2025 CITY OF SEQUIM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



Letter of Promulgation

WHEREAS, all residents and property within the city limits of Sequim are at risk to a wide range of natural, technological, and human–caused hazards; and

WHEREAS, when such an unfortunate event occurs, local, county, tribal, state, and federal government response agencies must be prepared to respond in a well–coordinated manner by developing and using an Incident Command System (ICS) in accordance with the National Incident Management System (NIMS) to protect the public and the natural resources and minimize property damage within the community; and

WHEREAS, this Comprehensive Emergency Management Plan (CEMP) is needed to coordinate the response of emergency personnel and supporting services with Clallam County in the event of an emergency or disaster and during the aftermath thereof;

NOW, THEREFORE, we the undersigned, by virtue of the power and authority vested in us by the laws of this State, do hereby adopt the Sequim Comprehensive Emergency Management Plan (CEMP), dated ———. This plan can be put into action by the undersigned or our designee(s). Named organizations have the responsibility to prepare and maintain standard operating procedures and commit to the training and exercises required to support this plan.

IN WITNESS WHEREOF, we have subscribed our signatures:

Mayor, as authorized by the Sequim City council at its regualr meeting held on September 22, 2025.

9.24/25
Date

City Manager, City of Sequim

9.26.25
Date

Chief of Police

9-29-25
Date

Emergency Management Coordinator

9/29/25
Date

Approval and Implementation
Record of Changes

Change Number YR–XXX	Date of Change MM/YYYY	Change Summary/Sections Affected	Position Name/Initials
25-001		Complete revision of plan	EM Director/MH
25-002		Promulgation by City Council	EM Director/MH

Record of Distribution				
Agency / Organization / Department	**Position Name**	**Date of Delivery: MM/YYYY**	**Number of Copies/Format**	**Receipt, Review, & Acceptance**
			(#) □ Hardcopy (#) □ Digital	□ Receipt □ Review □ Acceptance
			(#) □ Hardcopy (#) □ Digital	□ Receipt □ Review □ Acceptance
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1.0 Introduction – Purpose, Scope, Situation Overview, and Assumptions

1.1. PURPOSE – This emergency management plan and program defines how we will perform the duties of the City of Sequim (City) to meet the needs of our geographically unique community in the event of a major emergency or disaster. The primary purposes of this CEMP are 1) saving lives, 2) protecting property, and 3) protecting resources.

We foster the "Whole Community" approach to preparedness and collaboration among government and non–government entities, the private sector, and our residents to restore critical services and reestablish public health and order following a disaster. It is through this process of joint endeavor that we can reduce the impact of the emergency and make the best use of our strengths and resources.

1.2. SCOPE AND APPLICABILITY – The Sequim Comprehensive Emergency Management Plan (CEMP) addresses the disaster responsibilities of the personnel, services, equipment, supplies, and facilities of the offices and departments of the City and the emergency roles of special purpose districts, quasi–municipal corporations, private sector organizations, and commercial resources that participate in the overall program by agreement or understanding.

The CEMP meets the requirements of the law by defining how a program for emergency management will be implemented. The CEMP, in its various component parts, identifies the hazards or threats, establishes the strategy, guides operations, and organizes resources to meet the emergency response and recovery needs of the community.

1.2.1. NATIONAL RESPONSE FRAMEWORK – The National Response Framework (NRF), approved by the President, explains a common discipline for managing incidents at the local, state, or national level. It is built upon scalable, flexible, and adaptable coordinating structures in order to align key roles and responsibilities. With this unified strategy comes the duty of local government to plan for effective shared response.

The common discipline and structures of disaster response recommended by the NRF are based on best practices for managing incidents at all levels of complexity. Local planning will be consistent with this national initiative. The NRF describes the common principles, roles, responsibilities, and coordinating structures for response to an incident. The NRF establishes a universal, standardized method of coordination known as the National Incident Management System (NIMS).

1.2.2. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) – NIMS provides a nationwide template to enable federal, state, local, and tribal governments, the private sector, and non–governmental organizations to work together. NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes to foster collaboration at all levels.

