Coordination Center (RCC)
- Identifying a coordination structure and the Recovery Support Functions (RSFs) to activate;
- Completing transition checklists (see Annex E Transition to Recovery).
- Long-Term Recovery activities and the recommended organization are covered under DHS/FEMA’s National Disaster Recovery Framework.

21.4. Recovery Mission Roles and Responsibilities

21.4.1. RECOVERY Roles and Responsibilities
City Manager and All Department Directors – Recovery
<ul style="list-style-type: none"> • Phase out emergency administrative functions as necessary. • Continue collecting information on the severity and impacts of the emergency. • Support Recovery Coordination Center (RCC) staffing as needed. • Provide historical documentation as requested by Public Assistance (PA) personnel to support the FEMA reimbursement process. • Continue to maintain records and data of ongoing costs to support recovery activities, including overtime, administrative costs, purchases, equipment use, etc. • Compile and provide cost information to the Planning Unit of the Recovery Coordination Center (RCC). • Identify personnel to participate in just-in-time training to support recovery processes, including emergency financial management processes. • Research and coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners within areas of responsibility. • Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, etc.
City Manager and All Department Directors – Recovery (Continued)
<ul style="list-style-type: none"> • Include identified partners in planning and conducting recovery.
Emergency Coordination Center (ECC) Staff – Recovery
<ul style="list-style-type: none"> • Transition activities per Annex E Transition to Recovery. • Prepare and conduct a Transition Briefing to City leadership, the Local Disaster Recovery Manager, and the Recovery Coordination Center (RCC) staff per Annex E Transition to Recovery. • Deactivate the ECC per the ECC SOP.
Response Coordination Center (RCC) Staff – Recovery
<ul style="list-style-type: none"> • Establish the Response Coordination Center (RCC). • Conduct recovery operations per this Plan, Annex E, and the Community Recovery Plan. • Collect, collate, and disseminate cost information from the departments and sections within the RCC.



21.4.1. RECOVERY Roles and Responsibilities

- Continue developing the Community Recovery Plan by Identifying critical recovery milestones that establish restoration conditions for short-, intermediate-, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources.
- Review existing plans, including the Thurston Regional Mitigation Plan and the City Comprehensive Plan, to ensure recovery activities are integrated with the goals and objectives of those plans.
- Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, homeless support agencies, community-based organizations supporting minority populations, etc.
- Include identified partners in planning and conducting recovery.
- In coordination with Public Affairs, County, State, and FEMA, prepare and provide information to the public about recovery polices and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration (SBA) loans.
- In coordination with Public Affairs, County, State, and FEMA, conduct public meetings and other engagement activities throughout the City to provide recovery information to the public and receive feedback.
- In coordination with Public Affairs, County, State, and FEMA, develop and disseminate information to the private and NGO sector on policies, procedures, and resources available for business recovery.

Local Disaster Recovery Manager (LDRM) – Recovery

- Establish the Response Coordination Center (RCC).
- Begin transitioning activities from the response organization to the recovery organization.
- Receive the transition briefing and determine the organizational structure needed to support recovery activities.

Local Disaster Recovery Manager (LDRM) – Recovery (Continued)

- Conduct recovery operations per this Plan, Annex E, the Community Recovery Plan, and the National Disaster Recovery Framework (NDRF).

Continually evaluate recovery needs and activate committees and subcommittees as needed to deliver recovery services for the following Recovery Support Functions (RSF):

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

- Regularly communicate with the Thurston County Local Disaster Recovery Manager (LDRM) and the State and Federal Coordinating Officers to coordinate recovery efforts.



21.4.1. RECOVERY Roles and Responsibilities

Mass Care Task Force – Recovery

- Continue to support the needs of disaster survivors.
- Continue mass care operations until they are no longer necessary.
- Transition activities to the Health and Social Services and Housing RSFs in the Recovery Coordination Center (RCC).
- Transition shelter clients to temporary housing.
- Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services.
- Provide information and referrals for disaster assistance.
- Ensure recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs (AFN).

City Council – Recovery

- Make determination on approving additional financial resources for the City, as necessary.
- Make determination on amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.

City Manager – Recovery

- Appoint a Local Disaster Recovery Manager (LDRM) to direct recovery operations.
- Make recommendations to the City Council amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.
- Assign available personnel to support recovery activities.
- Activate the RCC.
- In coordination with the Finance Director, control the replacement of emergency fiscal procedures with normal fiscal procedures as necessary.
- Implement continuity of government and business continuity and restoration plans.
- Continue to ensure proper, timely, and accurate financial and administrative management.
- Determine the need for and make recommendations on attaining additional financial resources for the City.

City Manager – Recovery (Continued)

- Determine the need for implementing emergency policies or recommending amendments to the Municipal Code to achieve needed recovery goals and objectives.

City Attorney – Recovery

- Provide legal support and guidance throughout the recovery effort.

Community and Economic Development – Recovery

- Provide typical building inspection services and applicable permits to aid in the restoration and rebuilding process.
- Initiate the repair and reconstruction process.
- Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible.
- Manage inspector staffing and activate mutual aid for additional support if necessary.
- Coordinate and communicate with businesses during the recovery process.



21.4.1. RECOVERY Roles and Responsibilities
<ul style="list-style-type: none"> • Provide historic economic and business data to support recovery activities. • Provide advice to City leadership on recovery priorities and processes.
Finance – Recovery
<ul style="list-style-type: none"> • Coordinate with the Emergency Management and Safety Coordinator to develop and conduct just-in-time training in emergency financial management processes. • Coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners specific to recovery activities.
Human Resources – Recovery
<ul style="list-style-type: none"> • Support administrative requirements for the RCC, including temporary assignment of staff to the RCC and hiring temporary staff for the RCC.
Emergency Management and Safety Coordinator – Recovery
<ul style="list-style-type: none"> • Conduct a review of ECC activities and modify the training and education programs accordingly. • Continue to coordinate the collection of required emergency management information and forward it through Thurston County ECC to the State. • Assist in determining a site for the Disaster Assistance Center (DAC) and coordinates its activities. • Work in coordination with religious and volunteer organizations to sustain or conclude activities. • Continue to coordinate resources to effectively restore the community. • Continue to coordinate medical, health, and mortuary services. • Coordinate with the State and/or FEMA for assistance programs as necessary. • Support the RCC in preparing and providing information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.
Emergency Management and Safety Coordinator – Recovery (Continued)
<ul style="list-style-type: none"> • In support of the RCC, County, State, and FEMA, conduct public meetings and town hall events throughout the City to provide recovery information to the public and receive feedback. • In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.
Joint Animal Services – Recovery
<ul style="list-style-type: none"> • Continue to support pet animal needs.
Parks, Culture and Recreation – Recovery
<ul style="list-style-type: none"> • Assist in determining a site for the DAC and coordinate its activities. • Designate, establish, and staff commodity distribution centers. • Coordinate support for recovery facilities with City departments and other partners.
Police Department – Recovery



21.4.1. RECOVERY Roles and Responsibilities
<ul style="list-style-type: none"> • Provide for or arrange security, if needed, at DACs, commodity distribution locations, town hall meetings, etc.
Public Affairs – Recovery
<ul style="list-style-type: none"> • Create and conduct a comprehensive public outreach campaign to share recovery information with the public.
<ul style="list-style-type: none"> • Continue to build positive relationships with the media.
<ul style="list-style-type: none"> • Support the RCC in preparing and providing information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.
<ul style="list-style-type: none"> • In support of the RCC, County, State, and FEMA, conduct public meetings and other engagement events throughout the City to provide recovery information to the public and receive feedback.
<ul style="list-style-type: none"> • In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.
Public Works - Recovery
<ul style="list-style-type: none"> • Continue debris removal operations.
<ul style="list-style-type: none"> • Initiate the repair and reconstruction process of City-owned infrastructure and facilities.
<ul style="list-style-type: none"> • Continue collaborating with private utilities (e.g. PSE, cable providers, cellular companies, etc.) located in the public right of way, InterCity Transit, and other entities regarding the restoration of critical services.

21.4.2. Thurston County RECOVERY Roles and Responsibilities
Thurston County Emergency Management – Recovery
<ul style="list-style-type: none"> • Coordinate City recovery activities with State and Federal recovery organizations.
<ul style="list-style-type: none"> • Coordinate Joint Preliminary Damage Assessments throughout Thurston County.
Thurston County Department of Public Health and Social Services – Recovery
<ul style="list-style-type: none"> • Support the Health and Social Services Recovery Support Function (RSF).
<ul style="list-style-type: none"> • Coordinate the collection, reporting, and analysis of health impacts of emergencies.
Thurston County Department of Public Works – Recovery
<ul style="list-style-type: none"> • Coordinate the ongoing repair of roads with Lacey Public Works.

21.4.3. Non-Governmental Partner RECOVERY Roles and Responsibilities
EMC of Thurston County and the Disaster Assistance Committee – Recovery
<ul style="list-style-type: none"> • Coordinate requests for recovery assistance from religious and volunteer organizations.
School Districts – Recovery
<ul style="list-style-type: none"> • Provide locations for DACs, distribution centers, and town hall meetings as requested and as they fit with school schedules and requirements.
InterCity Transit – Recovery



21.4.3. Non-Governmental Partner RECOVERY Roles and Responsibilities
<ul style="list-style-type: none"> • Support recovery transportation needs as requested.
Thurston County ARES – Recovery
<ul style="list-style-type: none"> • Continue to provide emergency communications support as needed.
American Red Cross – Recovery
<ul style="list-style-type: none"> • Establish DACs as requested. • Assist transitioning people in shelters to intermediate- and long-term housing. • Assist with transitioning people in need into a case management system.
Other Non-Governmental Organizations (NGOs) – Recovery
<ul style="list-style-type: none"> • Support the various RSFs. • Provide case management services to people in need. • Search for and recommend intermediate- and long-term emergency housing options to the Recovery Coordination Center (RCC). • Continue to coordinate and provide mass feeding services. • Keep complete and accurate records on emergency operations, shelter inhabitants, and services provided.
Interfaith Works and other Faith-based Organizations – Recovery
<ul style="list-style-type: none"> • Support the Health and Social Services Recovery Support Function (RSF).
Thurston County Food Bank – Recovery
<ul style="list-style-type: none"> • Support the Health and Social Services Recovery Support Function (RSF).
Puget Sound Energy – Recovery
<ul style="list-style-type: none"> • Continue to coordinate repair of utilities with City of Lacey Utilities Coordinator.
Telecommunications Companies (including internet and cellular providers) – Recovery
<ul style="list-style-type: none"> • Continue to coordinate repair of systems with City of Lacey Utilities Coordinator.



21.4.4. State of Washington RECOVERY Roles and Responsibilities
Washington Emergency Management Division (WA EMD) – Recovery
<ul style="list-style-type: none"> • Coordinate with FEMA for Joint Preliminary Damage Assessments. • Schedule Joint Preliminary Damage Assessments with the City. • Provide recommendations and guidance on developing and implementing a community-wide disaster recovery program. • Provide guidance and just-in-time training on state and federal disaster programs.
Washington State Department of Transportation (WASDOT) – Recovery
<ul style="list-style-type: none"> • Coordinate all highway engineering services and transportation construction requirements on state routes.
Washington State Department of Social and Health Services (DSHS) – Recovery
<ul style="list-style-type: none"> • Support the Health and Social Services RSF.
Washington State Department of Health (DOH) – Recovery
<ul style="list-style-type: none"> • Support the Health and Social Services RSF. • Supplement local health agencies in the regulation and inspection of consumable food.

21.4.5. Federal RECOVERY Roles and Responsibilities
FEMA – Recovery
<ul style="list-style-type: none"> • Establish a Joint Field Office. • Conduct joint preliminary damage assessments. • Provide Public Assistance (PA) personnel to assist with developing project worksheets, advising the City on reimbursable work, and tracking project status. • Provide guidance and just-in-time training on federal disaster programs, if requested.
Small Business Administration (SBA) – Recovery
<ul style="list-style-type: none"> • Activate disaster grant programs. • Provide guidance on Small Business Administration (SBA) programs. • Assist businesses with applying for loans.

22. Prevention Mission Area

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



22.1. Prevention Mission Core Capabilities

Prevention Mission Area Core Capabilities for the City are:

Prevention Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
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.
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.



22.2. Prevention Mission Goals and Objectives

Prevention Mission Area Goals and Objectives

Prevention Goal #1: Collaborate with regional, state, federal, and private sector partners in preventing terrorist attacks, including cyber-attacks.

Prevention Objective 1.1: Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate.

Prevention Objective 1.2: Continue to work with regional, state, and federal law enforcement agencies to prevent, disrupt, or respond to terrorist attacks in a coordinated manner.

Prevention Goal #2: Strengthen cybersecurity measures for City-owned critical infrastructure and systems.

Prevention Objective 2.1: Identify and subscribe to threat information sources.

Prevention Objective 2.2: Implement appropriate controls and safeguards, security measures, and tools to secure City-owned resources.

Prevention Objective 2.3: Provide appropriate training for City staff roles and responsibilities for cybersecurity.

22.3. Prevention Mission Operations

22.3.1. The Prevention Mission Area focuses on preventing terrorist attacks, which, for the City, includes lethal active threats and cyber-attacks.

22.3.2. Most of the core capabilities for the Prevention Mission Area are beyond the capabilities of the City to perform without support from outside law enforcement agencies.

22.3.3. The Police Department is in constant contact with other law enforcement agencies about terrorism related information.

- Oftentimes, terrorism-related information is extremely sensitive and restricted to law enforcement channels. Lacey Police Department will work with the originator of the information to allow its release to critical City leaders.
- If the Police Department receives terrorism indications or warnings that can be shared with City leadership, it will notify the appropriate people.
- City leadership and the Police Department will collaborate to determine the appropriate response to the terrorism information received.

22.3.4. The Police Department will respond to lethal active threats per their procedures.



- The Police Department will immediately notify the City Manager and the Emergency Management and Safety Coordinator of the existence of a lethal active threat.
- If the lethal active threat occurs in a school or other areas/facilities with large numbers of people, the City should consider activating the ECC to coordinate support and media.
- Activation of the ECC will activate the response portion of the CEMP.
- The City should consider designating and activating a Family Assistance Center that is well away from the incident site.

22.3.5. The response to cyber-attacks will be led by Information Services.

- The response will be based upon the type of cyber-attack and will be informed by industry best practices.

22.3.6. Cybersecurity is the key to helping prevent cyber-attacks.

- Information Services will seek out and subscribe to a wide variety of threat information sources to ensure that the latest threats and counters are understood.
- Information Services will continue to assess systems and identify and push software security patches to ensure systems are up to date.
- Employees are to report suspected breaches or attempts to gain access (through phishing, smishing, or other schemes) to Information Services.
- Information Services will continue to push and track cyber awareness training and information.

22.4. Prevention Mission Roles and Responsibilities

22.4.1. PREVENTION Roles and Responsibilities
City Manager and All Department Directors – Prevention
<ul style="list-style-type: none"> • Ensure cybersecurity training is conducted by all staff. • Coordinate with Information Services to ensure all equipment, including SCADA, is running the latest versions of software and are up to date on security patches.
Emergency Management and Safety Coordinator – Prevention
<ul style="list-style-type: none"> • Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies. • Provide information about developing emergencies to City leadership. • Coordinate information flow about ongoing emergencies with other City staff, Thurston County Emergency Management/ECC, and other partners.
Finance – Information Services – Prevention
<ul style="list-style-type: none"> • Maintain information sharing networks with cyber watch entities. • Prepare and disseminate cyber-attack, phishing, and other warnings to City employees. • Identify solutions to ensure the City maintains access to critical information and systems during cyber-attacks.



22.4.1. PREVENTION Roles and Responsibilities
Finance – Information Services – Prevention (Continued)
<ul style="list-style-type: none"> • In coordination with Public Affairs, develop and disseminate public messaging during ongoing events. • Continue to develop, disseminate, and track cyber awareness education materials, training, and warnings.
Parks, Culture and Recreation – Prevention
<ul style="list-style-type: none"> • Coordinate the activation of family reunification centers, shelters, or other support facilities if needed.
Police Department – Prevention
<ul style="list-style-type: none"> • Maintain information sharing networks with other law enforcement agencies. • Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate. • Request additional law enforcement assistance as needed. • Direct and control the assisting law enforcement agencies. • In coordination with Public Affairs, develop and disseminate public messaging during ongoing events. • Determine the need for and request the opening of family assistance centers, shelters, or other support facilities. • Provide traffic and crowd control in and around the emergency scene. • Determine the need for an exclusionary area around an incident site and coordinate with Public Works, Public Affairs, and other law enforcement agencies as needed to establish a barrier around the area.
Public Affairs – Prevention
<ul style="list-style-type: none"> • In coordination with Police and/or Information Services, develop and disseminate public messaging during ongoing events.
Public Works – Prevention
<ul style="list-style-type: none"> • Provide traffic barriers, barricades, and signage as requested. • Ensure that security is in place to prevent from damaging Public Works Infrastructure.
22.4.2. Thurston County PREVENTION Roles and Responsibilities
Thurston County Emergency Management – Prevention
<ul style="list-style-type: none"> • Coordinate resource requests. • Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County. • Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services.
Thurston County Sheriff’s Office – Prevention
<ul style="list-style-type: none"> • Support the Lacey Police Department as requested.



22.4.2. Thurston County PREVENTION Roles and Responsibilities

Thurston County Sheriff’s Office – Prevention (Continued)

- Share and disseminate terrorism-related intelligence and information with the Lacey Police Department.

Thurston 911 Communications (TCOMM 911) – Prevention

- Receive and transmit terrorism-related intelligence, information, and warnings from State and Federal sources.

22.4.3. State of Washington PREVENTION Roles and Responsibilities

Washington Emergency Management Division (WA EMD) – Prevention

- Provide terrorism-related alerts and warnings.
- Provide the interface to State and Federal resources.

Washington State Patrol – Prevention

- Share and disseminate terrorism-related intelligence and information with partners.
- Provide support during emergencies as requested, including HAZMAT response.

22.4.4. Federal PREVENTION Roles and Responsibilities

Federal Bureau of Investigation (FBI) – Prevention

- Coordinate the activities of the Washington Fusion Center.
- Share and disseminate terrorism-related intelligence and information with partners.

23. Mitigation Mission Area

See Hazards Mitigation Plan for the Thurston Region for detailed Mitigation Mission Area information.

23.1. Mitigation Mission Area Core Capabilities

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



Mitigation Core Capability	Definition
Community Resilience	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
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.

23.2. Mitigation Mission Area Initiatives.

The Table below identifies (in priority order) the mitigation activities for the City of Lacey.

Priority	ID Number	Category	Action
1	L-EH 2	Critical Facilities Replacement/Retrofit	Pursue seismic upgrades to water facilities that do not meet current seismic codes.
2	L-EH 9	Hazard Preparedness	Extend an additional water transmission across Interstate Hwy 5.
3	L-MH 10	Public Outreach and Information	Increase public awareness of hazard mitigation and preparedness by creating a “Pop-Up” Emergency Preparedness display for use at city events throughout the year. As part of this initiative include specific materials geared toward identified vulnerable populations



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4	L-MH 16	Hazard preparedness, plan coordination and implementation, data collection and mapping	Create a hazard map inventory, identifying areas in city subject to flood, landslide, liquefaction and other geologic hazards; overlay existing building stock to target mitigation efforts. Include in the inventory maps that identify clusters of vulnerable populations.
5	L-MH 11	Hazard Preparedness	Conduct an annual review of staff ECC roles and responsibilities. Ensure that all critical ICS roles are addressed and filled with appropriate staff member. Ensure that staff are aware of their role on the ECC team and that appropriate resources are available for training.
6	L-MH 12	Hazard Preparedness	Enhance the ICS and Emergency preparedness training program for city staff. Begin with critical staff and managers with the goal to provide annual training to all city staff within five (5) years of program implementation. Include training on the ATC-20 for applicable staff members.
7	L-MH 13	Hazard Preparedness	Formalize a city emergency response team prepared for deployment following an event to perform risk assessments of public and private structures throughout the city. Ensure coordination with the adopted emergency response plan; update the plan as necessary to ensure that it is current with existing staff.
8	L-EH 7	Hazard Damage Reduction	Begin a sewer line replacement/slip-lining and valve replacement program.
9	L-MH 20	Hazard Preparedness	Install auxiliary power generators at critical drinking water facilities.
10	L-EH 1	Critical Facilities Replacement/Retrofit	Continue funding the water line replacement program to ensure water supply lines are constantly being upgraded.
11	L-MH 14	Hazard Preparedness/Public Information	Adopt and proclaim an annual preparedness month in the City of Lacey. Use the month as an avenue to provide outreach and education to community members.



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12	L-MH 19	Hazard Preparedness, Data Collection and Mapping	Develop and expand partnerships with local businesses and resources to foster natural hazard mitigation and to inventory community assets that could be used during a disaster and for response during a significant event.
13	L-MH 21	Hazard Preparedness	Develop and maintain an on-site supply of various pipe, fittings, valves, and repair couplings to facilitate rapid repair of the water distribution system.
14	L-MH 22	Hazard Preparedness	Expand the city's fuel storage capacity.
15	L-EH 4	Hazard Damage Reduction, Development Regulations	Continue to adopt and enforce the most recent of the International Code Series (Building, Fire, and Plumbing etc.); ensure redevelopment and reconstruction are to current codes.
16	L-MH 18	Hazard Preparedness	Expand the list of capable and well-suited volunteers for a response cadre that could be deployed following an event. This could include amateur radio operators, structural engineers, and architects.
17	L-EH 8	Hazard Damage Reduction	Increase climate resilience by installing a supplemental drinking water well for S04.
18	L-MH 23	Hazard Preparedness	Stand-by generator replacement program.
19	L-MH 24	Critical Facilities Replacement/Retrofit	Develop a fiber optic network for the city's water and wastewater facilities.
20	L-MH 15	Public Outreach and Information /Hazard Preparedness	Expand partnerships with the local business community including the Lacey South Sound Chamber of Commerce, the Economic Development Council, the Thurston County Chamber, and the Small Business Association to provide mitigation resources to local business in an effort to increase economic resiliency.
21	L-MH 25	Hazard Preparedness	Develop a program for on-site coliform bacteria testing for drinking water.
22	L-EH 5	Public Outreach and Information /Hazard Damage Reduction	Develop a catalog of materials/information on non-structural retrofit activities. Provide information in public locations throughout the city. Publish on the website and advertise information on social media.
23	L-MH 26	Hazard Preparedness	Purchase of trailer mounted wastewater by- pass pumps.