The Sequim CEMP uses the NIMS framework as a guide for planning, training, exercises, and operations coordination. This meets state and federal requirements. The Incident Command System (ICS), the resource coordination and management module of NIMS, is recognized and employed by all local emergency management partner agencies involved in complex multi–agency and multi–jurisdiction operations. NIMS helps establish leadership to stabilize the incident and reduce future impacts; protect property and environment; protect infrastructure assets, systems, and networks, whether physical or virtual; recover and reestablish services and help the community return to a new normal.

1.2.3. AGENCY/DEPARTMENT–FOCUSED EOP FORMAT – Sequim utilizes the Agency/Department Emergency Operations Plan (EOP) format that the Federal Emergency Management Agency (FEMA) introduced in the Comprehensive Preparedness Guide 101. The plan's major elements are consistent with the requirements of state and federal law and best practices and are centered on the standards and expectations of the *State of Washington Comprehensive Emergency Management Plan*.

1.2.4. STRUCTURE OF THIS BASIC PLAN – The Plan is divided into ten sections:

- *§ 1.1 – Purpose, Scope, Situation Overview, and Assumptions*– providing an overview of the emergency management plan and program and an outline of the concept of operations (this document).
- *§ 1.2 – Concept of Operations*. This section defines the mechanism for coordination of multiple agencies and organizations that engage in the emergency or disaster and explains the roles and responsibilities of the Emergency Coordination Center (ECC) and the Incident Management Team (IMT). This section also explains Whole Community involvement for the county.
- *§ 1.3 – Direction, Control, and Coordination*. This section discusses how the first line response agencies and their support services will conduct emergency operations under the overall coordination schematic.
- *§ 1.4 – Organization*. Section 1.4 covers the organization of hierarchy of the city, county, and emergency management, the Incident Management Team and the breakdown of Emergency Support Functions (ESF).
- *§ 1.5 – Responsibilities.* The responsibilities of local, state, federal, non–government, and individual agencies and organizations in emergencies and disasters.
- *§ 1.6 – Information Collection, Analysis, and Dissemination.* Identifies the type of information needed, the source of the information, who uses the information, how the information is shared, the format for providing the information, and any specific times the information is needed.
- *§ 1.7 – Communications.* Description of the communications protocols and coordination procedures used between response organizations during emergencies and disasters.
- *§ 1.8 – Administration, Finance, and Logistics*. This element addresses policy–level support, financial issues, and procurement, damage assessment, and coordination of short–term and long–term recovery. Declaration of Emergency, the enactment of emergency powers, and continuity of government are also outlined here.
- *§ 1.9 – Plan Development and Maintenance.* This defines the ongoing process of training within the jurisdiction and the task of keeping this document up to date.
- *§ 1.10 – Authorities and References*. This section includes a matrix of roles and responsibilities, a list of legal references and other documents that support the strategic concept of operations.

1.2.5. SUPPORTING PLANS AND PROCEDURES – The supporting elements of the CEMP (subject to frequent modifications to assure currency), are consistent with the Comprehensive Planning Guide (CPG), State Plan, and are included in the overall strategy by reference. The CEMP, in its various component parts, identifies hazards or threats, establishes strategy, guides operations, and organizes resources to meet the emergency response and recovery needs of the community.

Local emergency response and recovery partners develop internal plans and procedures that support the overall concept of operations. Local agency plans identify how they will conduct and coordinate their activities to support collaboration with all the partners under a single overarching concept of operation. The major supporting plans are included in the CEMP by reference.

These partner agencies recognize the necessity for overall coordination in accordance with this plan but retain their full authority and responsibility for direction and control of their own assets and execution of their individual agency plans and procedures.

1.3. THE SITUATION OVERVIEW – The City of Sequim is located in the center of the eastern third of Clallam County and has an area of 6.41 square miles of which 0.8 square miles is water. Clallam County has an area of 2,671 square miles (932 square miles are ocean or Strait). Highway 101 is the only land supply route to/from the county. The eastern 30 miles is mostly farmland and prairie while the remaining county is heavily forested. Average temperatures range from 75°F in July to 33°F in January.

The 2024 population estimate for Sequim was 8,405. Likewise, the total population estimate for Clallam County was 77805 (Washington Office of Financial Management). The majority of the county population is concentrated in the central and eastern urban areas of the county.

Emergency Management plans must consider:

- Clallam County is vulnerable to natural hazards such as earthquakes, floods, landslide, severe weather, tsunami, and wildland fire.
- Clallam County is vulnerable to technological (human–caused) hazards associated with hazardous materials spills, Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) terrorism, active shooter situations, civil disturbances, transportation accidents, and urban wildland interface fire.

- Damage to infrastructure spanning geographic barriers may divide the county into isolated communities during a disaster or catastrophic event. These isolated communities are called micro–islands. Clallam County Emergency Management has organized these micro–islands into five Operational Areas. Each will report information and coordinate local response within their assigned micro–islands to the Clallam County Emergency Operations Center (CCEOC).
- The Clallam County Hazard Assessment (CCHA) is published separately and provides additional information about the potential natural and human caused hazards found throughout the County. The CCHA is the basis for county/political subdivision emergency management plans and procedures. Table 1.1 provides a summary of these threats based on known risk. The dynamic and/or cascading variables of a catastrophic event may alter this assessment.
- The State of Washington Hazard Identification Vulnerability Assessment (WA–HIVA) provides additional information on potential natural and human–caused hazards that threaten the County and neighboring sources of mutual aid that must be considered during county emergency planning.

Sequim's rural location presents emergency management challenges that require innovative planning, coordination, organization, and sharing of response and recovery resources. Our dependence on Highway 101 limits our ability to keep adequate resources available and to receive mutual aid resources. "Just–in–time" inventory control requires truckloads of supplies (600 per day) to support our communities. In the event of a major event impacting the Western Washington region, we are a lower priority relative to the larger population centers. Loss of our supply chain due to destroyed bridges, tsunami damage, landslides, and liquefaction requires our residents to be self–sufficient for a minimum of 30 days.

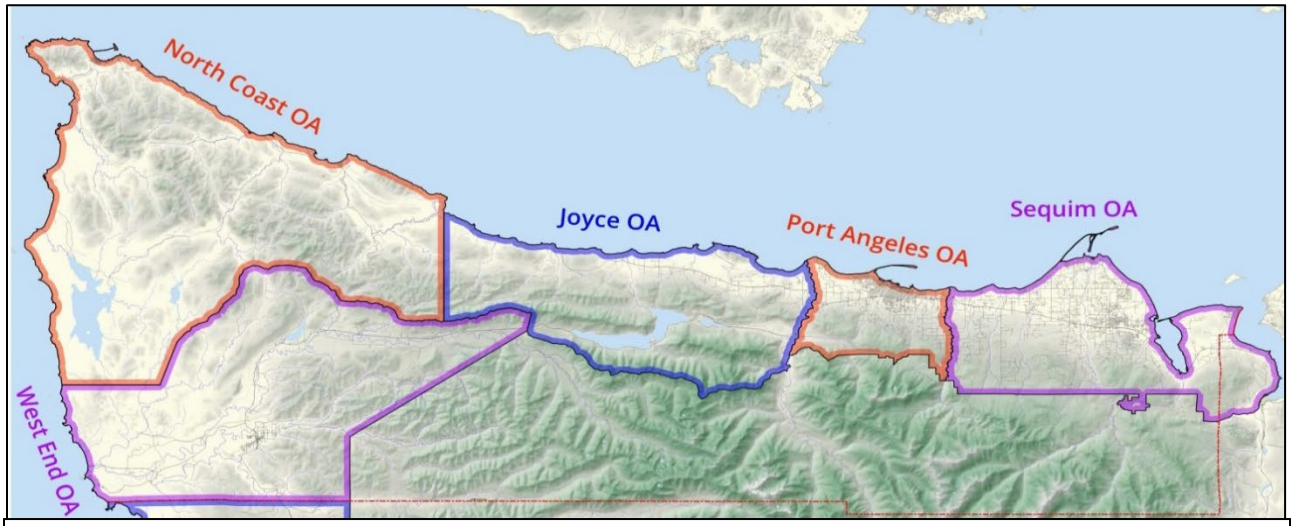
1.3.1 OPERATIONAL AREAS – Span of control can be maintained by grouping Clallam County micro–islands into Operational Areas (OA). These OAs, roughly approximating Fire District boundaries, divide the community by common geographical barriers and common resources. The basic facilities of an OA may include:

- Coordination Center (for primary direction and control point).
- A common emergency response coordinator agency (fire district) Point of Distribution (POD) (for distribution of critical supplies). More than one POD may be identified to cover geographic separation.
- Air transportation capabilities (landing strips or suitable landing zones, aka LZs).
- Marine transportation capabilities (for movement of goods and people by water).
- Communication capabilities (development of a communications plan for each OA consistent with the overall communications networks).
- Critical facilities inventory (identification of vulnerable facilities).
- Shelter facilities (community points of refuge and mass care shelters).