24	L-EH 3	Hazard Damage Reduction	Reduce hazards inside of city facilities to prevent property damage and enhance ability to recover and respond after an earthquake.
25	L-FH 2	Public Outreach and Information	Include information in public outreach materials and presentations that flood insurance is typically NOT included in homeowner's insurance policies and that it is incumbent on the consumer to request this coverage over and above the standard policy limits.

23.3. Mitigation Mission Area Operations

The City's mitigation strategy and plan was developed in coordination with all jurisdictions within Thurston County. The initiatives, efforts, and mitigation strategies are part of a larger combined effort across the region. The regional mitigation plan includes both "Regional Mitigation Initiatives" and "Jurisdictional Mitigation Initiatives" that cover county-wide, and jurisdiction-specific actions, respectively. City mitigation activities will be coordinated with the jurisdictions included in the Hazards Mitigation Plan for the Thurston Region.

23.4. Mitigation Mission Area Roles and Responsibilities

Position	Responsibility
Chief Building Official	The City of Lacey's Building Official is responsible for planning, organizing, controlling and directing the administration and enforcement of the adopted building construction codes for the city. This position is responsible for functions that include, but are not limited to, managing the plan review, inspection and permitting functions necessary to meet the city and State mandated regulations
Civil Engineer	The City of Lacey's City Engineer position is responsible for the supervision, coordination, and management of the Engineering Division of the Public Works Department. The duties of the position include but are not limited to, oversight on transportation management, engineering design, development plan review, surveying, and management of all city construction, capital improvement and private development projects.
Community Planner/ Development Director	The City of Lacey's Community & Economic Development Director plans, organizes, coordinates, directs, and evaluates all activities of the Community Development Department. The Community & Economic Development Department is responsible for functions which include, but are not limited to, comprehensive planning for land use and growth management within the city and coordination of development standards with Thurston County for areas within the city's Urban Growth Management Area.



Position	Responsibility
Emergency Management Coordinator	The City of Lacey Emergency Management & Safety Coordinator oversees the emergency management directives needed for the City of Lacey, including leading city workgroups in implementing the city’s HMP Annex, implementing staff training on hazards and mitigation, planning exercises, implementing public outreach and disaster preparedness to the citizens of the City of Lacey and coordinating and corresponding with outside agencies in preparation for and responding to disasters or emergent events. They are also responsible for overseeing the update of the CEMP, which give direction for how the city will respond to disasters and emergent events. The City of Lacey Emergency Manager is a representative to the Thurston County Emergency Management Council, where the City of Lacey is one of the voting council members.
Floodplain Administrator	The City of Lacey’s Building Official is the Floodplain Administrator.
GIS Coordinator / Manager	The City of Lacey employs a GIS Analyst and an Information Services Manager that oversees the department.
Planning Commission	The nine members of the Lacey Planning Commission develop recommendations for long-range comprehensive planning goals and policies in the City of Lacey. Seven members of the Commission must be Lacey residents; two members may reside in the Urban Growth Area.

24. Communications

24.1. General

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

24.1.2. The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. Information and intelligence management include identifying essential elements of information (EII) to ensure that personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.



24.1.3. Communications planning and coordination should be a continuous process with both internal and external stakeholders. This will help ensure that messages are consistent and that the intended audiences are receiving messaging.

24.1.4. For the purposes of this plan, communication includes:

- Public information;
- Warning; and
- Internal emergency communications.

24.2. Interoperable Communications

24.2.1. Federal. National Emergency Communications Plan (NECP). The NECP is the Nation's strategic plan for emergency communications that promotes communication and sharing of information across all levels of government, jurisdictions, disciplines, and organizations for all threats and hazards, as needed and when authorized.

24.2.2. Washington State

- The Alert and Warning Center (AWC). The AWC is a function of the State Emergency Operations Center (SEOC) which provides 24-hour, 7 days a week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State. The AWC provides continuous situational monitoring during non-emergency periods as well as in times of disaster and emergency. Federal, state, local, and tribal officials are then responsible for further dissemination or action as needed.
- Information Management Systems. Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. The system provides the SEOC and local jurisdictions with a platform to receive, process, and manage information. The system is used as a gateway to share information and provide communications among County/City ECCs, the SEOC, and State, Federal, and local public safety entities. This information sharing allows authorized users to make informed decisions regarding public safety operations during disasters or emergencies and supports statewide collaboration.
- Communications plans developed by Washington EMD and posted at <https://mil.wa.gov/plans> include:
 - Logistics Communication Unit/RACES Plan



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- State Telecommunications Service Priority (TSP) Planning Guidance.
- Washington Integrated Public Alert and Warning System WAPAWS.
- Washington Statewide AMBER Alert Plan.
- Appendix 1: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15.

24.2.3. Thurston County. Primary communication with Thurston County is through TCOMM 911, Thurston County Emergency Management/ECC, and, when activated, the Thurston County ECC.

24.3. Public Information

24.3.1. The release of public information related to the City's day-to-day emergency management program will be coordinated among the Emergency Management and Safety Coordinator, Public Affairs, and the ESC.

- The Emergency Management and Safety Coordinator will establish emergency management messaging consistent with State and County guidelines.
- Public education and outreach could include in-person presentations, information posted to the City's website, and information distributed through social media.
- The City currently has limited pre-scripted messaging for TC Alert. To improve this, the Emergency Management and Safety Coordinator is collaborating with the Public Affairs Office to enhance the scripted messaging capabilities.

24.3.2. It is essential that accurate, timely, and consistent information be disseminated to the public when the ECC is activated. Departments shall coordinate the development and dissemination of all emergency-related public information through the ECC's Public Information Officer (PIO).

- The PIO is designated on the ECC Organization Chart.
- All emergency information is to be approved by the City Manager or designee before it is released to the public.
- Emergency information shall be disseminated by existing media systems (television, radio, newspapers, website, social media, etc.) after it has been coordinated with appropriate sources in the ECC to ensure accuracy.
- Lacey City Hall Council Chambers or the City Manager's Meeting Room can be used for official media briefings and news conferences. The Lacey Timberland Library, 500 College St. SE, may be used as an alternate briefing room and work area for members of the news media if necessary.



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24.3.3. Public information will be coordinated among the ECC PIO, Public Affairs, and collateral duty Public Information Officers in the Police and Fire departments.

24.3.4. Emergency public information will be disseminated by the ECC if activated, or by the Lacey Public Affairs office in coordination with the Emergency Management and Safety Coordinator and the City Manager prior to ECC activation. Types of information that will be disseminated include, but are not limited to:

- Alerts and warnings for all types of natural and human-caused disasters
- Evacuation warnings and notifications (see Annex D – Evacuations)
- Locations of shelters and gathering points
- Reentry information and instructions for evacuated areas
- Location of food and water distribution points and/or food and water distribution methods
- Medical triage and/or casualty collection locations
- Public health alerts and updates
- Any other information or instructions needed to assist the public before, during, and after emergencies

24.3.5. The ECC PIO will maintain contact and coordinate messaging with the Thurston County Joint Information Center (JIC). However, messaging within the City is under the sole purview of the City leadership and will not be limited or edited by outside jurisdictions.

24.3.6. Limited-English Proficiency (LEP) Communications Plan

- Race and Ethnicity⁴:
 - White – 64%
 - Black and African American – 6%
 - American Indian and Alaska Native – 1%
 - Asian – 9%
 - Native Hawaiian and Other Pacific Islander – 3%
 - Other Race – 5%
 - Two or More Races – 13%
- Primary Language Spoken at Home⁵:
 - English only – 82.6%
 - Spanish – 6.0%
 - Korean – 2.3%
 - Vietnamese – 2.1%

⁴ City of Lacey's Annex to the Hazards Mitigation Plan for the Thurston Region, 4th Edition, 2024, p. 4

⁵ Ibid.



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- Tagalog – 2.0%
- Chinese – 0.4%
- Other Language – 4.6%
- Written communications will, when possible, be translated into Spanish, Korean, Vietnamese, and Tagalog.
- Following each emergency, the City will contact key partners to determine the effectiveness of emergency messaging to the LEP community.
- The City will use the existing translation services contract, when necessary.

24.3.7. Access and functional needs (AFN) communications. The City will use as many methods as is practical to communicate with the public, including the AFN community. This includes using traditional media (e.g. TV, radio, newspapers, posting signs, bulletins and notices), social media platforms, and non-traditional methods (podcasts, using City vehicles with loudspeakers, etc.). When possible, the City will employ American Sign Language interpreters during news conferences or when making statements to the press and/or public. If local resources are not available to meet the needs of communicating with all of the AFN community, the City/ECC will request resources through Thurston County.

24.3.8. There is presently no capability, beyond the existing warning system, to provide warnings to special locations such as schools, hospitals, nursing homes, or places of public assembly.

24.4. Warning

24.4.1. The City relies on the warning capabilities of the Federal and State governments, and the news media, for dissemination of warning information. Where there is a special need that is not being met by standard warning dissemination methods, including a hazardous materials spill, the City may supplement those systems.

24.4.2. The principal mechanisms by which the City receives warning messages of impending emergencies are the National Warning System (NAWAS), A Central Computerized Enforcement Service System (ACCESS), the Integrated Public Alert and Warning System (IPAWS), amateur radio, Thurston County Emergency Management, and the Washington State Military Department - Emergency Management Division.

- All warning information is received by the TCOMM 911 Dispatch Center and relayed through Thurston County Emergency Management to the Emergency Management and Safety Coordinator or other staff.



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- Upon receipt of warning information, the Emergency Management and Safety Coordinator will coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate.

24.4.3. Warning of the general public could take the form of one or more of the following:

- Activation of the Integrated Public Alert and Warning System (IPAWS).
- Activation of Thurston County Alert (TC Alert).
- Neighborhood notification using loudspeakers on emergency vehicles.
- Door-to-door notification by Police, Fire, Public Works, or other City Staff.
- Local warning information via television, radio stations, and social media.
- On Cable Television on channel 77, streaming also on Lacey TV 77, which can be accessed by web browser, Amazon Fire Stick, ROKU, Constant Contact, and by the Lacey 311 subscriber list.
- Use of Thurston County Amateur Radio Emergency Services (TC ARES).
- Any other means determined necessary by the Emergency Management and Safety Coordinator.
- Warnings and alerts will be given a priority on all communications systems.

24.4.4. Public Alert and Warning System (IPAWS) will operate through local radio and cable TV stations and by broadcasting alerts directly to cell phones. It is intended to provide the means to disseminate prompt, reliable emergency information, instructions, and warnings in the event of an emergency.

- KGY Radio, Olympia, 1240 AM; 96.9 FM
- KXXO Radio, Olympia, 96.1 FM
- KAOS at The Evergreen State College, Olympia, 89.3 FM
- COMCAST, Olympia

24.5. Internal Emergency Communications

24.5.1. Close communication and coordination within the City, between departments, and between the ECC and field elements are crucial to responding effectively to an emergency. This section describes four situations that require communication and coordination and establishes procedures to help ease the flow of information. The emergency situations that require coordination include the following, and are described further below:

- Police, Fire, or Public Works have an emergent situation within their normal responsibilities that is stable.



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- Police, Fire, and/or Public Works have an emergent situation within their normal responsibilities that has the potential to grow and/or involve other agencies.
- Police or Fire have an emergent situation that requires the activation of the Lacey ECC to coordinate support.
- A sudden onset emergency occurs that requires the activation of the ECC to coordinate operations and support.

24.5.2. Police, Fire, or PW have an emergent situation within their normal responsibilities that is stable.

- When operating within their normal responsibilities, Police and Fire will provide information on emergent situations to TCOMM 911 as per their normal procedures.
- The Emergency Management and Safety Coordinator can access TCOMM 911 for updated information on Police and Fire responses.
- When operating within their normal responsibilities, PW teams will provide information on emergent situations to the PW leadership or DCC, if activated.
- The PW leadership or DCC will provide information updates on emergent situations to the Emergency Management and Safety Coordinator when the emergent situation is resolved or at the end of each day.

24.5.3. Police, Fire, and/or Public Works have an emergent situation within their normal responsibilities that has the potential to grow and/or involve other agencies.

- When involved in an emergent situation that has the potential to grow larger or involve other departments, the responding department should establish an Incident Command Post (ICP) and consider establishing Unified Command.
- Police and Fire will continue updating TCOMM 911 per normal procedures; PW will update the PW DCC or duty officer.
- The ICP will send regular updates to the parent department(s) involved in the response AND either the Lacey Emergency Management and Safety Coordinator or the Lacey ECC, if activated.
- Upon notification of a growing emergency, the Emergency Management and Safety Coordinator will contact the ICP or the parent department to receive an information update and inform the City Manager (or designee) of the situation, including making a recommendation on activating the ECC.
- Notification of City staff will be through normal departmental channels.



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24.5.4. Police or Fire have an emergent situation that requires the activation of the ECC to coordinate support.

- When involved in an emergent situation that requires the activation of the ECC to coordinate support, the responding department should establish an Incident Command Post (ICP) and consider establishing Unified Command.
- Police and Fire will continue updating TCOMM 911 per normal procedures but will also notify their department of the situation and request activation of the ECC.
- Once activated, the ECC will contact TCOMM 911, the responding department(s), and the ICP to receive a situation update.
- The ICP will subsequently send regular updates to the parent department(s) involved in the response AND the ECC.
- The ECC will communicate regularly with the ICP and other field teams/units and departments within the City to coordinate support requirements.
- Notification of City staff will be through normal departmental channels.

24.5.5. A sudden onset emergency occurs that requires the activation of the ECC to coordinate operations and support.

- When a sudden onset emergency (such as an earthquake) occurs, initial communication will be via phone, text, and email.
- The City Manager or designee will determine if the ECC should be activated.
- Once activated, the ECC will maintain contact with all departments that have elements supporting emergency operations in the field.
- Departments with operational field elements (Police, Fire, PW) will provide regular situation updates to the Planning Section of the ECC.

24.5.6. TC ARES may be activated to provide a communications link between the Lacey and Thurston County ECCs.

Section IV – Administration, Finance, and Logistics

25. Administration

25.1. General

25.1.1. The Governor, Washington Military Department - Emergency Management Division (EMD), and other governmental officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate distribution of resources and services during the response to



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and recovery from an emergency. The City will provide reports and other information, including, but not limited to:

- Situation Reports (SitReps);
- Requests for Declarations of Emergency;
- Requests for Assistance;
- Costs/Expenditures Reports;
- Damage Assessment Reports; and/or
- After Action Reports.

25.1.2. The existing framework of government is retained during an emergency. The directors of departments continue to act in their respective capacities.

25.1.3. The City Manager is ultimately responsible for ensuring the City is prepared to respond to emergencies, and that emergency operations are carried out in an effective manner.

25.2. After Action Reports.

25.2.1. The Emergency Management and Safety Coordinator will ensure After Action Reviews are conducted and submit the After Action Report (AAR) with an Improvement Plan (IP) to the ESC.

25.2.2. AARs will be completed as follows:

- An initial AAR will be submitted within 30 days of the onset of ECC activation.
- If the ECC is activated for longer than 30 days, an AAR will be completed and submitted at the end of each calendar month.
- A comprehensive AAR will be completed and submitted within 30 days of the deactivation of the ECC following an emergency.
- AARs will be completed and submitted within 30 days following each exercise conducted by the City.

25.2.3. Per RCW 38.52.070(4), AARs conducted after actual events will evaluate the effectiveness of the communication of life safety information.

- The Emergency Management and Safety Coordinator will coordinate with Public Affairs and gather information from the public on the effectiveness of messaging through establishing focus groups, conducting a targeted poll, or some other process to gain feedback.
- The Emergency Management and Safety Coordinator will work with ECC staff and Public Affairs to identify technological challenges which limited communications efforts.



- Feedback from external and internal sources will be collated and assessed by a working group that includes representatives from emergency management, public affairs, access and functional needs, and limited English proficiency communities. The working group will develop recommendations and resources needed to address communications challenges.

25.3. Documentation

25.3.1. The City will obtain an Incident Number (Mission Number) from the State EOC Duty Officer for liability coverage. The Incident Number pertains to all actions taken that are intended to protect life, property, and the environment during the incident period of any emergency.

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

25.4. Retention

25.4.1. Records will be kept in such a manner to separately identify event-related expenditures and obligations. The City will abide by the Washington State Archives' Local Government Common Records Retention Schedule to the best of their ability. Complete and accurate record retention is necessary for proper and prompt reimbursement (when applicable), and may include records such as but not limited to:

- Resource requests;
- Payroll information;
- Invoices, warrants, and checks issued and paid for materials and supplies;
- Bid request copies; and/or
- Contracts, including invoices and payment documentation.

25.5. Preservation

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

25.5.2. The City and City Employees have a duty to preserve potential evidence when litigation against the City is initiated or is reasonably anticipated or



foreseeable. An event that results in known and significant injury may be an indicator that litigation is reasonably anticipated or foreseeable against the City and trigger preservation duties. Preservation includes, but is not limited to, immediately suspending deletion, destruction, and purging, overwriting or other means of disposal.

26. Finance

26.1. Fiscal Management

- 26.1.1. The Finance Director is responsible for developing fiscal procedures in compliance with RCW 38.52.070, under the direction and control of the City Manager.
- 26.1.2. Financial assistance, staffing, and equipment may be granted to the City by State and/or Federal programs. Any such assistance under the authority of RCW 38.52 will be in accordance with the State of Washington Comprehensive Emergency Management Plan (CEMP).
- 26.1.3. Fiscal transactions shall be conducted by the Finance Department.
- 26.1.4. Upon declaration of an emergency, the Finance Department will immediately activate the emergency purchase order procedures and coordinate with the ECC Manager.
- 26.1.5. A tracking system will be established by the Finance Director to report equipment usage, personnel costs, and other service costs.
- 26.1.6. Audit procedures will conform to those currently in use in the City and the State Auditor's Office.
- 26.1.7. When requesting assistance, the City should assume the resources requested will need to be paid out of City funding. The City may incur emergency-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), applicable state statutes and local codes, charters, and ordinances, which may include, but are not limited to, the following:
- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.
 - Emergency expenditures for code cities. RCW 35A.33.080 and RCW 35A.34.140.



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

- All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, Limited English Proficiency, or national origin.
- As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations shall provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of the Federal Emergency Management Agency (FEMA), and shall comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.

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

26.2. Incurred Costs Tracking

26.2.1. Emergency expenditures are not normally integrated into the budgeting process of the City. Nevertheless, events occur on a periodic basis requiring substantial and necessary unanticipated obligations and expenditures. City Emergency Management and all other support agencies will follow their designated emergency purchasing procedures



and obtain all appropriate approvals prior to implementing any emergency spending.

26.2.2. Emergency fiscal transactions will be assigned emergency purchase order numbers to be kept separate from other regular purchase orders.

26.3. Cost Recovery

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

26.3.2. Federal Assistance Programs

- FEMA Public Assistance Program. FEMA's Public Assistance grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly-owned facilities, and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the State) determines how the non-federal share (up to 25 percent) is split with the subrecipients (eligible applicants).
- Individual Assistance (IA) Program. FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes all of the following:
 - Mass Care and Emergency Assistance (MC/EA);
 - Crisis Counseling Assistance and Training Program (CCP);
 - Disaster Unemployment Assistance (DUA);
 - Disaster Legal Services (DLS);
 - Disaster Case Management (DCM); and



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- Individuals and Households Program (IHP). IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).
- Federal Highways Administration (FHWA) Emergency Relief Program – WSDOT Local Area Guidance Manual Chap 33. When an emergency exceeds the capability of state and local government, federal assistance can be requested from FHWA Emergency Relief (FHWA ER) for the restoration of all damaged public roads and bridges except rural minor collectors and local roads.
- Small Business Administration (SBA) Disaster Assistance. The SBA offers a number of disaster assistance loans for businesses of all sizes, homeowners, renters, and private nonprofit organizations: (<https://www.sba.gov/funding-programs/disaster-assistance>). These loans include:
 - Physical Damage Loans - Loans to cover repairs and replacement of physical assets damaged in a declared disaster.
 - Mitigation Assistance - Expanded funding to make improvements to eliminate future damage.
 - Economic Injury Disaster Loans - Funding to cover small business operating expenses after a declared disaster.
 - Military Reservist Loan - loans to help eligible small businesses with operating expenses to make up for employees on active duty leave.

26.3.3. State Assistance Programs

- Public Assistance Program. The Public Assistance State Administrative Plan (SAP) provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program. Audits of State and local jurisdiction emergency expenditures will be conducted in the normal course of State and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.
- Individual Assistance (IA) and Other Needs Assistance (ONA) Programs. The Individual Assistance (IA) State Administrative Plan (SAP) for the Other Needs Assistance (ONA) Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program. The IA SAP sets forth the organization, staffing, and procedures for administration of the Individuals and Households Program, Other Needs Assistance, in



Washington State subsequent to a major disaster declaration by the President.

27. Logistics and Resource Management

27.1. General

- 27.1.1. Resource tracking is the responsibility of each department and the ECC staff.
- 27.1.2. Resource support involves the procurement and allocation of resources beyond normal day-to-day operations. These resources include equipment, emergency relief supplies and materials, facilities, contracting services, and personnel required to support the City's departments and Divisions during the response and recovery phases of an emergency. Resource support may continue until the disposition of excess and surplus property, if any, is completed.
- 27.1.3. Pursuant to adopted City Policies, all City employees are expected to report to work and/or check-in with their immediate supervisor to assist when an emergency has been declared in the city limits of Lacey. Employees may be worked out of class but will be compensated fairly in accordance with existing bargaining agreements and FLSA.
- 27.1.4. Departments will first utilize normal procedures or mutual aid resources before requesting outside assistance. The Finance Department may assist departments by providing procedural guidance for emergency resource procurement.
- 27.1.5. The City Manager will forward major emergency resource requests (including funding needs and requests for additional temporary staff) to the Policy Group for policy direction.
- The Policy Group will establish budgetary and policy guidelines for procurement and adding temporary staffing in support of emergency operations.
- 27.1.6. The Logistics Section is responsible for the procurement of emergency resources pursuant to established procurement processes.
- 27.1.7. The Finance Section may offer support and will document the resource procurement process.



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27.1.8. Local resources (including procurement) will be utilized before requesting needed resources from the County.