Table 1.0 Clallam County Operational Areas

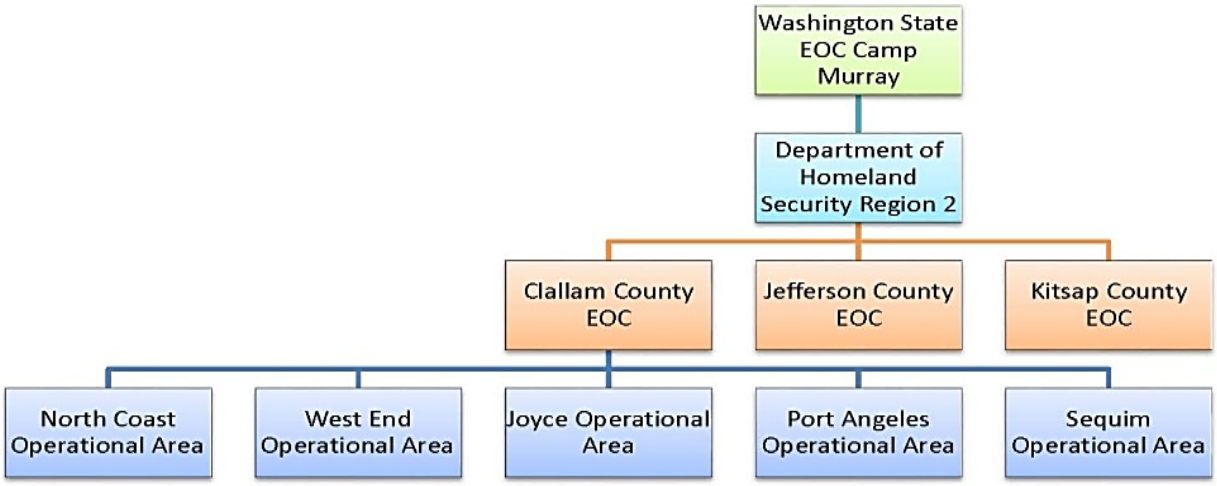
AREA	MICRO–ISLANDS IN THE OPERATIONAL AREA	COORDINATION CENTER
North Coast Operational Area	Neah Bay (via Makah Tribal Emergency Management), Shipwreck Point, Clallam Bay, Sekiu, Ozette and Pysht	CCFD #5
West End Operational Area	Hungry Bear, Beaver, Forks, La Push (via Quileute Tribal Emergency Management), West Jefferson County	CCFD #1 Forks City Hall
Joyce Operational Area	Indian Valley, Pillar Point, Joyce, Lake Sutherland, Lake Crescent	CCFD #4
Port Angeles Operational Area	Port Angeles East, Port Angeles West, Lower Elwha Klallam Tribe (via Lower Elwha Tribal Emergency Management)	Port Angeles Fire Department CCFD #2
Sequim Operational Area	Deer Park, R Corner. Carlsborg, Sequim, Diamond Point, Jamestown S'Klallam Tribe, Blyn	CCFD #3 Sequim ECC

Figure 1.0 Map of Clallam County Operational Areas



The CCEM plan organizes the micro-islands into 5 Operational Areas. Op Area Command Centers in Clallam Bay, Forks, Joyce, Port Angeles, and Sequim manage rescue and response and report to the CCEOC.

Figure 1.2 Organization Chart for Clallam County Operational Area Implementation



1.3.2 MUTUAL AID AGREEMENTS/MOA/MOU – Clallam County Fire and Hospital Districts have agreements with Jefferson County for providing Fire and EMS response to the Gardiner area and for the western Jefferson County area between Forks and Kalaloch.

Other agreements are made between the various County and City entities such as Port Angeles, Forks, and Sequim Police with Clallam County Sheriff and the Fire Districts when an entity is shorthanded or becoming overwhelmed in an incident.