- Departments should identify community partners, particularly in the private sector, that could provide resources during emergencies, and:
 - Determine the types of resources they could provide;
 - Include them in planning, training, and exercises when appropriate;
 - If possible, develop memoranda of understanding or agreement (MOU/A), emergency purchase orders, or stand-by contracts to attain supplies, equipment, and/or services during emergencies.
- When City resources are exhausted, the ECC shall coordinate the need for the use of additional resources through Thurston County ECC.
- When County resources are exhausted, requests may be made to WA EMD for additional assistance.
- The primary categories of resources and services deemed most essential to responding to and recovering from an emergency are:
 - Communications;
 - Construction and housing;
 - Food;
 - Forms of energy and power;
 - Health and medical;
 - Manpower;
 - Petroleum;
 - Transportation; and
 - Water and sewer.
- Departments should maintain comprehensive lists of their available resources.
- To avoid competition and duplication of resources by the political subdivisions in the County, all religious and volunteer services shall be coordinated through the Thurston County ECC.

27.1.9. Departments are responsible for coordinating with the Emergency Management and Safety Coordinator to access the supply cache for the emergency care and feeding of their employees. The ECC is responsible for the initial emergency care and feeding of volunteers.

27.2. Resource Typing

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the



capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. Jurisdictions can use these definitions to categorize local assets.

27.3. Emergency Worker Program/Liability Protection

27.3.1. 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.

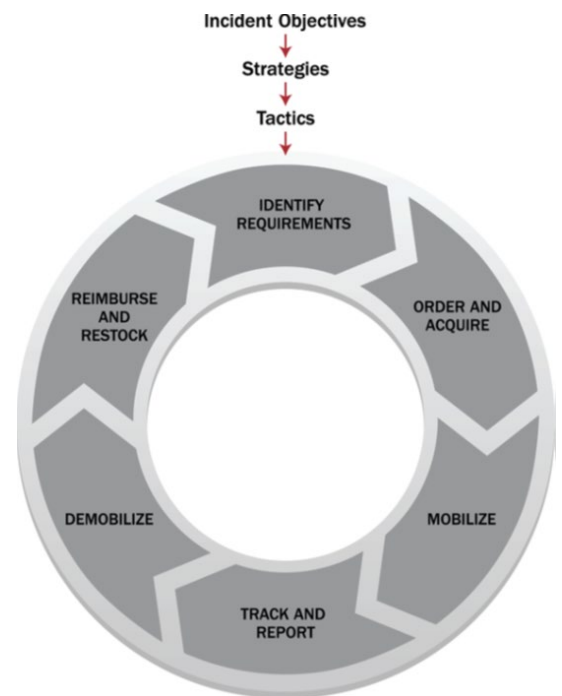
27.4. Procurement Methodology

27.4.1. 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 into or participating in other mutual aid agreements that are authorized by law. WAMAS does not replace current mutual aid agreements; it is a mutual aid tool to use when other agreements do not exist.

27.4.2. Out-of-state mutual aid resources are requested through the Emergency Management Assistance Compact (EMAC), established in Public Law 104-321, or the Pacific Northwest Emergency Management Arrangement (PNEMA), established in Public Law 105-381, both coordinated through Washington Emergency Management Division.

27.4.3. External resources are requested through WebEOC using the forms provided in the system. External resource requests must be approved by the Operations Section Chief and submitted, tracked, and managed by the Logistics Section.

27.4.4. Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems.





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Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

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

27.5. Specialized Resources Needed

27.5.1. There are many types and kinds of specialized resources that may be needed during emergencies (e.g. National Guard support, specialized health professionals, disaster housing inspectors, mobile telecommunications equipment, HAZMAT teams, etc.).

27.5.2. Specialized resources that are not available within the City will be identified and added to appendices and this Plan when it is updated.

27.5.3. All external resources needs will be requested through Thurston County, managed by the Operations Section, and tracked by the Logistics Section.

27.6. Demobilization

27.6.1. Demobilization is the process of releasing resources that have completed their mission or that are no longer needed and seeing that they return safely.

27.6.2. The process includes:

- Debriefing personnel;
- Completing any incident-specific checkout procedures;
- Completing and submitting required documentation;
- Arranging return travel;
- Ensuring that released resources are prepared and safe to travel; and
- Tracking released assets back to their home duty station in the requesting jurisdiction in a safe and timely manner.

27.6.3. The Operations Section Chief will determine when resources may be demobilized and will notify the Planning and Logistics Sections.



27.6.4. The Resource Unit in the Planning Section is responsible for tracking the demobilization of resources, including receiving closeout reports and final financial documentation, if needed.

27.6.5. Financial documentation will be forwarded to the Logistics and Finance/Admin Sections.

27.7. Resource Gaps

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

27.7.2. Identifying resource gaps. Department directors should determine their resource gaps by:

- Identifying their current available resources;
- Identifying the expected level of resources need to respond to the hazards and threats identified in this plan, utilizing the damage scenario presented during the CEMP planning process; and
- Comparing the available resources to expected needs and identifying the unmet needs.

27.7.3. Once resource gaps are identified, departments coordinate with the Emergency Management and Safety Coordinator to identify departments or local partners that could provide resources or identify them as resources that will need to be requested through Thurston County Emergency Management.

Section V – Plan Maintenance

28. Development and Maintenance

Planning is a continuous process that does not stop when the plan is published. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or State agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan. The Emergency Management and Safety Coordinator will post a copy of the CEMP and all annexes to the plan, onto



the City of Lacey’s Website under the Emergency Management and Preparedness page, making it available to the public.

28.1. Core Planning and Development Team

The Emergency Management and Safety Coordinator leads City emergency program planning efforts. The Core and Collaborative Planning Teams are listed in the Table below.

Core Planning Team	Collaborative Planning Team
City Attorney	Thurston County Emergency Management
City Manager	Thurston 911 Communications (TCOMM 911)
Community and Economic Development	Thurston County Public Health and Social Services
Finance	Thurston County Voluntary Organizations Active in Disasters (VOAD)
Information Services	American Red Cross, Mount Rainier Chapter
Human Resources	North Thurston School District
Joint Animal Services	Washington Emergency Management Division Homeland Security Region #3
Parks, Culture and Recreation	Thurston County ARES
Police	InterCity Transit
Public Affairs	
Public Works	
Lacey Fire District #3	

28.2. Review Process

28.2.1. Cyclic. The CEMP shall be reviewed on a schedule that ensures review of the Plan and Annexes within a four-year cycle, and review of the ECC staffing table on a more frequent basis or as needed. The cycle may be adjusted to comply with future guidance from the Washington Emergency Management Division. The ESC shall adopt a schedule that ensures review of the CEMP and all Annexes during the cycle.

28.2.2. Post Activation. The Basic Plan and Annexes shall be reviewed after ECC activations. Lessons learned shall be recommended for incorporation via the ESC. Review following ECC activation shall satisfy cyclic review as delineated above if cyclic review is scheduled to occur within the twenty-four (24) month period following the ECC activation.



28.3. Revision Process

Generally, revisions to this CEMP shall be submitted to the City Manager for approval. However, revisions which clarify existing portions of the CEMP, that reflect changes in State or Federal requirements, or that adjust responsibilities to better reflect organizational capabilities or structure may be made if the revisions cannot be construed as establishing or changing City policy, and the City Manager is advised of any changes prior to their implementation.

As stated in Section 28.2.1 above, the Plan will be reviewed at least every four years. At the conclusion of the four-year review, the Plan will be submitted to the City Council for approval.

29. Training and Exercise Program

Training and exercises will occur per the City's Multi-Year training and Exercise Program (MYTEP) or Integrated Preparedness Program (IPP).

30. List of Annexes

Annex A – Damage Assessment

Annex B – Mass Care

Annex C – Search and Rescue

Annex D – Evacuation

Annex E – Transition to Recovery

Annex F – Roles and Responsibilities by Department

Annex G – Definitions



ANNEX A – Damage Assessment

Lead Agencies:

- Lacey Community and Economic Development Department
- Lacey Public Works Department

Support Agencies:

- Lacey City Manager’s Office
- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Finance Department
- Lacey Information Services
- Lacey Police Department
- Lacey Fire District #3
- Thurston County Assessor’s Office
- Thurston County Department of Public Health and Social Services
- North Thurston School District
- Thurston County ARES
- Washington State Emergency Management Division
- Federal Emergency Management Agency

1. Purpose

To provide a City-wide system to collect, report, and evaluate the emergency. To determine the nature and extent of the loss, damage, and harm to the community. Damage assessments are done for the purpose of reducing the impact on people and identifying resource needs.

2. Operational Concept

2.1. General

- 2.1.1. An extensive, detailed damage assessment is the basis for requesting disaster assistance and, subsequently, requesting most recovery programs at the State and Federal levels. The City is responsible for compiling the necessary information regarding loss of life, injuries, property damage, and economic disruption. Appraised value information should be obtained from the Thurston County Assessor’s Office.



Annex A – Damage Assessment to City of Lacey CEMP

- 2.1.2. The Damage Assessment Coordinator will manage the damage assessment function by organizing, training, and employing Damage Assessment Teams composed of at least two personnel.
- 2.1.3. Dispatched damage assessment teams will always consist of at least two people who will remain within sight of each other at all times.
- 2.1.4. Initial windshield surveys may be conducted by personnel from the Lacey Police Department, Lacey Public Works Department, Lacey Fire District #3, Thurston County ARES, and/or other City or volunteer personnel as appropriate.
- 2.1.5. Damage assessment teams will record data either on computers/electronic notepads or on hard copy forms.

2.2. Damage Assessment Teams

There are three types of damage assessment teams.

- 2.2.1. The Windshield Survey Team will rapidly collect damage information from across the City to develop a quick damage assessment and determine areas to deploy detailed damage assessment teams.
- 2.2.2. The Individual Assistance and Building Damage Assessment (IA-BDA) team will assess and collect damage information on houses, businesses, and privately- and publicly-owned buildings.
- 2.2.3. The Public Assistance Infrastructure (PAI) team will assess and collect damage information on roadways, city-owned public property, and City-owned utilities. Each team will have a designated team leader who will compile and report team findings to the Damage Assessment Coordinator.
- 2.2.4. The three types of damage assessment teams will undergo training in identifying levels of damage for their type of team and filling in the required forms. If possible, just-in-time refresher training will be provided to the teams prior to their deployment to conduct damage assessments.

2.3. Windshield Survey Team

The Windshield Survey Team will conduct a quick survey of all areas of the City and identify those areas that have suffered damage and the extent of damage, including homes, businesses, and publicly- and privately-owned buildings and facilities. The information will be recorded on the Windshield Survey Form (see Appendix 1) and provided to the ECC Planning Section at the end of each shift.

2.4. Individual Assistance and Building (IA&B) Damage Assessment Team

The IA&B Damage Assessment Team will survey damage to homes, businesses, and privately- and publicly-owned buildings.

- 2.4.1. Homes
 - Damage to homes will be categorized by:



Annex A – Damage Assessment to City of Lacey CEMP

- Type of housing unit: single-family, multi-family units, or mobile homes.
 - Type of damage: affected but habitable, minor damage, major damage, or destroyed.
 - Homes that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - For each type of housing unit, an estimate of the average percent of units covered by insurance must be provided, if available.
 - Consolidate information on the Housing Initial Damage Assessment Worksheet (see Appendix 2).
- 2.4.2. Businesses
- Collect information on business damages using the Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 3).
 - Consolidate business injury estimates using the Consolidated Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 4).
- 2.4.3. Privately-Owned Buildings
- Inspect buildings for safety and determine if buildings can be safely occupied.
 - Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - Collect information on building damages using the Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 3).
- 2.4.4. Publicly-Owned Buildings
- Inspect buildings for safety and determine if buildings can be safely occupied.
 - Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - Determine initial damages to buildings and record in WA EMD Damage Assessment Worksheet under “(PA-3) Cat ‘E’ Sites” (<https://mil.wa.gov/preliminary-damage-assessment-forms>). See Appendix 5.

2.5. Public Assistance Infrastructure (PAI) Damage Assessment Team

The PAI Damage Assessment Team will assess and collect damage information on roadways, City-owned public property, and City-owned utilities. Damage will be reported in terms of dollars and impacts in the following categories:

- Category A - Emergency services
- Category B - Debris removal and disposal
- Category C - Roadways and bridges
- Category D - Water control facilities



Annex A – Damage Assessment to City of Lacey CEMP

- Category E - Equipment and vehicles (buildings are assessed by the IA&B DA Team)
- Category F – Publicly-owned utilities
- Category G - Parks and recreational facilities
- Determine initial damages and record in WA EMD Damage Assessment Worksheet under the appropriate category (<https://mil.wa.gov/preliminary-damage-assessment-forms>). See also Appendix 4.

3. Roles and Responsibilities

The damage assessment process will be conducted by all City of Lacey organizations and will be led by the Damage Assessment Coordinator. The goal of the initial damage assessment is to attain an overall picture of the amount of damage to the City, including estimates of damaged and destroyed homes, infrastructure, and businesses. This will assist the City in requesting a disaster declaration from State and Federal authorities. The City will then conduct detailed damage assessments to identify the exact damage to City-owned infrastructure.

The damage assessments will be led by the Damage Assessment Coordinator and conducted by teams led by an Individual Assistance and Building (IA&B) Coordinator and a Public Assistance Infrastructure (PAI) Coordinator.

3.1. Roles and Responsibilities by Department

3.1.1. Lacey Community and Economic Development Department

- Appoint a Damage Assessment Coordinator to lead the overall Damage Assessment process, reporting to the Operations Section Chief when the ECC is activated.
- Appoint an Individual Assistance and Buildings (IA&B) Damage Coordinator to assess and collect damage information on houses, private businesses, and privately- and publicly-owned buildings.
- Provide the appropriate number of building inspectors to support damage assessment teams.
- If necessary, coordinate for additional building inspectors through Thurston County Emergency Management Agency.
- Conduct windshield surveys as directed.
- Deploy damage assessment teams.
- Provide situational reports to the City ECC Planning Section on a regular basis.
- Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
- Ensure damage assessment information is entered into the appropriate forms.

3.1.2. Lacey Public Works Department



Annex A – Damage Assessment to City of Lacey CEMP

- Appoint a Public Assistance Infrastructure (PAI) Damage Coordinator to assess and collect damage information on roadways, City-owned public property, and City-owned utilities.
 - Provide the appropriate number of infrastructure assessors to support damage assessment teams.
 - If necessary, coordinate for additional assessors through Thurston County Emergency Management Agency.
 - Deploy damage assessment teams.
 - Ensure damage assessment information is entered into the appropriate forms.
- 3.1.3. Lacey Finance Department
- Assist with developing the economic impact overview for the damage assessment.
- 3.1.4. Lacey Information Services
- Provide maps and parcel information.
- 3.1.5. Lacey Police Department
- Conduct windshield surveys.
 - Provide windshield survey forms to the Planning Section of the ECC at least daily at end of shift.
- 3.1.6. Lacey Fire District #3
- Conduct windshield surveys.
 - Provide windshield survey forms to the Planning Section of the ECC at least daily at end of shift.
- 3.1.7. North Thurston School District
- Assess and report damage to its facilities and equipment and the estimated cost of repairs.
 - Estimate the effects of the disaster on the school district tax base.
- 3.1.8. Thurston County Assessor's Office
- Provide maps, file information, and damage assessment information to the City ECC upon request.
- 3.1.9. Thurston County Public Health and Social Services
- Coordinates the collection, reporting, and analysis of health impacts.
 - Provide general assessment of public health impacts.
 - Inspect health hazards in damaged buildings.
 - Provide support for epidemiological surveillance.

3.2. Roles and Responsibilities by Position

- 3.2.1 All Department Directors:
- Identify personnel to perform damage assessment tasks.
 - Identify private sector organizations and individuals with appropriate skills and knowledge that may be able to assist in damage assessment.
 - Participate in periodic damage assessment training.



Annex A – Damage Assessment to City of Lacey CEMP

- Participate in using geographic information systems (GIS) and other technologies that may be used in damage assessment.
 - Periodically review forms and procedures for reporting damage with designated damage assessment team members.
 - Make tentative staff assignments for damage assessment operations.
 - Review damage assessment procedures and forms with team members.
 - Prepare maps and take photos and videos to document damage.
 - Identify and prioritize areas to survey.
 - Refresh damage assessment team members on assessment procedures.
 - Deploy damage assessment teams.
 - Complete damage survey forms and forward them to the Damage Assessment Coordinator.
 - Catalog and maintain copies of maps, photos, and videotapes documenting damage for further reference.
 - Provide technical assistance for the preparation of recovery project plans.
 - Maintain disaster-related records.
- 3.2.2 The Emergency Management & Safety Coordinator will:
- Organize and coordinate training for damage assessment teams.
- 3.2.3 The Damage Assessment Coordinator will:
- Report to the ECC to coordinate activation of the Damage Assessment Teams.
 - Collect damage assessments from all Departments, agencies, other governmental entities, and private nonprofit facilities that may be eligible for disaster assistance.
 - Ensure damage assessment information is compiled and entered into the appropriate forms.
 - Participate with State and FEMA representatives in the Preliminary Damage Assessment (PDA) process.
 - Coordinate with the ECC to ensure that response activities have either terminated or are in a phase of transitioning to recovery before deploying damage assessment teams.
- 3.2.4 The Individual Assistance and Buildings (AI&B) Damage Assessment Coordinator will:
- Develop a plan to effectively conduct damage assessment activities throughout the damaged areas.
 - Assign individuals to Damage Assessment Teams, track the teams, and collect and collate damage assessment information.
 - Act as the City's liaison with State and Federal outreach and public relations programs for Individual Assistance.
 - Assist in locating a local facility for use as Disaster Recovery Center (DRC), if needed.



Annex A – Damage Assessment to City of Lacey CEMP

- Act as the local government representative at the DRC, when needed.
- Coordinate with the State and Federal outreach staff to arrange community meetings.
- Act as an advocate for disaster survivors who need assistance in dealing with State, Federal, and volunteer agencies.

3.2.5 The Public Assistance Infrastructure (PAI) Damage Coordinator will:

- Develop a plan to effectively conduct damage assessment activities throughout the damaged areas.
- Assign individuals to Damage Assessment Teams, track the teams, and collect and collate damage assessment information.
- Attend the following PA program meetings:
 - Applicant's Briefing.
 - Kick-off Meeting.
 - Other program meetings, as needed.
- Obtain maps showing areas with damage from PDA team leaders.
- Prepare or assist State and Federal teams in preparing recovery Project Worksheets (PWs) for the local area.
- Monitor all PA program activities to:
 - Ensure deadlines are complied with or time extensions are requested in a timely manner.
 - Ensure the work performed complies with the description and intent of the PW.
 - Ensure compliance with all environmental protection and historical preservation regulations.
 - Request alternate or improved projects, when appropriate.
 - Request progress payments on large projects, if appropriate.
 - Provide quarterly reports to TDEM, as requested.
 - Request final inspections and audits when projects are completed.
 - Prepare and submit Project Completion and Certification Report as appropriate.
 - Provide insurance information when needed.
 - Ensure costs are properly documented, in coordination with the appropriate City staff.
 - Assist with final inspections and audits.
 - Monitor contracts for de-barred contractors.

4. Direction and Control

- 4.1. The damage assessment process will be under the direction of the Operations Section Chief.



Annex A – Damage Assessment to City of Lacey CEMP

- 4.2. The Damage Assessment Teams will submit daily reports to the Planning Section of the ECC.
- 4.3. The Planning Section, supported by the Finance, Economic Development, Public Works, and other Departments as necessary, will collate damage assessment information and complete the consolidated worksheets.

5. Additional Resources

- 5.1. Specialty Training Required.
 - 5.1.1. Conduct Just-in-Time (JIT) training in identifying levels of damage for their type of team:
 - IS-556 – Damage Assessment for Public Works
 - IS-559 – Local Damage Assessment
 - IS-708 – Rapid Damage Assessment
 - IS-1160 – Damage Assessment Operations Training
 - 5.1.2. Conduct JIT training on filling in required forms at Appendices 1-5.
 - 5.1.3. See City of Lacey Integrated Preparedness Plan dated August 13, 2024, for additional training requirements.
- 5.2. Supplies and Equipment.
 - 5.2.1. Computers/electronic notepads loaded with appropriate form or hard copy forms with clipboards and pencils.
 - 5.2.2. Means of communication with the ECC (phone, radio, etc.).
 - 5.2.3. Signs for marking unsafe/uninhabitable structures.

List of Appendixes:

Appendix 1 – City of Lacey Windshield Damage Assessment Form

Appendix 2 – Housing Initial Damage Assessment Worksheet

Appendix 3 – Estimated Disaster Economic Injury Worksheet for Businesses

Appendix 4 - Consolidated Estimated Disaster Economic Injury Worksheet for Businesses

Appendix 5 – WA EMD Damage Assessment Worksheet for Public Assistance

Appendix 1 – City of Lacey Windshield Damage Assessment Form to Annex A (Damage Assessment)



Use this form to complete initial damage assessment information gathered during a Windshield Survey.

Turn this form in at the end of shift to the Planning Section in the ECC.

This form is located at: (insert CoL Sharepoint URL here)

Name of Surveyor:		Team OIC:		
Date:				
Boundaries of area surveyed. Define by street names; survey both sides of each street at the limits of the area surveyed.				
North				
South				
East				
West				
Other Notes				
General description of overall damage in the area:				
Characteristics of surveyed area: (Residential, Business, Mixed):				
Current conditions:				
Access to area and road conditions: (open, closed, partially blocked, etc.):				
Resource needs: (Indicate any contacts with citizens and their concerns/comments):				
Summary of Damage				
Type of Occupancy	Destroyed	Major	Minor	*Totals
Dwellings				0
Multi Family				0
Business				0
Industrial				0
Other				0
*Totals	0	0	0	0

*To automatically total this table, enter numbers into each cell, then go to "Layout," click on the Formula icon, and "OK."



Instructions for completing the Windshield Damage Assessment Form

The City of Lacey Windshield Damage Assessment Form will serve as a quick assessment of the City to determine damage, access issues, possible risk, and disposition of citizens. It will give the ECC a better idea of City needs and how to best deploy resources. Complete one form for each area assigned to survey.

If filling out manually, print as neatly as possible in pencil or ball point pen. Avoid using roller ball or other water-soluble ink pens. The information provided in your assessment must be legible as it may be scanned.

Boundaries of area surveyed: Clearly identify the boundaries of the areas included in the survey report. Even if using subdivision names, include the streets bounding the area to ensure clarity. Both sides of the streets at the boundary of the area surveyed are INCLUDED in the survey. Use the Other Notes section to further define the area. For example, the team was assigned to survey the South Cove Neighborhood. Entries in this section could be:

North	Alternate Lane SE, Kelly Beach Road SE
South	68 th Loop SE
East	MacIntosh Ct SE, 68 th Loop SE
West	Kelly Beach Road SE
Other Notes	Survey started at the intersection of Yelm Highway and Kelly Beach Rd SE but does NOT include anything along Yelm Highway.

General description of overall damage in the area: In general terms describe what you see (i.e., roofs blown off or collapsed, trees down, shingles removed from roofs, siding removed, windows broken, electric poles and wires damaged, etc.

Characteristics of surveyed area (Residential, Business, Mix): Describe the types of occupancies (i.e., townhouse, single family home, etc.)

Current conditions: What is needed in this area? Will it require the ECC to focus resources to help? Flooding conditions, fire, or life safety hazards?

Access to area and road conditions (open, closed, partially blocked, etc.): Describe any access issues, or indicate the partial or complete lack of barriers. Also indicate problems we may have that would flatten fire rescue vehicles.

Resource needs (indicate any contacts with citizens and their concerns/comments): What do the people in the area surveyed generally need (i.e., help with clearing debris, electricity, water, muck out, etc.)?

Definitions of levels of damage: See Next Page



Instructions for completing the Windshield Damage Assessment Form (Continued)

Definitions of levels of damage:

Destroyed	Major	Minor
Water above the first-floor doorknob	Water on first floor 6 inches to doorknob	Carpets soaked on first floor
Two or more basement walls collapsed	Water on main floor more than 24 hours	Damage to the home’s mechanicals such as furnace, water heater, baseboard heat, and air-conditioner in need of repair or replacement
Structure leveled above foundation	Foundation damaged (bowed or collapsed wall)	Sewer backup or flood water in unfinished basement
Second floor is gone	One exterior wall collapsed, exterior frame damage (bowed walls-non cosmetic), roof off or collapsed, 6 inches or less of water in a mobile home	Insulation damage in crawl space or mobile home belly board
Two exterior walls collapsed	Exits blocked in addition to other damage	Interior floor, walls; minor structural damage to exterior walls
Moved off foundation	One room destroyed (pertains to apartment renters)	Trees fallen on structure, minor damage to exterior walls and interior floor
	Accessory/service/outbuildings damaged (business)	Shingles/roofing removed or damaged exposing the sheathing
	Production equipment/office equipment (business)	Business inventory destroyed (business), fire escape not usable (pertains to businesses and multi-family units), fleet/vehicle damage (business)

Appendix 1 – City of Lacey Windshield Damage Assessment Form to Annex A (Damage Assessment)



	Utilities damaged to include well, septic system, electrical service, and gas	
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Appendix 2 – WA Housing Initial Damage Assessment Form to Annex A (Damage Assessment)

Download form at: [\(insert URL to CoL SharePoint site\)](#).

	A	B	C	D	E	F	G	H	I
1	Appendix 1 (Housing Initial Damage Assessment Worksheet) to Annex A - Damage Assessment								
2	First Name ▼	Last Name ▼	Address of Damaged Property ▼	Apt/Unit # ▼	City/Town ▼	Primary Phone ▼	Email ▼	Home or Busine ▼	Primary Home ▼
3	John	Doe	123 Sample Rd	2	Floodtown	218-957-2565	john.doe@gmail.com	Home	Yes
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									

Appendix 3 – Estimated Disaster Economic Injury Worksheet for Businesses to Annex A (Damage Assessment)



Download form at: (insert URL to CoL SharePoint site).

ESTIMATED DISASTER ECONOMIC INJURY WORKSHEET FOR BUSINESSES			
This form is not required, but is a convenience in clarifying the supporting documentation the state is required to submit to the U.S. Small Business Administration when requesting an Economic Injury Disaster Loan Declaration. This information in any other format would also be acceptable. For your convenience, this form may be filled out electronically or manually.			
Name of Business:	Type of Business:		
Owner Details			
Last Name:	First Name:		
Work Phone:	Email:		
Home Phone:	Property Owner:		
Business Owner Mailing Address			
Address:			
City:	State:	Zip Code:	County:
Business Street Address			
Address:		Same As Above <input type="checkbox"/>	
City:	State:	Zip Code:	County:
Estimated Adverse Economic Impact			
When did the impact start and what is the estimated end date?	From:	To:	
What were your businesses' revenues during the affected damage period?			
What were your businesses' revenues during that SAME period of the prior year?			
Amount of business interruption insurance received or anticipated, if any:			
Please provide a brief explanation of what adverse economic effects the disaster had on your business:			

Appendix 5 – WA EMD Damage Assessment Worksheet to Annex A (Damage Assessment)



Download form at: (insert URL to CoL SharePoint site)

Example of the first worksheet of the workbook:

Instructions for the Preliminary Damage Assessment (PDA) Site Sheet Form

Last Updated: 08/31/2022

Preliminary Damage Assessments (PDAs) are conducted to enable FEMA — as well as state, local, tribal, and territorial partners (SLTT), and certain types of PNP organizations — to determine the magnitude of damage and impact of disasters. PDAs are just one of many steps in the requesting Federal assistance declaration process (Figure 1 & 2). 44 C.F.R. 206.33

Primary Goals during a PDA:

1) Document accurate and reasonable damage estimates associated with **Emergency Work** (Category A - Debris Removal, Category B - Protective Measures), and **Permanent Work** (Category C - Roads and Bridges, Category D - Water Control Facilities, Category E - Public Buildings, Category F - Public Utilities, Category G - Parks/Other) (Figure 3).

2) Determine damage estimates in agreement with Recipient.



ANNEX B – Mass Care

Lead Agencies:

- Lacey Parks, Culture, and Recreation Department
- American Red Cross – Northwest Region

Support Agencies:

- Lacey Animal Services
- Lacey Human Resources Department
- Lacey Information Services
- Lacey Police Department
- Lacey Public Affairs
- Lacey Public Works Department
- Lacey Fire District #3
- North Thurston School District
- InterCity Transit
- Other Non-Governmental Organizations (NGOs)
- Thurston County Disaster Assistance Council
- Faith-based Organizations, including Interfaith Works and the Salvation Army
- The Crisis Clinic of Thurston and Mason Counties
- Thurston County Food Bank
- Thurston County Emergency Management
- Thurston County Public Health and Social Services
- Washington State Department of Social and Health Services

1. Purpose

- 1.1. To provide guidance and coordination to organizations addressing the mass care, housing, and human services needs of people impacted by emergencies, including their animals.
- 1.2. To coordinate with appropriate relief organizations in establishing local shelters during an emergency.
- 1.3. To organize and maintain, within local government, the capability to support congregate sheltering and basic human needs during and after emergencies for people unable to provide for themselves.
- 1.4. To meet the diverse spiritual needs of people during and following emergencies.
- 1.5. To provide local support to assist emergency welfare, medical, and other volunteer organizations.



- 1.6. See Appendix 1 – Mass Care Service Summary for a description of the potential services mass care may entail for a disaster with significant impacts to people and the community.

2. Operational Concept

2.1. General

- 2.1.1 The City of Lacey will coordinate mass care activities, which are typically provided by a combination of non-governmental and County and State agencies, through the Mass Care Task Force, established in the ECC under the Operations Section.
- 2.1.2 Requests for support from non-governmental voluntary organizations, such as the American Red Cross, will typically be made through the Thurston County ECC. This enables the County ECC to deconflict requests from the various jurisdictions and make efficient use of resources.
- 2.1.3 Mass care activities will need to be closely coordinated between the City of Lacey ECC and the Thurston County ECC.
- 2.1.4 City of Lacey Departments may be called upon to supplement mass care activities.
- 2.1.5 Organized and event-based volunteers may be needed to provide adequate mass care services. Volunteers may be requested through the Thurston County Disaster Assistance Council.

2.2. Sheltering

- 2.2.1. Endangered populations may be forced to relocate to shelters or other accommodations to prevent or lessen the human impact of emergencies.
- 2.2.2. Individuals and families should be encouraged to stay in their own places of residence if possible. Families should have supplies and be prepared to be on their own for 14 days.
- 2.2.3. 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, live in institutionalized settings, are older adults, are children, are from diverse cultures, have limited English proficiency or are non-English speaking, or are transportation disadvantaged (National Preparedness Goal, September 2015).
- 2.2.4. Some people may need additional guidance on how to address specific needs while getting to a shelter and residing in a shelter. The City will strive to make



every reasonable effort to provide information to individuals who may be affected. These groups include, but are not limited to:

- People without cars or other methods of private transportation;
- People with Limited English Proficiency (LEP);
- People with access or functional needs (AFN);
- Children;
- People with pets or service animals;
- People who support specific population groups (e.g., staff at schools, daycare centers, hospitals, jails, and retirement homes);
- Visitors unfamiliar with the city; and
- The Unhoused.

- 2.2.5. Opening a shelter may include other elements that will need to be coordinated. These include establishing a reception process for incoming individuals, managing disbursement of supplies, and organizing feeding operations (on- or off-site). These may be handled by the American Red Cross, partner agencies, or City Departments.
- 2.2.6. The Mass Care Task Force Lead, in conjunction with the Operations Section Chief, will determine when an emergency requires congregate sheltering. They will make the recommendation to request the appropriate number of shelters to the ECC Manager.
- 2.2.7. If the ECC and/or the Mass Care Task Force are not activated, the on-scene Incident Commander (IC) will determine the need for congregate sheltering and make a recommendation to the Emergency Management and Safety Coordinator, or designee, for a decision by the City Manager and ELT. Prior to requesting the opening of a congregate shelter, the on-scene IC should check with the Northwest Region of the American Red Cross to determine if their Disaster Assistance Teams can provide immediate sheltering of the people impacted by the emergency.
- 2.2.8. Requests for shelter support from the American Red Cross will be submitted through the Thurston County ECC.
- 2.2.9. The South Puget Sound and Olympics Chapters of the American Red Cross have the ability to establish and staff up to two shelters supporting up to 100 people each within 12 hours of receiving a request. After 72 hours of operation, they will need supplemental staffing from either local sources or the Northwest Region of the American Red Cross.
- 2.2.10. All means will be utilized to notify the public of the need to seek shelter and/or the location of shelters, including door-to-door notification by Police, Fire, and other City employees.
- 2.2.11. All service animals (as defined by ADA) are allowed in shelters. Shelter



arrangements will be made to provide for the care of household pets.

2.2.12. Animal Services coordinates with partner organizations to provide pet sheltering.

2.2.13. Designated City-owned facilities may be used as emergency shelters. Activation of City facilities for sheltering shall be coordinated with the Parks, Culture and Recreation Department through the ECC Operations and Logistics Section Chiefs.

2.2.14. Depending on the impacts of the emergency and school schedule, North Thurston School District may be asked to provide shelter locations.

2.2.15. InterCity Transit and North Thurston school District may be asked to provide transportation to shelters for people without personal transportation.

2.3. Feeding

2.3.1. Feeding at shelters will be provided by the organization operating the shelter, either directly or through partnership with another organization.

2.3.2. Community feeding (providing meals to individuals in the areas affected by the emergency) may be coordinated with non-governmental organizations (NGOs) through the Thurston County ECC. Community feeding activities will be coordinated and tracked by the Mass Care Task Force in the Lacey ECC.

2.3.3. Bulk distribution of food and water may be requested through the Thurston County ECC to be provided by a combination of governmental (usually FEMA) and non-governmental organizations.

- The Lacey Parks, Culture and Recreation Department will coordinate the use of City facilities as emergency supply distribution locations with the Mass Care Task Force, Thurston County ECC, and commodity providers.
- Depending on the impacts of the emergency and school schedule, North Thurston School District may be asked to provide emergency supply distribution locations.
- The Thurston County Food Bank may coordinate food redistribution to food banks to support recovery efforts and shelters, groups, individuals, and other organizations as requested.
- Lacey Public Works Department may provide bulk water distribution.
- City Departments may be tasked by the ECC to provide personnel to support emergency supply distribution operations, including traffic control, local security, and handing out supplies.
- In addition to providing food items, emergency supply locations may also provide clothing, bedding, personal comfort items, and cleaning supplies.
- InterCity Transit may be asked to provide special transportation routes so people without personal transportation may access the bulk distribution sites.



2.4. Social Services

- 2.4.1. Social services will be coordinated by the Mass Care Task Force.
- 2.4.2. Social services support will be requested through the Thurston County ECC.
- 2.4.3. Social services support will mainly be provided by a combination of County (TC PHSS), state (DSHS), and non-governmental organizations (NGOs), including the Crisis Clinic of Thurston and Mason Counties.

2.5. Donated Goods

- 2.5.1. The management of donated goods during and after an emergency can be a complex and time-consuming task. Although the public usually responds very rapidly to requests for donations, history has proven that a vast amount of unusable or unsuitable items are often donated. This results in a major effort to receive, identify, warehouse, and distribute viable goods and the need to get rid of unsuitable donations.
- 2.5.2. Every effort will be made to encourage people to donate money to non-profit organizations with a history of assisting people in the City of Lacey.
- 2.5.3. If the City decides to accept donated goods, the Parks, Culture and Recreation Department will lead the effort, including designating locations to collect, store, and distribute goods and identifying other organizations to help with this effort.

3. Mass Care Roles and Responsibilities

3.1. Roles and Responsibilities by Department

- 3.1.1. Lacey Parks, Culture and Recreation Department (Co-Lead)
 - Appoint a Mass Care Task Force Leader to coordinate mass care activities.
 - Appoint a Donated Goods Coordinator.
 - Coordinate the activation of City-owned facilities to be used as shelters, distribution points, and donated goods collections, warehousing and distribution sites.
 - Coordinate transportation of people from impacted areas to shelter locations.
- 3.1.2. American Red Cross (Co-Lead)
 - As resources allow, lead agency for identifying, planning, coordinating, operating, staffing, and stocking emergency shelter operations facilities.
 - As resources allow, provide leadership in coordinating and integrating overall local efforts associated with mass care, housing, and human services.
 - As resources allow, establish shelters in coordination with the Lacey ECC Mass Care Task Force and Thurston County Emergency Management.
 - Coordinate shelter openings with the Lacey ECC and the Thurston County ECC.



- Maintain current shelter and other resource agreements.
 - Maintain adequate inventories for shelter operations.
 - Maintain registration and accountability records of shelter inhabitants.
 - As resources allow, and in coordination with other organizations, coordinate and provide mass feeding services for victims unable to provide for themselves as a result of an emergency, including providing fixed and mobile food service to people and emergency workers affected by the emergency.
- 3.1.3. Lacey Animal Services
- Coordinate support for service animals in shelters.
 - Coordinate establishment and staffing of companion animal shelters.
- 3.1.4. Lacey Human Resources Department
- Activate City volunteers.
 - Coordinate with Thurston County ECC to access the regional volunteer pool.
 - Coordinate with other organizations to call for and enroll volunteers for specific requirements identified by the ECC.
- 3.1.5. Lacey Information Services
- Coordinate provision of internet and telecommunications services at shelters.
- 3.1.6. Lacey Police Department
- Assist with informing the public of the order to seek shelter and/or the locations of shelters including, but not limited to, door-to-door notification.
 - Notify Thurston County 911 Communications (TCOMM) of endangered people who are not ambulatory so that movement of those people may be requested.
 - Provide crowd and traffic control in and around shelters and bulk distribution sites.
- 3.1.7. Lacey Public Affairs
- Develop and disseminate information about mass care services in coordination with the Mass Care Task Force Leader and Thurston County ECC Public Information Officer.
- 3.1.8. Lacey Public Works Department
- Provide bulk water distribution, including potable water, as requested.
- 3.1.9. Lacey Fire District #3
- Provide support to shelters as needed.
- 3.1.10. North Thurston School District
- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to support sheltering.



- Provide shelter facilities as able.
- Provide buses to transport people without personal transportation to shelters or other facilities, as able.

3.1.11. InterCity Transit

- Provide buses to transport people without personal transportation to shelters or other facilities, as requested.
- Provide resources to transport special needs or isolated populations to shelters as needed.

3.1.12. Other Non-Governmental Organizations (NGOs)

- Support the mass care and shelter operations coordinated by Thurston County Emergency Management/ECC and the American Red Cross.
- Keep accurate records on emergency operations, shelter inhabitants, and services provided.

3.1.13. Thurston County Disaster Assistance Council

- Coordinate requests for assistance from charter organizations.

3.1.14. Faith-based Organizations, including InterFaith Works and the Salvation Army

- Provide spiritual support to disaster survivors when requested.
- Provide care teams to aid disaster survivors through the recovery process.
- Keep accurate records on emergency operations, shelter inhabitants, and services provided.

3.1.15. The Crisis Clinic of Thurston and Mason Counties

- Respond to the humanitarian and personal needs of disaster victims by referring them to appropriate agencies or organizations. *Note: Service is available 24 hours a day, 7 days a week to everyone in Thurston and Mason Counties. Service is confidential and anonymous and is free to everyone.*

3.1.16. Thurston County Food Bank

- Coordinates food redistribution to food banks to support recovery efforts and shelters, groups, individuals, and other organizations as requested.

3.1.17. Thurston County Emergency Management

- Provides support to local jurisdictions in coordinating additional resources needed before requests are sent to the State.
- Maintain liaison with the Disaster Assistance Council and their charter members so their services may be accessed during emergencies.

3.1.18. Thurston County Public Health and Social Services

- Provide for the coordination of health and sanitation services at mass care facilities and other locations when requested.
- Ensure that public shelters have adequate sanitary facilities.
- Provide information about preventing food, water, crop, and livestock contamination, as well as information and recommendations for the safe storage of food.



- Ensure that water, food, and other commodities are safe and within acceptable levels of contamination.
 - Inspect (if available) perishable donated goods with the Department of Agriculture.
 - Contract with mental health provider organizations to deliver disaster behavioral health support to displaced persons and emergency workers when requested.
- 3.1.19. Washington State Department of Agriculture
- Check food processing and distribution areas and facilities for harmful contamination.
 - Inspect the integrity of farm products following a disaster.
 - Assist in the control of animal and plant diseases during the post-disaster period.
- 3.1.20. Washington State Department of Health
- Supplement local health agencies in the regulation and inspection of consumable food.
- 3.1.21. Washington State Department of Social and Health Services (DSHS)
- Support disaster impacted jurisdictions through continued delivery of its vital services to its clients and persons qualifying for assistance as a result of the emergency.
 - As its resources permit or as additional resources are authorized, deploy teams to sheltering operations to process applications for cash, food, medical assistance, and other services that will support persons in the recovery from a disaster.
 - May also deploy Mobile Community Service Office vehicles to disaster reception or other locations to facilitate a rapid response and delivery of its services.
 - Additionally, lead State agency for coordinating mass care support to disaster impacted jurisdictions when their resources are overwhelmed by the emergency response. DSHS partners with the State Emergency Management Division, Department of Early Learning, Department of Enterprise Services, Department of Commerce, Department of Health, American Red Cross, and other State agencies and non-governmental organizations to organize resources and services needed to respond to jurisdictions' request for disaster response and recovery support. DSHS also seeks to assist jurisdictions in preparing for emergencies by promoting best practices developed by other states and jurisdictions within Washington, particularly as they pertain to persons with access or functional needs.



3.2. Roles and Responsibilities by Position

3.2.1 All Department Directors

- Determine what contributions they can make to the provision of mass care and report that information to the Lacey ECC Management Team.

3.2.2 The Emergency Management & Safety Coordinator

- Maintain liaison with Thurston County Emergency Management, the Disaster Assistance Council, and other agencies to evaluate their procedures and gain an understanding of the services they offer.
- Develop inter-local agreements with appropriate organizations to support sheltering needs.
- Coordinate with Parks, Culture and Recreation and other departments to identify facilities to be used for sheltering, bulk feeding, and bulk distribution sites.
- Coordinate shelter training for appropriate staff and volunteers.

3.2.3 The Mass Care Task Force Leader

- Coordinate mass care activities on behalf of the Operations Section Chief.
- Advise the Operations Section Chief on mass care needs and make recommendations about services to implement.
- Coordinate with the Thurston County ECC to request support for mass care services.
- Gather, collate, and disseminate mass care services information, including needs, provision of services, and unmet gaps to the Lacey ECC, the Thurston County ECC, and appropriate community partners.

3.2.4 The Donations Management Coordinator

- In coordination with City departments, identify facilities that could be used for receiving, sorting, staging, and distributing donated goods.
- Coordinate with the Disaster Assistance Council of Thurston County to identify partners to assist with or lead the donations management effort for the City.

4. Direction and Control

- 4.1. Mass care services will be coordinated by the Mass Care Task Force Leader, or the Operations Section Chief if the Mass Care Task Force is not activated.
- 4.2. The Mass Care Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3. During a large-scale emergency, oversight of mass care services may be transitioned to the Recovery Section (if activated), eventually moving to the Recovery Coordination Center (RCC).



5. Additional Resources

5.1. Specialty Training Required.

5.1.1. Conduct Just-in-Time (JIT) training on shelter, feeding, and volunteer management.

- Shelter Field Guide Training – The American Red Cross (8 hours)
- Shelter Fundamentals – The American Red Cross (4 hours)
- Shelter management – The American Red Cross (8 hours)
- Feeding Fundamentals – Version 2 – The American Red Cross (3 hours)
- IS-244b – Developing and Managing Volunteers
- IS-406 – Operating a Shelter

5.1.2. See City of Lacey Integrated Preparedness Plan dated August 13, 2024, for additional training requirements.

5.2. Supplies and Equipment.

5.2.1. Signage directing people to shelters, distribution points, and donated goods collection point.

5.2.2. Supplies and equipment to open and run shelters (see American Red Cross Shelter Management Checklist).

5.2.3. Appropriate barriers, cones, signs, tables, pallets, material handling equipment, etc. to establish food and water distribution points.

5.2.4. Appropriate barriers and signage to support donated goods point.

List of Appendices:

Appendix 1 – Mass Care Service Summary



Appendix 1 – Mass Care Service Summary

Mass Care Service Summary	
Sheltering	
Sheltering Service Description	Sheltering Options
<p>Sheltering is the provision of life-sustaining services in a safe, sanitary, and secure environment for survivors who have been affected by disasters and people who evacuate before a disaster strikes. Sheltering includes:</p> <ul style="list-style-type: none"> ○ Finding facilities. ○ Supplying life-sustaining and essential services ○ Support community strategies to place shelter residents into interim and longer-term housing solutions. ○ Closing of shelters ○ Temporary construction, issuance, or permitting of shelter facilities (e.g., tents). ○ The coordination of facilities outside of the City’s authority. ○ Operational activity at shelters includes: <ul style="list-style-type: none"> ▪ Provision of core and situational services to people needing shelter. ▪ Shelter Management ▪ Staffing ▪ Shelter resident needs assessments. ▪ Support for the transition from emergency shelter to transitional or permanent housing. <p>Sheltering in the City of Lacey will be integrated and inclusive, and people with disabilities and others with access and functional needs</p>	<p>Shelter:</p> <ul style="list-style-type: none"> ○ A shelter is an accessible facility set up to supply comfort, food, water, information, and sleeping accommodations to meet the immediate disaster-caused needs of individuals, families, and communities. ○ Core services are provided in every shelter. ○ Situational services are supplied based on the needs of the clients. ○ All services are programmatically and physically accessible to all clients. <p>General Population Shelter</p> <ul style="list-style-type: none"> ○ An accessible facility set up to provide shelter for everyone in the community including those individuals with access and functional needs, including those with disabilities requiring supportive services to keep independence and use the shelter and its programs and services. <p>Non-Traditional Shelter</p> <ul style="list-style-type: none"> ○ A location, generally in a large structure or open space, where a significantly substantial number of evacuees can take refuge and be sheltered for short or longer periods of time. ○ These locations require an expanded amount and diversity of internal infrastructure and support services, which may include infrastructure operations such as logistics, utilities, security, maintenance, janitorial services, additional behavioral health support and traffic control, as well as services such as laundry, medical care, and recovery support.



Mass Care Service Summary	
<p>(with and without support) will be sheltered with the general population.</p> <ul style="list-style-type: none"> Shelter staff will make efforts to supply reasonable accommodations as defined under ADA law. No one should be denied shelter services based on their race, sexual orientation, gender identity, housing status, residency/documentation status, access and functional needs or disability integration needs. <p>A whole community, multi-jurisdictional effort may be required to establish an environment that creates physical and emotional security for all people seeking shelter.</p> <ul style="list-style-type: none"> To maintain a safe and healthy sheltering environment for all shelter occupants, security may require a workforce trained in de-escalation and/or conflict resolution that combines behavioral health workers, shelter workers trained in psychological first aid and unarmed security workers. <p>For events that cause widespread displacement of people, to facilitate the transition out of the temporary refuge provided by mass care sheltering, a robust level of coordination must be initiated early between sheltering operations and housing recovery efforts.</p>	<p>Non-Congregate Shelter</p> <ul style="list-style-type: none"> A nontraditional facility (e.g., home of family or friends, trailer, hotel, dormitory, cruise ship, recreational vehicle) that provides individuals and households with a level of privacy higher than that of a congregate shelter. <p>Other congregate facilities: In addition to congregate shelters, other congregate facilities may include recreation and respite opportunities for displaced residents.</p>
Feeding	
Feeding and Hydration Service Description	Feeding Site or Method Options
<p>Feeding is the provision of food, snacks, and hydration to the affected population and emergency workers.</p> <ul style="list-style-type: none"> It often begins with the whole community, starting with the local food banks, restaurants, and caterers and then transitioning to non-profit organizations that are noted for their disaster feeding 	<p>Shelter Feeding</p> <ul style="list-style-type: none"> Vendor Contracts Partner Organization Field Kitchens <p>Community feeding sites:</p>



Mass Care Service Summary	
<p>expertise.</p> <ul style="list-style-type: none"> ○ Feeding can be provided at fixed and mobile sites. ○ Feeding requirements are based on the demographic, cultural, dietary, and ethnic diversity of an impacted community. <p>Feeding operations includes the preparation, coordination, and delivery of meals through the following methods:</p> <ul style="list-style-type: none"> ○ Congregate feeding—supplying meals and beverages in a shelter. ○ Outreach feeding—supplying meals and beverages either at a fixed, non-shelter location in or near a disaster-affected area or by using emergency response vehicles (ERV) or other vehicles that travel throughout affected communities delivering meals. 	<ul style="list-style-type: none"> ○ Can include fixed sites for preparation/distribution/both of food and mobile feeding units, as well as bulk distribution of food commodities (i.e., Food boxes). ○ May be at sites already used by the community to support supplemental nutrition assistance or other feeding programs. <p>Mobile Distribution</p> <ul style="list-style-type: none"> ○ Emergency Response Vehicles (ERVs) Other possible resources for mobile feeding include grocery delivery services, restaurant delivery services (potentially cost-prohibitive) and food-trucks. <p>Canteening</p> <ul style="list-style-type: none"> ○ Supplying snacks, beverages, and sometimes meals to first-responders, shelter clients, and others who need their nutrition needs to be met outside of scheduled mealtimes.
Distribution of Emergency Supplies	
Distribution of Emergency Supplies Service Description	Supply Distribution Site or Method Options
<p>Mass care activities include acquiring and delivering life-sustaining resources, hygiene items, and clean-up items for emergency distribution to meet the urgent needs of disaster victims.</p> <p>Distribution of Emergency Supplies entails three categories of supplies:</p> <ul style="list-style-type: none"> ○ Life sustaining – food, water, non-prescription medicine, and first aid kits ○ Comfort- Supplies that provide comfort include hygiene kits including items such as toothpaste, towels, wash cloth, soap, and toothbrushes. 	<p>Points of Distribution</p> <ul style="list-style-type: none"> ○ Fixed locations where emergency supplies can be distributed to community members impacted by the disaster. <p>Commodity points of distribution (C-PODs):</p> <ul style="list-style-type: none"> ○ A centralized point where supplies and commodities are delivered for the public to pick up. <p>Mobile Distribution</p> <ul style="list-style-type: none"> ○ Vehicle drop of emergency supplies to neighborhoods or individual residences.



Mass Care Service Summary	
<ul style="list-style-type: none"> ○ Other essential supplies- Essential supplies including but not limited to shovels, masks, gloves, lanterns, lantern fuel, tents and sheeting, sleeping bags, household kits, cots, blankets, cooking kits, comfort kits, household pet and service animal needs, and clean-up kits (detergents, bucket, sponges, mop, trash bags, disposable gloves) <p>Added support required for distribution of emergency supplies may include:</p> <ul style="list-style-type: none"> ○ Transportation ○ Warehousing ○ Equipment ○ Technical Assistance ○ Other Mission Critical Services 	
Reunification Services	
Reunification Service Description	Reunification Resources
<p>The service of reunification describes the human and technological resources to reconnect individuals as quickly as possible following a disaster or incident.</p> <p>The nature and specific circumstances of an event will determine the entity best suited to assume responsibility for reunification services.</p> <ul style="list-style-type: none"> ○ The Operations Section Coordinator at the EOC in coordination with the Mass Care Branch Coordinator will evaluate the reunification activities required for each event and recommend the appropriate entity to assume responsibility for reunification services. <p>Reunification may involve locating, registering, tracking and reuniting evacuees with families.</p> <ul style="list-style-type: none"> ○ Reunification of unaccompanied minors and separated or missing 	<p>Self-registration tools on Social Media, like Facebook Mark Yourself Safe</p> <p>National Center for Missing and Exploited Children, Unaccompanied Minors Registry (UMR)</p> <ul style="list-style-type: none"> ○ Provides a safe and secure place for emergency management agencies, law enforcement, shelter staff, hospital employees and other organizations to report minors in their care during disasters. ○ Accepts reports of children up to age 18 who have been separated from their parents, legal guardians, or other relatives. ○ Allows shelters, hospitals and other agencies managing many unaccompanied children to upload entire lists of names at once. ○ When a person makes a report to the Unaccompanied Minors Registry it goes directly to NCMEC’s Call Center. A case will be



Mass Care Service Summary	
<p>children with their parents or legal guardians in the aftermath of a disaster is an operational priority.</p> <ul style="list-style-type: none"> ○ Reunifying individuals with disabilities, older adults, and others with an AFN with their personal care providers, service animals, and assistive technology is also a priority. <p>Referring and reunifying minors and individuals with disabilities, older adults, and others with an AFN, requires the efficient, coordinated use of resources and efforts from across the whole community and all levels of government.</p>	<p>opened for the child and information will be passed on to field resources on the ground.</p> <p>Local resources</p> <ul style="list-style-type: none"> ○ As of June 2022, the American Red Cross Safe and Well website and applications are not functional. ○ Red Cross family reunification provides limited reunification services for specific groups of people including the elderly, people with access and functional needs or people with limited English proficiency. ○ For more information visit the Red Cross Website at Red Location Services
Evacuation Support Services	
Evacuee Support Service Description	Evacuation Support Site Options
<p>Mass evacuee support includes supplying life-sustaining services and resources to people displaced during evacuations.</p> <ul style="list-style-type: none"> ○ May include support for mass evacuation tracking and the movement of government-assisted evacuees and their household pets, service animals and medical equipment. ○ Supplying resources including equipment, material, supplies, facilities, and personnel to support mass evacuees. ○ Support for evacuees being moved by government transportation. ○ Providing shelter for people displaced by evacuation. ○ Providing evacuees who are sheltered with current information about the status of the disaster including information about actions evacuees may need to take when returning home. 	<p>Mass evacuee support includes supplying life-sustaining services and resources to people displaced during evacuations.</p> <ul style="list-style-type: none"> ○ May include support for mass evacuation tracking and the movement of government-assisted evacuees and their household pets, service animals and medical equipment. ○ Supplying resources including equipment, material, supplies, facilities, and personnel to support mass evacuees. ○ Support for evacuees being moved by government transportation. ○ Providing shelter for people displaced by evacuation.
Emergency Assistance Service Description	Site Locations Where Emergency Assistance May Be Offered
<p>Situational help and services based on the needs of people impacted</p>	<ul style="list-style-type: none"> • Shelters



Mass Care Service Summary	
<p>by the disaster.</p> <p>Emergency first aid supplemental to any physical and behavioral healthcare services that may be needed to support shelter residents.</p> <ul style="list-style-type: none">○ Basic (first aid)○ Emergency medical care <p>Basic health services:</p> <ul style="list-style-type: none">○ Referrals and coordination with supporting agencies, departments and organizations for health and medical support.○ Provision of physical and behavioral health services○ Contagious disease monitoring○ Acquisition of prescription medication and durable medical equipment○ Monitoring those with chronic health conditions.○ For the City of Lacey, Thurston County Public Health Department has the capability to provide limited support for these services, as described further in Assignment of Responsibilities, Section B.<ul style="list-style-type: none">▪ Requests for this support should be initiated through the Mass Care Branch at the EOC. <p>Behavioral Wellness services:</p> <ul style="list-style-type: none">○ Disaster Psychological First Aid○ Referrals and coordination with supporting agencies, departments, and organizations for behavioral health support.○ Conflict resolution support for survivors in shelters in coordination with shelter staff and security staff <p>Disaster Case Management</p> <ul style="list-style-type: none">○ Longer-term support services designed to connect disaster survivors with existing resources in the community to help them transition from mass care services into individual recovery.	<ul style="list-style-type: none">• Cooling centers: Temporary facilities made available during extreme temperature conditions that are dangerous or present difficulties for coping, can also be used for unsafe air quality events.• Community Resource Centers• Local Assistance Centers• Disaster Recovery Centers Identify locations for multiagency (recovery) resource centers and/or disaster recovery centers.• Overnight Warming Locations



Mass Care Service Summary	
<ul style="list-style-type: none">○ Case management ensures that a sequence of delivery is followed to streamline assistance, prevent duplication of benefits, and provide an efficient referral system.○ Typically initiated as part of the transition to intermediate recovery, disaster case management is reliant on effective whole community coordination.○ Information collected during shelter assessments, can help inform strategies for disaster case management.○ May provide essential support needed for transition to temporary housing and immediate community recovery efforts. <p>Disability Integration and Access and Functional Needs Support and Accommodations</p> <p>Social services and Cultural Competency Support</p>	



ANNEX C – Search and Rescue (SAR)

Lead Agencies:

- Lacey Police Department
- Lacey Fire District #3

Support Agencies:

- Lacey Finance Department, Information Services
- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Public Affairs
- Lacey Public Works Department
- Thurston County Search and Rescue Council
- Washington State Emergency Management Division

1. Purpose

To provide for the coordination and effective utilization of search and rescue (SAR) resources.

2. Operational Concept

2.1. General

- 2.1.1 RCW 38.52.400 states “The chief law enforcement officer of each political subdivision shall be responsible for local search and rescue activities.”
- 2.1.2 Search and rescue (SAR) is defined as “the acts of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural, technological, or human caused disaster, including instances involving searches for downed aircraft when ground personnel are used.” (Reference RCW 38.52.010).
- 2.1.3 SAR operations in the City of Lacey will be divided into two mission types:
 - Search for a missing person – led by the Lacey Police Department.
 - Search and rescue in a damaged building – led by Lacey Fire District #3.
- 2.1.4 SAR operations will be conducted utilizing the Incident Command System (ICS), and, when appropriate, under a Unified Command structure.
- 2.1.5 For SAR operations that occur outside of a larger emergency, coordination of the SAR effort may be undertaken from an Incident Command Post (ICP) established in the area where the operation is taking place, or from the City of Lacey ECC, whichever is more effective.
- 2.1.6 All SAR activities will be reported to Washington State Emergency



Management Division, which will issue a mission number.

- 2.1.7 SAR operations occurring during a larger disaster will be directed by the SAR Task Force Leader in the Lacey ECC, under the Operations Section Chief.

2.2. Search for a Missing Person

- 2.2.1. The Lacey Police Department will coordinate searches for missing persons.
- 2.2.2. The Lacey Police Department will appoint a SAR Coordinator when a search for a missing person is deemed necessary.
- 2.2.3. Upon implementation of SAR activities, Lacey Police Department will notify the Lacey Emergency Management & Safety Coordinator or designee.
- 2.2.4. The SAR Coordinator will provide regular updates of the status of the operation to Police Department and City leadership.
- 2.2.5. City law enforcement personnel and Thurston County SAR Council resources will be utilized to search for missing persons.
- 2.2.6. City personnel from other departments may be asked to assist with searches for missing persons.
- 2.2.7. If the missing person is found in a situation that requires rescue operations, Lacey Fire District #3 or Thurston County Special Operations Rescue Team (SORT) may be called in to conduct rescue operations.
- 2.2.8. Lacey Public Works Department personnel may be utilized to support SAR operations, including removing debris to assist with access and placing barriers and/or traffic inhibitors.
- 2.2.9. Additional SAR resources may be requested through Thurston County Emergency Management.

2.3. Search and Rescue in a Damaged Building (Urban Search and Rescue - USAR)

- 2.3.1. SAR in a damaged building will be led by Lacey Fire District #3.
- 2.3.2. Lacey Fire District #3 will appoint a SAR Coordinator when SAR from a damaged building is deemed necessary.
- 2.3.3. Upon implementation of SAR activities, Lacey Fire District #3 will notify the Lacey Emergency Management & Safety Coordinator or designee.
- 2.3.4. The SAR Coordinator will provide regular updates of the status of the operation to Fire Department and Emergency Management & Safety Coordinator, Lacey ECC, or Incident Commander.
- 2.3.5. Lacey Public Works Department personnel may be utilized to support SAR operations, including removing debris to assist with access and placing barriers and/or traffic inhibitors.

2.4. Large-scale Urban Search and Rescue (USAR) Operations

- 2.4.1. A large emergency may result in widespread damage that necessitates large-scale USAR operations.



- 2.4.2. Large-scale USAR operations will typically be directed from the Lacey ECC by the Search and Rescue Task Force Leader.
- 2.4.3. Large scale USAR operations will require requesting additional resources through Thurston County Emergency Management and may result in the deployment of one of the FEMA-sponsored USAR Teams.
 - If a FEMA USAR team is requested, consideration should be given to requesting supplemental personnel to support coordination and reporting of USAR activities in the Lacey ECC.
- 2.4.4. Large scale USAR operations may be performed by two sets of teams.
 - Initial search teams that identify the worst impacted areas or structures and identify structures with people trapped.
 - Follow up rescue teams.
- 2.4.5. City departments may be asked to supply personnel for the initial search teams.
- 2.4.6. Thurston County SAR Council may be called to perform just-in-time-training for initial search teams.
- 2.4.7. There will likely be residents already starting SAR operations when teams arrive in the impacted area. Teams should gain as much information as possible from residents on local conditions and status of areas already searched.

3. Search and Rescue Roles and Responsibilities

3.1 Roles and Responsibilities by Department

- 3.1.1 Lacey Police Department (Co-Lead)
 - Appoint and train the appropriate number of SAR Coordinators.
 - Develop an internal plan and/or procedures to conduct and coordinate searches for missing persons.
 - Direct and coordinate searches for missing persons.
 - Request additional resources through the Emergency Management & Safety Coordinator or the ECC, if activated.
 - Coordinate with the Thurston County SAR Council on SAR operations, including training and the use of volunteers.
 - Coordinate search activities with other City departments, Thurston County Sheriff's Office, Thurston County SAR Council, and other organizations, as appropriate.
 - Coordinate with Lacey Public Affairs and provide public messaging about search activities.
 - Keep the Emergency Management & Safety Coordinator and City leadership informed about search operations.
 - Maintain records of search activities.



3.1.2 Lacey Fire District #3 (Co-Lead)

- Appoint and train the appropriate number of SAR Coordinators.
- Develop an internal plan and/or procedures to conduct and coordinate SAR activities.
- Coordinate with the Thurston County SAR Council on SAR operations, including training and the use of volunteers.
- Recruit and trains volunteers in SAR skills.
- Maintain a list of potential volunteers to be called if needed.
- Inform the Lacey Emergency Management & Safety Coordinator or ECC about resource needs.
- Direct and coordinate SAR activities in damaged buildings.
- Extricate trapped persons.
- Renders essential medical aid.
- Accomplishes rescue tasks appropriate for the situation and capabilities.
- Coordinate SAR activities with City departments and other organizations, as appropriate.
- Request additional resources through mutual aid, the Lacey Emergency Management & Safety Coordinator or the Lacey ECC, as appropriate to the situation.
- Support searches for missing persons, as requested.
- Coordinate with Lacey Public Affairs and provide public messaging about SAR activities.
- Keep the Emergency Management & Safety Coordinator, Incident Commander, and ECC Manager (if the ECC is activated) informed about SAR operations.
- Maintain records of SAR activities.

3.1.3 Lacey Finance Department, Information Services

- Conduct training with Lacey Police Department and Lacey Fire District #3 on integrating drone operations with SAR activities.
- Provide and operate drones to assist search operations.

3.1.4 Lacey Human Resources Department, Emergency Management & Safety Coordinator

- Ensure that the Washington State EMD has been contacted and a SAR mission number has been obtained.
- Coordinate requests for equipment and manpower with the Thurston County ECC and/or Washington State Emergency Management Division.
- Receive updates from the Police and Fire Departments on SAR activities and provide updates to City leadership, Incident Commander, and ECC Manager (if the ECC is activated).



- 3.1.5 Lacey Public Affairs
 - Support SAR operations with public messaging.
- 3.1.6 Lacey Public Works Department
 - Clear debris and facilitate rescue operations if resources are available.
 - Provide barricades and traffic inhibitors as requested by the Search and Rescue Coordinator.
- 3.1.7 Thurston County SAR Council
 - Coordinate SAR training with local governments.
 - Provide advice on search operations to the City of Lacey.
 - Provide support to SAR activities.
- 3.1.8 Washington State Emergency Management Division
 - Issue a mission number for SAR operations.

3.2 Roles and Responsibilities by Position

- 3.2.1 The Search and Rescue Coordinator
 - Establish an Incident Command Post to direct SAR operations.
 - Notify the Emergency Management & Safety Coordinator or designee of the onset of SAR activities.
 - Request a mission number from the Emergency Management & Safety Coordinator or Washington State Emergency Management Division.
 - Keep the Incident Commander, ECC Manager (if the ECC is activated) and departmental leadership informed of the status of SAR activities.
 - Request additional resources from the Emergency Management & Safety Coordinator, the Lacey ECC, or mutual aid, as appropriate.
 - Maintain records of SAR activities.
- 3.2.2 The Search and Rescue Task Force Leader
 - Coordinate SAR operations on behalf of the Operations Section Chief.
 - Advise the Operations Section Chief on SAR needs and make recommendations about SAR operations.
 - Develop a SAR plan to support the needs of the emergency.
 - Allocate SAR teams to various areas impacted by the emergency.
 - Track the status of areas where searches are being conducted.
 - Receive, collate, and share SAR information from teams in the field.
 - Request additional resources as needed.
- 3.2.3 The Search and Rescue Team Leader
 - Receive briefing on area to be searched from Search and Rescue Coordinator or Search and Rescue Task Force Leader.
 - Conduct all SAR operations in as safe a manner as possible.
 - Maintain records of areas searched.
 - Report locations of persons that need rescue.



4. Direction and Control

- 4.1 SAR operations will be coordinated by the Search and Rescue Coordinator or the Search and Rescue Task Force Leader if the ECC is activated.
- 4.2 The Search and Rescue Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3 The Search and Rescue Coordinator or Search and Rescue Team Leaders will provide regular updates to the Emergency Management & Safety Coordinator, the ECC, or the Search and Rescue Task Force Coordinator, as appropriate.

5. Additional Resources

- 5.1 Specialty Training Required.
 - 5.1.1 Conduct Just-in-Time (JIT) training on managing search and rescue operations.
 - IS-809 ESF-9 Search and Rescue
 - 5.1.2 See City of Lacey Integrated Preparedness Plan dated August 13, 2024, for additional training requirements.
- 5.2 Supplies and Equipment.
 - 5.2.1 Signage and barriers delineating search areas, if required.



ANNEX D – Evacuation

Lead Agencies:

- Lacey Police Department
- Lacey Fire District #3
- Lacey ECC Evacuation Task Force Leader

Support Agencies:

- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Parks, Culture and Recreation Department
- Lacey Public Affairs
- Lacey Public Works Department
- North Thurston School District
- American Red Cross
- InterCity Transit
- Thurston County Emergency Management
- Washington State Emergency Management Division

1. Purpose

- 1.1 To provide for the evacuation of all or part of the population from any stricken or threatened disaster area within the City to locations providing relative safety and shelter.

2. Operational Concept

2.1. General

- 2.1.1 This plan addresses three types of evacuation operations:
- Evacuation during a lethal active threat or other police situation, including shelter in place options.
 - Evacuation due to HAZMAT event or localized fire.
 - Large scale evacuation due to flood, large fire, earthquake, etc.
- 2.1.2 Evacuation during a lethal active threat or other police situation will be coordinated and directed by the Lacey Police Department, usually from an Incident Command Post.
- 2.1.3 Evacuation due to HAZMAT event or localized fire will be coordinated and directed by Lacey Fire District #3, usually from an Incident Command Post.
- 2.1.4 Large scale evacuations due to flood, large fire, earthquake, etc., will be directed by the Evacuation Task Force Leader from the Lacey ECC.
- 2.1.5 All types of evacuations may require the establishment of shelters and/or safe



areas and the possible movement of people with mobility issues or without personal transportation.

2.1.6 For evacuations that are expected to last less than 12 hours, the establishment of a safe area may be considered.

- A safe area is a space with parking large enough for the expected number of evacuees.
- The safe area should include bathroom facilities, and, if the evacuation occurs during inclement weather, should include a place to get out of the weather.
- Appropriate City personnel should be deployed to the safe area to inform people of procedures, pass along information, and answer or forward inquiries.
- The City may consider providing minimal additional support at the safe area, including water (if drinking fountains are not available) and snacks.

2.1.7 Evacuation planning will be conducted by the Lead Agency responsible for each type of evacuation. Lead Agencies will gather all stakeholders to develop detailed plans and add to this annex as needed. Planning efforts should specifically identify methods to communicate and coordinate with the public about the different types of evacuations and the role the public plays in each type of evacuation.

2.2. Evacuation During a Lethal Active Threat or Other Police Situation

2.2.1. As a law enforcement situation develops that may require the evacuation of people to safer places, the Lacey Police Department will activate internal plans, policies, and directives.

2.2.2. The on-scene Incident Commander will determine the need for evacuating people and the size of area to be evacuated.

- Consideration should be given to using shelter-in-place directives, informing people to stay in their current locations until the situation is resolved.

2.2.3. If the decision is made to evacuate an area, the Police Evacuation IC should:

- Notify the following of the evacuation operation:
 - Lacey Police Department leadership
 - The Lacey Emergency Management & Safety Coordinator, designee, or City Manager
 - Lacey Public Affairs
 - TCOMM
- Request the establishment of shelters through the Lacey Emergency Management & Safety Coordinator or designee.
- Identify safe routes to direct people through to reach shelters or safe



- areas.
- Request assistance (if needed) to conduct neighborhood and door-to-door notification of the areas to be evacuated or directed to shelter in place.
- Coordinate messaging with the Lacey Police Department and Public Affairs.
- Request additional resources to support operations.
- Track the status of the evacuation and coordinate transportation of people either without personal transport or those with functional and access needs.
- Depending on the size of the area to be evacuated, consider relocating operations to the Lacey ECC or requesting activation of the Lacey ECC and the Evacuation Task Force.
- Determine when evacuation is no longer necessary and advise City leadership of the intent to allow people back into the evacuated area or that the shelter in place directive will be lifted.

2.3. Evacuation Due to HAZMAT Event or Localized Fire

- 2.3.1. As a situation develops that may require the evacuation of people to safer places due to a HAZMAT event or localized fire, Lacey Fire District #3 will activate internal plans, policies, and directives.
- 2.3.2. The on-scene Incident Commander will determine the need for evacuating people and the size of area to be evacuated.
 - Consideration should be given to using shelter-in-place directives, informing people to stay in their current locations until the situation is resolved, if appropriate.
- 2.3.3. If the decision is made to evacuate an area, the Fire Evacuation IC should:
 - Notify the following of the evacuation operation:
 - Lacey Fire District #3 leadership
 - Lacey Police Department
 - Lacey Emergency Management & Safety Coordinator, designee, or City Manager
 - Lacey Public Affairs
 - TCOMM
 - Request establishment of evacuation shelters through the Lacey Emergency Management & Safety Coordinator or designee.
 - Identify safe routes to direct people through to reach shelters or safe areas.
 - Request assistance (if needed) to conduct neighborhood and door-to-door notification of the areas to be evacuated or directed to shelter in place.



- Coordinate messaging with Lacey Fire District #3 Public Information Officer (PIO), Lacey Police Department PIO, and City of Lacey Public Affairs.
 - Request additional resources to support operations through mutual aid, the Lacey ECC (if activated) or TCOMM.
 - Track the status of the evacuation and coordinate transportation of people either without personal transport or those with functional and access needs.
 - Depending on the size of the area to be evacuated, consider relocating operations to the Lacey ECC or requesting activation of the Lacey ECC and the Evacuation Task Force.
 - Collect and provide information about the status of the evacuation effort and forward to IC, Lacey ECC, and City leadership.
 - Determine when evacuation is no longer necessary and advise Lacey Fire District #3 leadership, the Lacey Police Department, City of Lacey leadership, and TCOMM of the intent to allow people back into the evacuated area or that the shelter in place directive will be lifted.
- 2.3.4. Depending on the size of the area to be evacuated, request support from Lacey Police Department or Lacey Emergency Management & Safety Coordinator to assist with door-to-door or neighborhood notifications, tracking the evacuation status, or other tasks.

2.4. Large-Scale Evacuation Due to Flood, Large Fire, Earthquake, etc.

- 2.4.1. A large emergency may require that the City conduct large-scale evacuations.
- 2.4.2. Large-scale evacuations will generally be coordinated by the Evacuation Task Force Leader in the Lacey ECC.
- 2.4.3. Large-scale evacuations will require the coordination and cooperation of many departments and organizations, including Lacey Police Department, Lacey Parks, Culture and Recreation Department, Lacey Public Affairs, Lacey Public Works, the American Red Cross, Thurston County ECC, and request further resources.
- 2.4.4. When an emergency arises that may result in large-scale evacuations when the Lacey ECC **IS NOT** already activated:
- The Lacey Emergency Management & Safety Coordinator will make a recommendation about initiating evacuation operations, and activating the ECC and/or the Evacuation Task Force to City leadership.
 - City leadership will activate the ECC and/or the Evacuation Task Force and appoint an Evacuation Task Force Leader.
- 2.4.5. When an emergency arises that may result in large-scale evacuations when the Lacey ECC **IS** activated:
- The Operations Section Chief will activate the Evacuation Task Force and appoint an Evacuation Task Force Leader.



- 2.4.6. The Evacuation Task Force will coordinate large-scale evacuations, including:
- Clearly identifying the boundaries of the evacuation areas.
 - Estimating the amount of time the areas will need to be evacuated.
 - Identifying, forming, and (if necessary) providing just-in-time training, to neighborhood and door-to-door notification teams, assigning them areas to conduct operations, and tracking the status of notifications.
 - Identifying teams to follow up in areas to determine the number of people still in the evacuation zones.
 - Requesting the establishment of shelters.
 - Coordinating sheltering needs with the Mass Care Task Force (if activated), Thurston County Emergency Management/ECC, the American Red Cross, or other shelter providers.
 - Providing regular updates to the Operations Section Chief.
 - Coordinating the transportation of people without personal vehicles or with access and functional needs.
 - Coordinating with the Lacey Police Department to establish a security perimeter around the evacuated area to safeguard from looting.
 - Coordinating establishing checkpoints to allow authorized persons into the evacuated area, including repair crews, utility providers, inspectors, and (when appropriate) residents.
- 2.4.7. City employees may be asked to assist with door-to-door or neighborhood notifications, tracking the evacuation status, supporting transportation or shelter needs, or other tasks.

3. Evacuation Roles and Responsibilities

3.1. Roles and Responsibilities by Department

- 3.1.1. Lacey Police Department (Co-Lead)
- Identify individuals to fulfill the role of evacuation Incident Commander.
 - Identify individuals to fulfill the role of Evacuation Task Force Leader.
 - Convene planning sessions as needed, including all key internal and external stakeholders.
 - In coordination with Lacey Public Affairs and Lacey Fire District #3, develop messaging for evacuation and shelter in place operations.
 - Deploy neighborhood and door-to-door notification teams as needed.
 - Establish perimeters around evacuated areas to limit access and deter looting.
 - Identify and direct people to safe routes.
 - Coordinate evacuation activities with other City departments, Lacey Fire District #3, TCOMM, and other local law enforcement agencies as needed.



- Notify TCOMM of endangered people who are not ambulatory so those people may be relocated.
- Maintain clear evacuation routes and minimize all traffic problems associated with evacuation.
- Provide regular updates on evacuation operations to the Lacey ECC and/or City leadership.
- Coordinate with Lacey Fire District #3, Lacey Emergency Management & Safety Coordinator, or the Lacey ECC Operations Section to develop and execute a reentry plan.
- Support shelters and safe areas as requested.

3.1.2. Lacey Fire District #3 (Co-Lead)

- Identify individuals to fulfill the role of evacuation Incident Commander.
- Identify individuals to fulfill the role of Evacuation Task Force Leader.
- Convene planning sessions as needed, including all key internal and external stakeholders.
- In coordination with Lacey Public Affairs and Lacey Police Department, develop messaging for evacuation and shelter in place operations.
- Deploy neighborhood and door-to-door notification teams as needed.
- Coordinate the establishment of perimeters around evacuated areas with the Lacey Police Department.
- Identify and direct people to safe routes.
- Coordinate evacuation activities with the Lacey Police Department, other City departments, TCOMM, and other local fire agencies as needed.

- Notify TCOMM of endangered people who are not ambulatory so those people may be relocated.
- Coordinate with the Lacey Police Department to maintain clear evacuation routes.
- Provide regular updates on evacuation operations to the Lacey ECC and/or City leadership.
- Coordinate the establishment of entry control points with the Lacey police Department.
- Coordinate with the Lacey Police Department and the Lacey Emergency Management & Safety Coordinator or the Lacey ECC Operations Section to develop and execute a reentry plan.
- Support shelters and safe areas as requested.

3.1.3. Lacey Human Resources Department, Emergency Management & Safety Coordinator

- Coordinate with Lacey Parks, Culture, and Recreation Department, North Thurston School District, the American Red Cross, Thurston County ECC to



identify evacuation shelters and/or safe areas.

- Establish inter-local agreements to utilize non-City facilities as evacuation shelters and/or safe areas.
- In coordination with the Lacey Police Department and Lacey Public Works Department, identify major evacuation routes.
- Receive initial notifications of evacuation from Lacey Police Department and Lacey Fire District #3.
- Forward evacuation notifications to City leadership.
- Coordinate information flow between the Evacuation IC and City leadership.
- Make recommendations to City leadership regarding:
 - Activation of Lacey ECC
 - Activating the Evacuation Task Force.
 - Activating shelters or safe areas.
 - Activating inter-local agreements with shelter/safe area and transportation providers.
- Request support from Thurston County Emergency Management/ECC and/or non-governmental organizations as needed.

3.1.4. Lacey Parks, Culture and Recreation Department

- Identify individuals to fulfill the role of Evacuation Task Force Leader.
- Identify city-owned facilities that could be used as shelters or safe areas.
- Coordinate with the Lacey Emergency Management & Safety Coordinator and local non-governmental organizations and businesses to identify shelters and safe areas in different areas of Lacey.
- Coordinate the transportation resources for mass movement of people without privately owned transportation or with functional and access needs.
- Support shelter and safe area operations.

3.1.5. Lacey Public Affairs

- Coordinate with Lacey Police Department, Lacey Fire District #3, and the Lacey Emergency Management & Safety Coordinator to develop evacuation messaging.
- Prepare evacuation instructions in coordination with City leadership, Lacey Police Department, and Lacey Fire District #3 and release that information to the public through multiple media outlets, including IPAWS.

3.1.6. Lacey Public Works Department

- Coordinate with Thurston County Public Health and Social Services, the Area Agency on Aging, Washington State Department of Social and Health Services, and other social support organizations to identify disability and access and functional needs issues within the City.



- Coordinate with the Lacey Emergency Management & Safety Coordinator, Lacey Police Department, and Lacey Fire District #3 to develop processes and procedures to identify and assist people with disabilities and functional and access needs during emergencies.
 - Support establishing cordons around evacuation areas with providing and deploying signs and barricades as requested.
 - Assist with signage and marking of evacuation routes.
- 3.1.7. American Red Cross
- Respond to small evacuation by activating Disaster Assistance Teams, as requested.
 - Open and operate shelters to support evacuations.
 - Coordinate a system of registering the evacuees to facilitate family reunions.
- 3.1.8. North Thurston School District
- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to support sheltering, the establishment of safe areas, and providing buses for evacuations.
 - Provide facilities for shelters and/or safe areas as requested.
 - Provide buses to support evacuations as requested.
 - Maintain records of costs of providing support and request reimbursement at the conclusion of operations.
- 3.1.9. InterCity Transit
- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to provide buses for evacuations.
 - Provide buses to support evacuations as requested.
- 3.1.10. Thurston County Emergency Management
- Coordinate resource requests and information flow to support Lacey evacuation operations.

3.2. Roles and Responsibilities by Position

- 3.2.1 The Evacuation Incident Commander
- Establish an Incident Command Post to direct evacuation operations, if needed.
 - Coordinate evacuation operations.
 - Assign, direct, and track neighborhood and door-to-door notification teams.
 - Maintain and share information about the status of evacuation operations, including:
 - Percentage of areas to be evacuated that have been covered by neighborhood notification teams.



- Percentage of areas to be evacuated that have been covered by door-to-door notification teams.
- People identified in the evacuation areas that need transportation assistance to evacuate, including address and number of people.
- People identified in the evacuation areas with functional and access needs that require assistance to evacuate, including address, number of people that need assistance, type(s) of assistance needed, and additional caregivers that will accompany them.
- People in the evacuation areas that refuse to evacuate, including address and any minors that are present.
- Keep leadership informed of evacuation operations.
- Request opening of shelters and/or safe areas as needed.
- Request additional resources as needed.
- Inform leadership of the intent to cancel evacuation orders and/or shelter in place directives.

3.2.2 The Evacuation Task Force Leader

- Coordinate evacuation operations on behalf of the Operations Section Chief.
- Convene planning sessions as needed, including all key internal and external stakeholders.
- Advise the Operations Section Chief and City leadership on evacuation needs and make recommendations about areas to be evacuated and length of time for the evacuation.
- Coordinate with the Lacey Police Department, Lacey Public Works, and/or Lacey Fire District #3 to determine areas to be evacuated, safe routes, and necessary traffic control and other measures.
- Assign, direct and track neighborhood and door-to-door notification teams.
- Maintain and share information about the status of evacuation operations, including:
 - Percentage of areas to be evacuated that have been covered by neighborhood notification teams.
 - Percentage of areas to be evacuated that have been covered by door-to-door notification teams.
 - People identified in the evacuation areas that need transportation assistance to evacuate, including address and number of people.
 - People identified in the evacuation areas with functional and access needs that require assistance to evacuate, including address, number of people that need assistance, type(s) of assistance needed, and additional caregivers that will accompany them.



- People in the evacuation areas that refuse to evacuate, including address and any minors that are present.
- Establish a reentry plan, including allowing repair teams, utility providers, homeowners, and business owners and employees into the area to check on and begin repairing or opening homes, buildings, or facilities.

4. Direction and Control

- 4.1. Evacuation operations will be coordinated by the Evacuation Incident Commander or the Evacuation Task Force Leader if the ECC is activated.
- 4.2. The Evacuation Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3. The Evacuation Incident Commander or Evacuation Task Force Leader will provide regular updates to the Emergency Management & Safety Coordinator, the ECC, or City leadership, as appropriate.

5. Additional Resources

- 5.1. Specialty Training Required.
 - 5.1.1. Conduct Just-in-Time (JIT) training on establishing and managing shelters and safe areas.
 - Shelter Field Guide Training – The American Red Cross (8 hours)
 - Shelter Fundamentals – The American Red Cross (4 hours)
 - Shelter management – The American Red Cross (8 hours)
 - Feeding Fundamentals – Version 2 – The American Red Cross (3 hours)
 - IS-244b – Developing and Managing Volunteers
 - IS-406 – Operating a Shelter
 - 5.1.2. See City of Lacey Integrated Preparedness Plan dated August 13, 2024, for additional training requirements.
- 5.2. Supplies and Equipment.
 - 5.2.1. Barriers and signs to delineate SAR areas.
 - 5.2.2. Signage and delineating safe routes, shelters, and safe areas, as required.
 - 5.2.3. Supplies and equipment to open and run shelters (see American Red Cross Shelter Management Checklist).



Annex E – Transition to Recovery

1. Purpose

1.1 To provide guidance and procedures on transitioning from response operations directed by the Emergency Coordination Center (ECC) to recovery operations coordinated by the Recovery Coordination Center (RCC).

2. Operational Concept

2.1. Transitioning from response activities and taking direction from the ECC to recovery activities directed from the Recovery Coordination Center (RCC) is complex and can lead to vital programs and support being interrupted or dropped. It is critical to have an understood and repeatable process to transition between the response and recovery phases.

2.2. The recovery organization is initially established as a fifth section in the Emergency Coordination Center (ECC). The Recovery Section Chief organizes a staff to support ongoing response and short-term recovery activities. As the Recovery Section staff is established, they begin assuming control of ongoing short-term recovery activities, including damage assessment, feeding, and

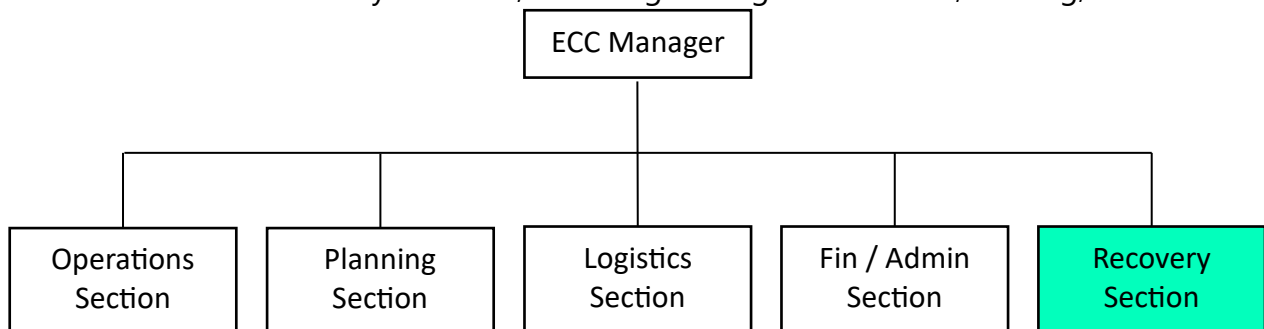


Figure 1 - ECC Structure with the Recovery Section Activated

sheltering/housing.

2.3. The Recovery Section Chief supports the ECC Manager and works closely with City leadership to craft the recovery effort, based on the impacts of the emergency/disaster. Based on the level of impacts identified, the Recovery Section Chief consults with City leadership and local experts and determines which Recovery Support Functions (RSFs) are to be activated. See Attachment 1 for the complete recovery organization structure.

2.4. The Recovery Section Chief identifies an appropriate facility to be the Recovery Coordination Center (RCC) and works with City departments and agencies to ensure the space is outfitted with appropriate elements (office furniture, office equipment, supplies, internet, etc.) to support the expected staff. As the space is



built out, the Recovery Section Chief begins moving staff and activating RSFs to begin operations to support recovery efforts.

- 2.5. As response activities slow, recovery activities grow, and the RCC is ready for occupation, the City Manager will direct the transition of operations from the ECC to the RCC. This will occur through the ECC staff developing transition checklists and a transition briefing, with the goal of ensuring uninterrupted support to the people of Lacey.

3. Transition Checklist

- 3.1. Transition Checklists are used to ensure that ongoing activities are transitioned to the correct agency or organization until completed. The goal is to confirm that ongoing activities are terminated, transitioned back to the department/office that oversees it day-to-day, or moved to the RCC and continued as part of long-term recovery, as appropriate.
- 3.2. Each section within the ECC that has ongoing activities should complete a Transition Checklist, as seen in Figures 2 and 3. Some activities will transition back to day-to-day oversight, while others could transition to private sector or non-profit partners or to the RCC.

Activity	Current Owner	Who Transfer To	When Start	When Finish	Notes

Figure 2 - Example of a Blank Transition Checklist.



Activity	Current Owner	Who Transfer To	When Start	When Finish	Notes
Food distro at football stadium	ECC Mass Care TF	TC Food Bank	6/19	6/25	New food to TC Food Bank beginning 6/19; transfer food from stadium to Food Bank beginning 6/22; shut down stadium operations 6/25.
Hotel lodging program	ECC Mass Care TF	RCC Housing RSF	6/15	6/15	Move staff and program to Housing RSF at RCC
Emergency Sheltering	ECC Mass Care TF	End	6/11	6/25	Refer remaining people to Catholic Charities for casework

Figure 3 - Example of a Completed Transition Checklist for the Mass Care Task Force in the McKinney EOC

4. Transition Briefing

- 4.1. The Transition Briefing is used to inform the Local Disaster Recovery Manager (LDRM) of the status of response activities, any unresolved response activities or issues, and the estimated scale of the recovery effort. The briefing is conducted by the ECC staff, and attended by City leadership, the LDRM, and RSF leads, as a minimum. Once the briefing is complete and the LDRM's questions and issues are resolved, the LDRM assumes responsibility for the ongoing response and recovery activities.
- 4.2. The Transition Briefing should include the following items, as a minimum.
 - 4.2.1. The Incident Action Plan (IAP) in place at the time of transition, noting actions that are incomplete.
 - 4.2.2. The type and status of all assigned resources.
 - 4.2.3. A summary of the type and extent of damage in the City at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of emergency as well as a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships under the following headings:
 - Social environment, including:
 - Estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them, and estimates of future needs.
 - The current nature, capability, and location of welfare agency resources



deployed.

- Built environment, including:
 - Housing damaged and destroyed by type.
 - An outline of roads and infrastructure that remain affected by the emergency (some of this will continue to be compiled and maintained by the Infrastructure RSF at the recovery office).
- Economic environment:
 - A summary of the information currently available and some strategic analysis and direction for economic recovery.
 - Number of businesses directly affected through damage or other impacts.
- Natural environment:
 - Land use changes, the implications for businesses in the short- to long-term, and use of land and/or amenities.

4.2.4. Summary of Individual Assistance activities, including:

- Number of applicants and grants provided.
- Status of short-term housing and which Federal Emergency Management Agency (FEMA) programs are active.
- Location and status of Disaster Recovery Centers.
- Status of the long-term Recovery Committee.

4.2.5. Summary of the Public Assistance (PA) program, including:

- Status of damage assessment activities.
- Names of identified sub-recipients.
- Number of identified projects, by PA type.
- Estimated overall costs of projects and the City's cost share.
- Location of FEMA Joint Field Office (JFO) and/or Recovery Center, if activated, name of Federal Coordinating Officer / Federal Disaster Recovery Coordinator.

4.2.6. Summary of other state and federal programs activated and/or requested.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



This Annex lists the emergency management roles and responsibilities by Department/entity for the City of Lacey.

The City Manager and All Department Directors
Protection
<ul style="list-style-type: none"> Participate in the development and maintenance of the CEMP.
<ul style="list-style-type: none"> Participate in the development and maintenance of CEMP components relevant to their respective emergency management functions, including checklists for activities such as damage assessment, communications, and evacuation.
<ul style="list-style-type: none"> In coordination with the Emergency Management and Safety Coordinator, prepare and maintain emergency procedures for their department.
<ul style="list-style-type: none"> With the guidance of the Emergency Management and Safety Coordinator, prepare and maintain emergency administrative procedures for their department.
<ul style="list-style-type: none"> Participate in the City's Emergency Management training and exercise program, including annual reviews of the program.
<ul style="list-style-type: none"> Support the City's Emergency Management training and exercise program by providing staff the opportunity to participate.
<ul style="list-style-type: none"> Train and exercise employees on specific departmental emergency procedures to provide them with a clear understanding of their responsibilities during an emergency, with assistance from the Emergency Management and Safety Coordinator.
<ul style="list-style-type: none"> Regularly review emergency procedures with staff and arrange for appropriate exercises, including drills and tabletop exercises.
<ul style="list-style-type: none"> Identify staff to attend financial management and Public Assistance training and workshops and allow them the time to attend.
<ul style="list-style-type: none"> Maintain comprehensive lists of available departmental resources.
<ul style="list-style-type: none"> Identify supplies and equipment needed to support emergency operations and provide a prioritized list to the Emergency Management and Safety Coordinator for review and procurement.
<ul style="list-style-type: none"> Maintain emergency supplies.
<ul style="list-style-type: none"> Review department policies and procedures; determine the need for, and develop, expedited processes for use during and after emergencies.
<ul style="list-style-type: none"> Develop procedures for collecting emergency information within each department, including personnel status, and provide it to the Emergency Management and Safety Coordinator and/or the ECC.
<ul style="list-style-type: none"> Establish a notification system within each department to ensure alerts, warnings, and information are quickly disseminated.
<ul style="list-style-type: none"> Review emergency functions and identify community partners that can provide assistance before, during, and after emergencies.
<ul style="list-style-type: none"> Assign appropriate staff to coordinate with community partners.
<ul style="list-style-type: none"> Develop a program to contact community partners regularly and include them in appropriate planning, training, and exercises.
<ul style="list-style-type: none"> Assist with the effort to establish agreements with community partners to support emergency operations.
<ul style="list-style-type: none"> Identify non-standard partners (such as fuel providers, trucking companies, food warehouses, and other providers of supplies needed during emergencies) relevant to respective emergency management functions that may be able to provide assistance; send information to the Emergency Management and Safety Coordinator.
<ul style="list-style-type: none"> Identify and establish contact with governmental partners that will be needed before, during, and after emergencies. Notify the Emergency Management and Safety Coordinator, including contact details, and assign appropriate staff to maintain contact.
<ul style="list-style-type: none"> Support regular assessment of City-owned infrastructure.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



The City Manager and All Department Directors	
Response	
•	Determine what contribution the department can make to the provision of identified mass care needs and report that information to the Lacey ECC.
•	Provide updated inventories of the materials available in their department.
•	Mobilize the required resources to address the impacts of the emergency.
•	Notify staff of impending or occurring emergency.
•	Contact staff in the field and gather information about conditions, area of damage, amount of damage, etc.
•	Provide staff to the ECC as directed in this Plan and as requested.
•	Capture and track costs related to response activities and provide regularly to the ECC Planning and Finance/Admin Sections.
Recovery	
•	Phase out emergency administrative functions as necessary.
•	Continue collecting information on the severity and impacts of the emergency.
•	Support Recovery Coordination Center (RCC) staffing as needed.
•	Provide historic documentation as requested by Public Assistance (PA) personnel to support the FEMA reimbursement process.
•	Continue to maintain records and data of ongoing costs to support recovery activities, including overtime, administrative costs, purchases, equipment use, etc.
•	Compile and provide cost information to the Planning Unit of the Recovery Coordination Center (RCC).
•	Identify personnel to participate in just-in-time training to support recovery processes, including emergency financial management processes.
•	Research and coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners within areas of responsibility.
•	Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, etc.
•	Include identified partners in planning and conducting recovery.
Prevention	
•	Ensure cybersecurity training is conducted by all staff.
•	Coordinate with Information Services to ensure all equipment, including SCADA, is running the latest versions of software and are up to date on security patches.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Mayor – Response
<ul style="list-style-type: none"> • Serve on the Policy Group. • Make policy decisions.
<ul style="list-style-type: none"> • Responsible for the declaration of conditions of emergencies or disasters when control of the situation is beyond the capabilities of City resources. A verbal declaration by the Mayor will suffice during the initial stages of an emergency/disaster. However, a signed copy of the declaration should be sent to the County AND must be filed with the State Division of Emergency Management as soon as possible.

City Council
Protection
<ul style="list-style-type: none"> • Serve on the Policy Group. • Responsible for Plan adoption. • Participate in training and exercises.
Response
<ul style="list-style-type: none"> • Serve on the Policy Group. • Make policy decisions. • Support the emergency proclamation with a resolution.
Recovery
<ul style="list-style-type: none"> • Make determination on approving additional financial resources for the City, as necessary. • Make determination on amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



City Manager
Protection
<ul style="list-style-type: none"> • Serve on the Policy Group. • Direct and control the activities of the City during emergencies. • Designate the ECC Manager. • Provide the ECC Manager (Assistant City Manager) • Provide the Liaison Officer. • Participate in training and exercises. • Ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives
Response
<ul style="list-style-type: none"> • Serve on the Policy Group. • Direct and control the activities of the City during emergencies. • Serve as the ECC Manager (Assistant City Manager). • Provide the Liaison Officer (Assistant City Manager). • Designate the ECC Manager. • Activate the Emergency Coordination Center (ECC). • Make policy decisions. • Support the emergency proclamation process. • Review the release of emergency public information in coordination with Public Affairs/PIO. • Assign available personnel to emergency activities. • Authorize the dissemination of warning information for localized emergencies. • Forward major emergency resource requests to the Policy Group for direction. • Invoke controls on resources, if necessary. • Direct the formation of a planning group to develop a community recovery plan, if necessary. • Activate the Recovery Coordination Center (RCC), if necessary. • Direct the transition of activities from the ECC to the RCC. • Deactivate the ECC.
Recovery
<ul style="list-style-type: none"> • Appoint a Local Disaster Recovery Manager (LDRM) to direct recovery operations. • Make recommendations to the City Council amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives. • Assign available personnel to support recovery activities. • Activate the RCC. • In coordination with the Finance Director, control the replacement of emergency fiscal procedures with normal fiscal procedures as necessary. • Implement continuity of government and business continuity and restoration plans. • Continue to ensure proper, timely, and accurate financial and administrative management. • Determine the need for and make recommendations on attaining additional financial resources for the City. • Determine the need for implementing emergency policies or recommending amendments to the Municipal Code to achieve needed recovery goals and objectives.



Emergency Coordination Center (ECC) Staff
Response
<ul style="list-style-type: none"> • Deploy to and establish the ECC in accordance with the City ECC SOP. • Establish communications with field elements, Thurston County ECC, TCOMM 911, the State Warning Point, and/or other partners and pull information to begin developing situational awareness about the dimensions of the emergency. • Develop an initial situation briefing and provide to City leadership. • Ensure all City staff are notified of alerts and warnings. • Assess the impacts of the emergency on the community and determine the needs of people impacted by the emergency. • Establish necessary Task Forces and Units within the ECC Sections to effectively coordinate response activities. • Direct field activities, as needed, to support response operations. • Coordinate response activities with other ECC elements and City departments. • Coordinate response activities with Incident Command Posts (ICPs), Departmental Coordination Centers (DCCs), other jurisdictions, and community partners as needed to effectively respond to the emergency. • Establish an operational schedule and stabilize response operations. • Determine the need for and coordinate the opening of shelters with Thurston County ECC and the American Red Cross. • Coordinate needed volunteer resources with Thurston County ECC. • Attain, track, collate, share, and display information. • Track and capture costs, reporting information to the Planning and Finance/Admin Sections. • Regularly inform the City Manager of projected costs and expected reimbursement. • Coordinate the establishment of temporary infrastructure as needed. • Establish a team to develop a Community Recovery Plan, if necessary. • As part of the recovery planning effort, identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City. • As part of the recovery planning effort, integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience. • Activate the Recovery Section, if necessary. • Appoint a Recovery Section Chief and unit leaders. • Identify ongoing activities and prepare to transition them to the Recovery Section or the Recovery Coordination Center (RCC). • Activate the community recovery plan and begin transitioning activities to the RCC.
Recovery
<ul style="list-style-type: none"> • Transition activities per Annex E Transition to Recovery. • Prepare and conduct a Transition Briefing to City leadership, the Local Disaster Recovery Manager, and the Recovery Coordination Center (RCC) staff per Annex E Transition to Recovery. • Deactivate the ECC per the ECC SOP.



Response Coordination Center (RCC) Staff
Recovery (Continued)
<ul style="list-style-type: none"> • Establish the Response Coordination Center (RCC). • Conduct recovery operations per this Plan, Annex E, and the Community Recovery Plan. • Collect, collate, and disseminate cost information from the departments and sections within the RCC. • Continue developing the Community Recovery Plan by Identifying critical recovery milestones that establish restoration conditions for short-, intermediate-, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources. • Review existing plans, including the Thurston Regional Mitigation Plan and the City Comprehensive Plan, to ensure recovery activities are integrated with the goals and objectives of those plans. • Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, homeless support agencies, community-based organizations supporting minority populations, etc. • Include identified partners in planning and conducting recovery. • In coordination with Public Affairs, County, State, and FEMA, prepare and provide information to the public about recovery polices and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration (SBA) loans. • In coordination with Public Affairs, County, State, and FEMA, conduct public meetings and other engagement activities throughout the City to provide recovery information to the public and receive feedback. • In coordination with Public Affairs, County, State, and FEMA, develop and disseminate information to the private and NGO sector on policies, procedures, and resources available for business recovery.



Local Disaster Recovery Manager (LDRM)
Recovery
<ul style="list-style-type: none"> • Establish the Response Coordination Center (RCC). • Begin transitioning activities from the response organization to the recovery organization. • Receive the transition briefing and determine the organizational structure needed to support recovery activities. • Conduct recovery operations per this Plan, Annex E, the Community Recovery Plan, and the National Disaster Recovery Framework (NDRF).
<p>Continually evaluate recovery needs and activate committees and subcommittees as needed to deliver recovery services for the following Recovery Support Functions (RSF):</p> <ul style="list-style-type: none"> • Community Planning and Capacity Building • Economic • Health and Social Services • Housing • Infrastructure • Natural and Cultural Resources
<ul style="list-style-type: none"> • Regularly communicate with the Thurston County Local Disaster Recovery Manager (LDRM) and the State and Federal Coordinating Officers to coordinate recovery efforts.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Mass Care Task Force
Recovery
<ul style="list-style-type: none">• Continue to support the needs of disaster survivors.
<ul style="list-style-type: none">• Continue mass care operations until they are no longer necessary.
<ul style="list-style-type: none">• Transition activities to the Health and Social Services and Housing RSFs in the Recovery Coordination Center (RCC).
<ul style="list-style-type: none">• Transition shelter clients to temporary housing.
<ul style="list-style-type: none">• Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services.
<ul style="list-style-type: none">• Provide information and referrals for disaster assistance.
<ul style="list-style-type: none">• Ensure recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs (AFN).

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



City Attorney
Protection
<ul style="list-style-type: none">• Serve on the Policy Group.• Provide legal advice to the City, including the leadership team preparing emergency administrative procedures.
Response
<ul style="list-style-type: none">• Serve on the Policy Group.• Advise during discussions about policies.• Lead the emergency proclamation process.• Provide legal counsel.• Provide legal advice to the City Council and department Directors in preparation of ordinances, resolutions, and administrative procedures.• Review emergency agreements, plans, contracts, and emergency-related documents.
Recovery
<ul style="list-style-type: none">• Provide legal support and guidance throughout the recovery effort.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



City Clerk – Protection
<ul style="list-style-type: none">• Support the Planning Section.• Serve on the ESC.
City Clerk – Response
<ul style="list-style-type: none">• Support the Planning Section.



Community and Economic Development
Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Planning Section Chief (Director, Building Official). • Provide the Recovery Section Chief. • Provide the Deputy Planning Section Chief (Planning Manager). • Provide the Damage Assessment Task Force Leader (Building Official). • Support the Planning Section. • Support the Operations Section. • Coordinate with other departments, Thurston County Emergency Management, community-based organizations, and the private sector to support shelter and feeding operations.
Response
<ul style="list-style-type: none"> • Provide the Planning Section Chief (Director, Building Official). • Provide the Recovery Section Chief. • Provide the Deputy Planning Section Chief (Planning Manager). • Provide the Damage Assessment Task Force Leader (Building Official). • Support the Planning Section. • Support the Operations Section. • Lead and coordinate the building inspection effort. • Lead and coordinate the damage assessment effort. • The Building Division has the primary responsibility to inspect structures for safety and occupancy requirements. • The Building Division shall coordinate with the ECC for closure of areas and buildings. As such, it is the responsibility of the Building Inspectors to determine when an owner, tenant, or representative may enter an unsafe building to retrieve belongings, business records, merchandise, etc. • The Building Inspectors (including mutual aid inspectors) are responsible for inspection of all damaged structures. These include: <ul style="list-style-type: none"> ○ Public buildings, such as City and School District structures; ○ Buildings that house merchandise that may be needed for emergency housing, supplies, etc.; ○ Multifamily structures, institutions, medical facilities; ○ Private housing; and, ○ Uninhabitable structures. • When needed, Building Inspectors shall post notices on structures based on their level of safety or destruction. • Designate structures that may be used for emergency housing. • Provide situational reports to the City ECC on a regular basis. • Fill out appropriate forms and forward them to the City ECC Planning Section.
Recovery
<ul style="list-style-type: none"> • Provide typical building inspection services and applicable permits to aid in the restoration and rebuilding process. • Initiate the repair and reconstruction process. • Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible. • Manage inspector staffing and activate mutual aid for additional support if necessary. • Coordinate and communicate with businesses during the recovery process. • Provide historic economic and business data to support recovery activities. • Provide advice to City leadership on recovery priorities and processes.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Finance
Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Finance/Admin Section Chief (Director, Accounting Manager). • Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager). • Support the Finance/Admin Section. • Support the Logistics Section. • Establish a process for paying employees if facilities are damaged or there is a loss of technology. • Establish a tracking system and audit trail for emergency-related personnel and equipment costs. • Coordinate with Human Resources to develop a method for departments to track volunteer hours. • Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization. • Coordinate with the Emergency Management and Safety Coordinator to identify appropriate training in emergency financial management processes. • Support the effort to establish agreements with non-standard partners to provide support during emergencies, such as drafting agreements with supply chains / stores to establish blanket open purchase orders for crews to get needed emergency supplies.
Response
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (Director, Accounting Manager). • Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager). • Support the Finance/Admin Section. • Support the Logistics Section. • Provide support to the emergency proclamation process. • Identify and implement fiscal procedures and project codes. • Conduct all financial transactions in coordination with the City Manager. • Assume custody of all funds received by State and Federal sources. • Support and document the resource procurement process. • Assess facility and technology impacts during emergencies. • Implement tracking of time and supplies to ensure enough detail for reimbursement purposes. • Implement emergency procurement processes.
Recovery
<ul style="list-style-type: none"> • Coordinate with the Emergency Management and Safety Coordinator to develop and conduct just-in-time training in emergency financial management processes. • Coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners specific to recovery activities.



Finance – Information Services
Protection
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (IS Manager). • Provide the Liaison (IS Manager, Computer Technician). • Support the Planning Section. • Develop and conduct drone operations training in support of Lacey Police Department and Lacey Fire District #3 operations.
Response
<ul style="list-style-type: none"> • Provide the Finance/Admin Section Chief (Information Services Manager). • Provide the Liaison (IS Manager, Computer Technician). • Support the Planning Section. • Provide and operate drones to support operations.
Prevention
<ul style="list-style-type: none"> • Maintain information sharing networks with cyber watch entities. • Prepare and disseminate cyber-attack, phishing, and other warnings to City employees. • Identify solutions to ensure the City maintains access to critical information and systems during cyber-attacks. • In coordination with Public Affairs, develop and disseminate public messaging during ongoing events. • Continue to develop, disseminate, and track cyber awareness education materials, training, and warnings.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Human Resources
Protection
<ul style="list-style-type: none"> Oversee the Emergency Management and Safety Coordinator. Serve on the ESC. Provide the Finance/Admin Section Chief (HR Director). Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.) Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager). Provide the Liaison Officer (Benefits Manager). Support the Finance/Admin Section. Develop a system to organize and manage volunteers in cooperation with the Emergency Management and Safety Coordinator.
Response
<ul style="list-style-type: none"> Serve on the ESC. Provide the Finance/Admin Section Chief (HR Director). Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.) Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager). Support the Finance/Admin Section. Oversee volunteer registration and dispatching as requested by the City ECC Management Team.
Recovery
<ul style="list-style-type: none"> Support administrative requirements for the RCC, including temporary assignment of staff to the RCC and hiring temporary staff for the RCC.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Emergency Management and Safety Coordinator
Protection
<ul style="list-style-type: none"> • Coordinate the activities of the ESC.
<ul style="list-style-type: none"> • Serve as the ECC Coordinator.
<ul style="list-style-type: none"> • Serve on the Thurston County EMC.
<ul style="list-style-type: none"> • Participate as a member of the Disaster Assistance Committee (DAC).
<ul style="list-style-type: none"> • Participate as a member of the Hazards Mitigation Planning Committee.
<ul style="list-style-type: none"> • Oversee and coordinate the City's day-to-day emergency management program and activities.
<ul style="list-style-type: none"> • Oversee the review and implementation of the CEMP.
<ul style="list-style-type: none"> • Incorporate approved changes into the CEMP.
<ul style="list-style-type: none"> • Review the need for various plans and make a recommendation on whether to create them, including Continuity of Operations Plan (COOP), Disaster Recovery Plan, and departmental emergency operations plans.
<ul style="list-style-type: none"> • Develop a timeline to regularly review plans and create new plans, as needed.
<ul style="list-style-type: none"> • Coordinate with other jurisdictions, emergency services agencies, and volunteer organizations identified in this Plan to provide accurate and current information for Plan revisions and updates.
<ul style="list-style-type: none"> • Work with other jurisdictions, emergency services agencies, and volunteer organizations to help them integrate the concepts and activities presented in this Plan into their emergency response and recovery plans, policies and procedures.
<ul style="list-style-type: none"> • Provide training to other jurisdictions, emergency services agencies, and volunteer organizations on this Plan to ensure a well-coordinated emergency response and recovery operation.
<ul style="list-style-type: none"> • Assist departments with identifying elements of this Plan that support their plans, policies, and procedures, and integrate them where appropriate.
<ul style="list-style-type: none"> • Provide technical advice and assistance to other departments in the preparation of their emergency administrative procedures.
<ul style="list-style-type: none"> • Provide assistance and coordination of any training necessary to prepare employees for emergency duties.
<ul style="list-style-type: none"> • Encourage and facilitate training for emergency procedures throughout the City.
<ul style="list-style-type: none"> • Arrange training in the Incident Command System (ICS) for all departments.
<ul style="list-style-type: none"> • Support the Finance Department in developing and conducting training in emergency financial management processes.
<ul style="list-style-type: none"> • Plan and conduct emergency exercises.
<ul style="list-style-type: none"> • Maintain local training records and forward copies to the WA EMD as required.
<ul style="list-style-type: none"> • Prepare and maintain warning procedures and call lists.
<ul style="list-style-type: none"> • Coordinate warning plans and activities with Public Affairs, Thurston County Emergency Management, TCOMM 911, and Washington EMD.
<ul style="list-style-type: none"> • Develop and maintain a current inventory of all applicable communications equipment available to the City in an emergency. <i>Note: See Finance Department Asset Spreadsheet.</i>
<ul style="list-style-type: none"> • Develop, coordinate, and maintain a plan for the utilization of all applicable communications equipment.
<ul style="list-style-type: none"> • Direct the development of adequate City ECC communications capabilities.
<ul style="list-style-type: none"> • Develop a method by which messages in the City ECC can be logged and tracked.
<ul style="list-style-type: none"> • Maintain liaison with all departments and local jurisdictions to ensure a cooperative and efficient use of resources.
<ul style="list-style-type: none"> • Work with the Building Division to establish mutual aid agreements for inspectors.
<ul style="list-style-type: none"> • Coordinate damage assessment planning efforts among departments in the City to ensure clarity of assessment roles.
<ul style="list-style-type: none"> • Maintain liaison with Thurston County Emergency Management and necessary religious organizations and volunteer agencies to evaluate their procedures and gain an understanding of the services they offer.
<ul style="list-style-type: none"> • Coordinate the planning efforts of other departments as they develop systems to provide mass care.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Emergency Management and Safety Coordinator
Protection (Continued)
<ul style="list-style-type: none"> Encourage resource management support among the private sector through information programs and emergency planning. Maintain liaison with government agencies and the private sector to ensure a well-coordinated response. Advise departments on possible community partners in their areas of responsibility during emergencies. Receive, collate, and maintain contact information from departments about community and governmental partners. Include community partners in appropriate planning, training, and exercise activities. Lead the effort to identify and develop agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc. Support the effort to identify and establish agreements with non-standard community partners for support during emergencies such as local warehouses, fuel suppliers and communications providers. Coordinate with Public Affairs to develop and implement a comprehensive public education and outreach strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, residents of Lacey, and the private sector.
Response
<ul style="list-style-type: none"> Serve as the ECC Coordinator. Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies. Provide information about developing emergencies to City leadership. Provide recommendations to City leadership about activating the ECC and appropriate alerts and warning information for the public and City staff. Receive warning information. Coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate. Coordinate communications activities with neighboring jurisdictions and between City departments. Coordinate the requests for, and receipt of, emergency assistance from State and Federal sources. Participate in ECC activation. Coordinate all warning dissemination with Thurston County EM.
Recovery
<ul style="list-style-type: none"> Conduct a review of ECC activities and modify the training and education programs accordingly. Continue to coordinate the collection of required emergency management information and forward it through Thurston County ECC to the State. Assist in determining a site for the Disaster Assistance Center (DAC) and coordinates its activities. Work in coordination with religious and volunteer organizations to sustain or conclude activities. Continue to coordinate resources to effectively restore the community. Continue to coordinate medical, health, and mortuary services. Coordinate with the State and/or FEMA for assistance programs as necessary. Support the RCC in preparing and providing information to the public about recovery polices and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans. In support of the RCC, County, State, and FEMA, conduct public meetings and town hall events throughout the City to provide recovery information to the public and receive feedback. In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.
Prevention
<ul style="list-style-type: none"> Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies. Provide information about developing emergencies to City leadership.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Emergency Management and Safety Coordinator

Prevention (Continued)

- Coordinate information flow about ongoing emergencies with other City staff, Thurston County Emergency Management/ECC, and other partners.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Joint Animal Services – Protection
<ul style="list-style-type: none">• Serve on the ESC.• Work with Thurston County ECC to establish regulation of pet-friendly shelter procedures and operations.• Support the Operations Section.
Joint Animal Services – Response
<ul style="list-style-type: none">• Support the Operations Section.• Provide emergency care and shelter for companion animals on an as-needed basis.• Conduct search and rescue for companion animals left behind.• Coordinate with other agencies for domestic animals and livestock.• Provide food and supplies for displaced pets and families.• Coordinate emergency vet care.• Coordinate with national "animal" agencies for support and resources.
Joint Animal Services – Recovery
<ul style="list-style-type: none">• Continue to support pet animal needs.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Parks, Culture and Recreation
Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section.
Response
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section. • Coordinate mass transportation and shelter needs. • Lead the resource coordination effort. • Lead the donated goods management effort. • Coordinate transportation resources for mass movement of community members for sheltering and other purposes. • Assist HR with volunteer coordination. • Inventory equipment and track equipment and resource requests.
Recovery
<ul style="list-style-type: none"> • Assist in determining a site for the DAC and coordinate its activities. • Designate, establish, and staff commodity distribution centers. • Coordinate support for recovery facilities with City departments and other partners.
Prevention
<ul style="list-style-type: none"> • Coordinate the activation of family reunification centers, shelters, or other support facilities if needed.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Police Department
Protection
<ul style="list-style-type: none"> • Serve on the ESC. • Provide the ECC Manager (Police Chief or Deputy Chief). • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Develop and maintain department emergency procedures that include law enforcement functions during a fire service response.
Response
<ul style="list-style-type: none"> • Provide the ECC Manager. • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Provide law enforcement, traffic control, and security. • Support evacuation operations. • Coordinate search operations for missing persons. • Provide traffic and crowd control in and around the emergency scene. • Secure the danger area and isolate it from the public. • Provide the City ECC with information concerning the conditions of streets and transportation resources. • Provide door-to-door or neighborhood warning notification as needed. • Maintain access and egress routes for fire equipment and evacuees. • Investigate and gather evidence for criminal prosecution, if warranted. • Assist with informing the public of the order to seek shelter, including using loudspeakers and door-to-door notification. • Provide personnel and equipment at the request of the Fire Chief or on-scene Incident Command. • Notify the Thurston 911 Communications (TCOMM 911) of endangered people who are not ambulatory so that movement of those people may be requested. • Inform endangered people of the order to evacuate and relocate to shelter and provide location of the approved shelter(s). • Assist people with moving to the nearest shelter as necessary, including crowd and traffic control, assisting with identifying safe routes of travel to and from shelter sites, and assisting in identifying available transportation resources, (e.g. law enforcement personnel, fire personnel, Intercity Transit, etc.).
Recovery
<ul style="list-style-type: none"> • Provide for or arrange security, if needed, at DACs, commodity distribution locations, town hall meetings, etc.
Prevention
<ul style="list-style-type: none"> • Maintain information sharing networks with other law enforcement agencies.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Police Department
Prevention (Continued)
<ul style="list-style-type: none">• Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate.
<ul style="list-style-type: none">• Request additional law enforcement assistance as needed.
<ul style="list-style-type: none">• Direct and control the assisting law enforcement agencies.
<ul style="list-style-type: none">• In coordination with Public Affairs, develop and disseminate public messaging during ongoing events.
<ul style="list-style-type: none">• Determine the need for and request the opening of family assistance centers, shelters, or other support facilities.
<ul style="list-style-type: none">• Provide traffic and crowd control in and around the emergency scene.
<ul style="list-style-type: none">• Determine the need for an exclusionary area around an incident site and coordinate with Public Works, Public Affairs, and other law enforcement agencies as needed to establish a barrier around the area.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Public Affairs
Protection
<ul style="list-style-type: none"> Serve on the ESC.
<ul style="list-style-type: none"> Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Assistant City Manager, Community Relations Specialist).
<ul style="list-style-type: none"> Conduct media relations.
<ul style="list-style-type: none"> Build positive relationships with the media.
<ul style="list-style-type: none"> Attend training in emergency communications and management.
<ul style="list-style-type: none"> Prepare to serve as, or support, the ECC PIO and document communication activities.
<ul style="list-style-type: none"> Proactively develop internal and public media campaigns and communications for emergency situations as part of the ECC Standard Operating Procedure (SOP).
<ul style="list-style-type: none"> Identify and create pre-scripted messages for common warnings to be sent out via TC Alert.
<ul style="list-style-type: none"> Support Emergency Management and Safety Coordinator with emergency alert and warning.
<ul style="list-style-type: none"> Conduct and/or attend media relations training.
<ul style="list-style-type: none"> Coordinate with the Emergency Management and Safety Coordinator to develop and implement internal and public emergency preparedness outreach strategy and materials.
Response
<ul style="list-style-type: none"> Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Community Relations Specialist).
<ul style="list-style-type: none"> Support the emergency proclamation and resolution processes.
<ul style="list-style-type: none"> Conduct media relations.
<ul style="list-style-type: none"> Direct and coordinate the activities of the Joint Information Center (JIC), when activated.
<ul style="list-style-type: none"> Prepare and distribute press releases and public information messages to the ECC for review, followed by release to the media.
<ul style="list-style-type: none"> Monitor media output, including social media, to immediately correct misinformation and target information to address public concern.
<ul style="list-style-type: none"> Coordinate information and messages with City leadership and the ECC before release to the public.
<ul style="list-style-type: none"> Monitor ECC status boards, either in person or through ECC staff, to record all incoming emergency information.
<ul style="list-style-type: none"> Disseminate emergency information to the public through various media, including the Thurston Area Public Information Network (TAPIN) and coordinate messages to be sent through IPAWS.
<ul style="list-style-type: none"> Maintain communications links with, and disseminate emergency information to, the media and appropriate agencies and departments.
<ul style="list-style-type: none"> Execute a public information program that controls misinformation, distributes information, and coordinates information before its release.
<ul style="list-style-type: none"> Coordinate shelter information with the City ECC Management Team, Thurston County ECC PIO, and American Red Cross.
<ul style="list-style-type: none"> Disseminate energy and utility information to the public in coordination with the State Energy Office.
Recovery
<ul style="list-style-type: none"> Create and conduct a comprehensive public outreach campaign to share recovery information with the public.
<ul style="list-style-type: none"> Continue to build positive relationships with the media.
<ul style="list-style-type: none"> Support the RCC in preparing and providing information to the public about recovery polices and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.
<ul style="list-style-type: none"> In support of the RCC, County, State, and FEMA, conduct public meetings and other engagement events throughout the City to provide recovery information to the public and receive feedback.
<ul style="list-style-type: none"> In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Public Affairs

Prevention

- In coordination with Police and/or Information Services, develop and disseminate public messaging during ongoing events.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Public Works
Protection
<ul style="list-style-type: none"> • Provide the ECC Manager (Director, PW Operations Manager, City Engineer).
<ul style="list-style-type: none"> • Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor).
<ul style="list-style-type: none"> • Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager).
<ul style="list-style-type: none"> • Provide the Planning Section Chief (Water Resources Manager).
<ul style="list-style-type: none"> • Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor).
<ul style="list-style-type: none"> • Provide the Logistics Section Chief (Project Administrator, Management Analyst).
<ul style="list-style-type: none"> • Provide the Deputy Logistics Section Chief (Project Administrator).
<ul style="list-style-type: none"> • Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician)
<ul style="list-style-type: none"> • Provide the Damage Assessment Task Force Leader (PW infrastructure – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer).
<ul style="list-style-type: none"> • Provide staffing to the Operations Section.
<ul style="list-style-type: none"> • Appoint a Utilities Coordinator to maintain liaison, track utilities status, and coordinate repair efforts with County, State, and private sector partners.
<ul style="list-style-type: none"> • In cooperation with the County Utilities Coordinator, ensure the availability of diagrams and maps applicable to City-owned utilities.
<ul style="list-style-type: none"> • Develop and maintain department emergency procedures that include public works functions during a fire service response.
<ul style="list-style-type: none"> • Coordinate with the public and private sector to ensure the availability of emergency resources related to critical infrastructure.
<ul style="list-style-type: none"> • Develop and oversee a program to review and assess City-owned infrastructure as codes and regulations change.
<ul style="list-style-type: none"> • Develop and oversee a program to review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.
Response
<ul style="list-style-type: none"> • Provide the ECC Manager (Director, PW Operations Manager, City Engineer).
<ul style="list-style-type: none"> • Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor).
<ul style="list-style-type: none"> • Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager).
<ul style="list-style-type: none"> • Provide the Planning Section Chief (Water Resources Manager).
<ul style="list-style-type: none"> • Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor).
<ul style="list-style-type: none"> • Provide the Logistics Section Chief (Project Administrator, Management Analyst).
<ul style="list-style-type: none"> • Provide the Deputy Logistics Section Chief (Project Administrator).
<ul style="list-style-type: none"> • Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician).
<ul style="list-style-type: none"> • Provide the Damage Assessment Task Force Leader (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer).
<ul style="list-style-type: none"> • Provide staffing to the Operations Section.
<ul style="list-style-type: none"> • Coordinate City public works and engineering activities during emergencies and provide for the assessment, reconstruction, repair, and maintenance of City streets, water, wastewater, stormwater, parks, and other PW infrastructure.
<ul style="list-style-type: none"> • Establish temporary infrastructure as needed.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



Public Works
Response (Continued)
<ul style="list-style-type: none"> • Oversee engineering and demolition.
<ul style="list-style-type: none"> • Lead damage assessment, evaluation, and information collection for roadways, public property, and City-owned utilities.
<ul style="list-style-type: none"> • Deploy Damage Assessment Team.
<ul style="list-style-type: none"> • Provide the ECC Planning Section with information concerning the conditions of streets and transportation resources.
<ul style="list-style-type: none"> • Provide barricades where needed.
<ul style="list-style-type: none"> • Coordinate transportation resources.
<ul style="list-style-type: none"> • Assist with City-owned vehicle repair and maintenance.
<ul style="list-style-type: none"> • Provide emergency engineering services for Public Works infrastructure.
<ul style="list-style-type: none"> • The Community and Economic Development (CED) Department is the primary agency responsible for providing emergency engineering services for private infrastructure.
<ul style="list-style-type: none"> • Assist in regulating emergency public roadway traffic utilizing signs, barricades, and cones.
<ul style="list-style-type: none"> • Assist with utility access needs for the road system.
<ul style="list-style-type: none"> • Coordinate the use of private sector materials and equipment when necessary.
<ul style="list-style-type: none"> • Assign personnel to non-threatening fire duties as necessary.
<ul style="list-style-type: none"> • Provide situational reports to the City ECC on a regular basis.
<ul style="list-style-type: none"> • Fill out appropriate forms and forward them to the ECC Planning Section.
<ul style="list-style-type: none"> • Appoint a City Utilities Coordinator to: <ul style="list-style-type: none"> ○ Serve as a liaison with PSE to obtain a list of energy and utility resources that are in short supply and report that information to the ECC and identify energy and utility resources that are in short supply and report that information to the ECC and the County Utilities Coordinator. ○ Compile and forward Damage Reports and Operational Situation Reports. ○ Work with PW Water Operations to coordinate storage and dispensing water for emergency and domestic use.
Recovery
<ul style="list-style-type: none"> • Continue debris removal operations.
<ul style="list-style-type: none"> • Initiate the repair and reconstruction process of City-owned infrastructure and facilities.
<ul style="list-style-type: none"> • Continue collaborating with private utilities (e.g. PSE, cable providers, cellular companies, etc.) located in the public right of way, InterCity Transit, and other entities regarding the restoration of critical services.
Prevention
<ul style="list-style-type: none"> • Provide traffic barriers, barricades, and signage as requested.
<ul style="list-style-type: none"> • Ensure that security is in place to prevent from damaging Public Works Infrastructure.



Lacey Fire District #3
Protection
<ul style="list-style-type: none"> Responsible for protecting life and property within the corporate bounds of the City, regardless of ownership, including County, State, and Federal properties.
<ul style="list-style-type: none"> Serve on the ESC.
<ul style="list-style-type: none"> Support the Operations Section.
<ul style="list-style-type: none"> Provide the Search of Damaged Buildings Leader.
<ul style="list-style-type: none"> Provide the Evacuation Task Force Leader.
Response
<ul style="list-style-type: none"> Provide the Search of Damaged Buildings Leader.
<ul style="list-style-type: none"> Provide the Evacuation Task Force Leader.
<ul style="list-style-type: none"> Provide the Mass Casualty Coordinator, if requested.
<ul style="list-style-type: none"> Support the Operations Section.
<ul style="list-style-type: none"> Provide fire suppression and prevention.
<ul style="list-style-type: none"> Provide and/or coordinate emergency medical services, including managing and supplying basic life support (BLS) for non-life-threatening injuries, and advanced life support (ALS) for life-threatening conditions.
<ul style="list-style-type: none"> Coordinate Search and Rescue operations involving structures (Urban Search and Rescue - USAR).
<ul style="list-style-type: none"> Provide door-to-door or neighborhood warning notification as needed.
<ul style="list-style-type: none"> Direct and control all fire related services in the City.
<ul style="list-style-type: none"> Provide or oversee rescue services as a participant in the Thurston County Special Operations Rescue Team.
<ul style="list-style-type: none"> Provide emergency medical services and fire suppression as needed at shelters.
<ul style="list-style-type: none"> Establish on-scene Unified Incident Command as necessary.
<ul style="list-style-type: none"> Maintain medical direction and communications with the base hospital physician.
<ul style="list-style-type: none"> Provide medical triage, treatment, and transportation oversight within the established Incident Command structure to oversee the transportation of victims to appropriate medical facilities.
<ul style="list-style-type: none"> Provide aid stations at fire stations as needed. Provide personnel and supplies in conjunction with Medic One for aid stations.
<ul style="list-style-type: none"> Lead agency for hazardous materials emergency response in the City.
<ul style="list-style-type: none"> Provide the initial on-scene Incident Commander (IC) at Hazmat emergencies.
<ul style="list-style-type: none"> Provide initial Hazmat response, size-up, and investigation duties at the Hazardous Materials Operations level.
<ul style="list-style-type: none"> Request notification of Washington State Patrol for mitigation of any incidents requiring intervention at the Hazardous Materials Technician level.
<ul style="list-style-type: none"> Dispatch personnel to hazardous materials incidents to determine nature and resource requirements.
<ul style="list-style-type: none"> May establish perimeter at Hazmat incidences to secure scene awaiting proper resources.



ANNEX G – Definitions and Acronyms

Activated/Activation: The status of a “system” resource mobilized in response, or in anticipation of a response, to an incident requiring direction and control at a capacity larger than field incident command.

All-Hazards: Describing an incident, natural or human-caused, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE): These types of weapons have the ability to create both mass casualties as well as mass disruption of society.

Community Emergency Management Network (CEMNET): A statewide, very high frequency (VHF) low-band radio system, as the primary backup communication link between the state EOC and local EOC's throughout the state.

Comprehensive Emergency Management Plan (CEMP): The purpose of the CEMP is to establish the overall framework for integration and coordination of emergency management activities of government, volunteer organizations, and the private sector.

Command: The function in the Incident Command System responsible for overall direction and control of the incident.

Community-Based Organization (CBO): A public or private nonprofit organization of demonstrated effectiveness that— (A) is representative of a community or significant segments of a community; and (B) provides educational or related services to individuals in the community.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Crisis Management: Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat, act, or incident. In a terrorist incident, crisis management includes intelligence, surveillance, tactical operations, negotiations, forensics, investigation, agent identification, search, render safe procedures, transfer and disposal, limited decontamination, and assurance of public health and safety.



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

Cyber: Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

Declaration of Emergency, Local: An indication that extreme measures may be necessary to preserve life and property; a resolution made by the City Council; activates certain emergency powers.

Declaration of Disaster, Local: An indication to the Governor of the State of Washington that local resources have or may soon be exhausted, and that special assistance is required to meet the needs of the emergency; a resolution made by the City Council; necessary prior to direct assistance from the State.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Disaster: An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.

Disaster Recovery Center (DRC) - A temporary facility where, under one roof, representatives of federal agencies, local and state governments, and voluntary relief organizations can explain the disaster recovery programs and process applications from businesses.

Disaster Welfare Information (DWI): A system for disaster victim registration coordinated by the American Red Cross.

Economic Recovery: Involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning.

Emergency: An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.

Emergency Coordination Center (ECC): The physical location at which the coordination of information and resources to support domestic incident management



Annex G – Definitions and Acronyms to City of Lacey CEMP

activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribe), or some combination thereof.

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 Medical Services (EMS): A national network of services coordinated to provide aid and medical assistance from primary response to definitive care; involves personnel trained in rescue, stabilization, transportation, and advanced treatment of traumatic or medical emergencies.

Emergency Support Function (ESF): A grouping of government and certain private sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.

Emergency Worker Compensation: Liability coverage for certain volunteer emergency workers under the provisions of the Revised Code of Washington (RCW), Chapter 38.52.

Emergency Worker: Emergency worker means any person including, but not limited to, an architect registered under Chapter 18.08 RCW or a professional engineer registered under Chapter 18.43 RCW, who is registered with a local emergency management organization or the department and holds an identification card issued by the local emergency management director or the department for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A significant event or designated special event requiring security, such as inaugurations, State of the Union addresses, the Olympics, and international summit conferences.

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. Federal Emergency Management Agency manages the President’s Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a Presidential Disaster Declaration.

Finance/ Administration Section: Section in the Incident Command System responsible for coordination of fiscal control measures, cost tracking, and procurement management.

Ham: Amateur Radio, a licensed citizen radio system.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation: Any action taken to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities.

Hazardous Material (HAZMAT): A substance or material, including a hazardous substance, pollutants, and contaminants which have been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated.

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on scene incident command functions are performed.

Incident Command System (ICS): Nationally recognized emergency management method for the coordination of multiple resources in a complex incident. Adaptable to single jurisdiction/single agency; single jurisdiction/multiple agency; multiple jurisdiction/multiple agencies. Consists of 5 primary components: Command, Operations, Planning, Logistics, and Finance/Administration.



Individual Assistance (IA): Supplementary federal assistance available under the Stafford Act to individuals, families, and businesses which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.

Infrastructure Recovery: Includes repair and reconstruction of the physical plant, facilities, infrastructure, utilities, communications and other life-line services.

Integrated Public Alert and Warning System (IPAWS): The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radio.

Joint Information Center (JIC): A facility established to coordinate all incident related public information activities on-scene. It is the central point of contact for all news media at the scene of the incident. Public information officials from participating federal, State, local, and tribal agencies and nongovernmental entities also may collocate at the JIC.

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

Logistics Section: Section in Incident Command System responsible for the acquisition and tracking of personnel, supplies, equipment, transportation resources, facilities, etc.

Long-Term Recovery: There can be no definitive time period for short- or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality. Long-term recovery involves:

- Permanent repair and reconstruction of infrastructure, facilities, or property;
- Area specific or city-wide redevelopment planning;
- Economic and business recovery; and
- Social/community restoration.

Mission Assignment: A task assigned by the Federal Emergency Management Agency to any capable federal agency to provide necessary disaster assistance not available under other statutory authorities. The task may involve logistical and personnel of federal assistance as well as direct federal assistance to state and local jurisdictions.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation



Annex G – Definitions and Acronyms to City of Lacey CEMP

measures are often identified by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by Federal, State, local, and tribal organizations for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mutual Aid Agreement (MAA): Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Warning System (NAWAS): A 24-hour continuous private line telephone system used to convey warnings to Federal, State, and local governments, as well as the military and civilian population.

National Incident Management System (NIMS): A system that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility between Federal, State, local, and tribal capabilities, NIMS includes a core set of concepts, principles, and terminology. They are identified as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operations Section: Section of the Incident Command System responsible for coordination of emergency resources involved in the direct response to the incident including fire, emergency medical services, police, public works, mass care, etc.

Planning Section: Section of the Incident Command System responsible for operational planning, information management, documentation, etc.

Preliminary Damage Assessment Team (PDA Team): An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster



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declaration that is warranted. The team usually consists of federal, state, and local representatives to do an initial damage evaluation to sites damaged.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Prevention measures may be implemented prior to, during, or after an incident. Prevention measures are often identified by lessons learned from prior incidents. Prevention involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Prevention can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Proclamation of Disaster, Presidential: Activates certain federal assistance under the provisions of Public Law 93-288 the Robert T. Stafford Disaster Relief Act; made by the President; requested by the Governor.

Public Assistance (PA): Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans, or eligible private, nonprofit organizations.

Public Information Officer (PIO): Responsible for communicating with the public, media, and/or coordinating with other agencies, as necessary, with incident-related information requirements.

Recovery: The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Response: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an ECC.



Revised Code of Washington (RCW): The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended): The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state, and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.

Search and Rescue (SAR): The act of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human-caused event, including instances of searching for downed aircraft when ground personnel are used. Includes disaster, urban, and wildland search and rescue.

Situation Report (SitRep): A form of status reporting that provides decision-makers and readers a quick understanding of the current situation. It provides a clear, concise understanding of the situation—focusing on meaning or context, in addition to the facts.

Short-term Recovery: Involves the immediate restoration of services and government functions as well as assistance to residents in resuming essential life activities. Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, and traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.

Staging: Location where incident personnel and equipment are assigned on an immediately available status.

Supervisory Control and Data Acquisition (SCADA): A control system architecture comprising computers, networked data communications, and graphical user interfaces for high-level supervision of machines and processes.

TCOMM 911: Thurston County Department of Communications and the County's Dispatch Center.

Terrorism: The unlawful use of force or violence committed by an individual or group against persons or property in order to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.

Urban Search and Rescue (USAR): Search for and recovery of persons trapped in

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collapsed structures, confined spaces, and debris.