1.3.3 HAZARD ANALYSIS SUMMARY – The following tables summarize hazards that threaten Clallam County.

Table 1.1 – Color code definitions for Table 1.2.

% of County Potentially Affected	Event Frequency	Probable Amount of Warning Time
Catastrophic – >50%	Highly Likely – Near 100% probability in the next year	Minimal or no Warning
Critical – 25–50%	Likely – 10–100% probability in the next year, or at least once in the next 10 years	6 – 12 hours
Limited – 10–25%	Possible – 1–10% probability in the next year, or at least once in the next 100 years	12 – 24 hours
Negligible – <10%	Unlikely <1% Probability in next 100 years	>24 hours

Table 1.2*: County Threat and Vulnerability Assessment listing hazard, potential, frequency of occurrence and level of problem.

Hazard	Potential	Frequency of Occurrence	Potential Onset	Level of Problem
Avalanche	Negligible – Back Country Only		No Warning	Routine Emergency Event
Earthquake	Limited to Catastrophic Damage	Highly Likely	No Warning	Routine Emergency to Catastrophic Event
Storms Flooding	Limited	Likely	Hours to Days	Routine Emergency Event
Landslides Affecting Roads	Limited	Highly Likely	No Warning to days	Routine Emergency Event
Landslides Affecting Homes	Negligible	Possible	None to Days	Routine Emergency to Disaster Event
Severe Weather	Limited to Disaster	Likely	Hours to Days	Routine Emergency to Disaster Event
Seiche (Crescent or Sutherland)	Negligible	Possible	No Warning	Routine Emergency to Disaster Event
Tsunami, Far	Negligible to Limited at coast <4 feet	Possible	6 – 12 Hours	Routine Emergency Event
Tsunami, Near	Limited at coast <40 feet	Highly Likely	No Warning	Catastrophic Event
Volcano	Negligible	Negligible	No Volcanos	None
Wildland Fire	Limited	Likely	6 – 12 Hours	Routine Emergency to Disaster Event
Dam Failure	Negligible	Negligible	No Major Dams	None
HAZMAT Release	Negligible to Limited	Possible	No warning	Routine Emergency to Disaster Event
Terrorism or Civil Disturbance	Negligible to Limited	Possible	No warning	Disaster Event
Epidemic	Limited to Catastrophic	Possible	>24 Hours	Disaster Event

***This table reproduced from the draft 2019 Multi–Jurisdiction Hazard Assessment.**

1.4 ASSUMPTIONS AND LIMITATIONS – Not all emergency/disaster situations can be foreseen, and it is not possible to define all scenarios that might occur. Some limitations should be noted:

- Local resources may be overwhelmed, damaged, or otherwise limited in their ability to respond as planned. It may not be possible to meet all needs under all circumstances.
- The lack of funds or a shortage of resources may limit the ability to conduct emergency operations as planned.
- The inability to disseminate local warnings may result in some residents not receiving emergency information. This plan relies heavily on the capabilities of the state and federal governments and the news media.
- Geographic isolation or impaired access may limit or prevent timely delivery of outside aid.

Resources and time may constrain the ability of the program to meet all objectives, and require prioritization of planning, response, and recovery efforts.

2.0 Concept of Operations

2.1 General Concepts

2.1.1 PLAN ACTIVATION – Depending on the nature and scope of the incident, the Sequim Emergency Coordination Center coordinates community warnings and alerts, supports field operations as needed, stands up an emergency operations center for overall coordination of response, facilitates damage assessment, and supports the coordination of restoration and recovery following a major disaster.

2.1.2 EMERGENCY COORDINATION CENTER (ECC) – The Sequim ECC will serve as the site from which the ECC Coordinating Team will coordinate the City's overall response to and recovery from major events according to this plan. The ECC is located at Clallam Transit System's facility at 190 W. Cedar Street in Sequim (also known as the Sequim Transit Center).

A CCEM Mobile Incident Command Vehicle can also be used in certain emergencies. An expanded ECC will be established at the Guy Cole Event Center, Carrie Blake Park, 202 N. Blake Avenue, Sequim, if necessary.

2.1.3 ECC COORDINATING TEAM – An ECC Coordinating Team (ECC Team) is established to provide overall coordination and support. It is a combination of Emergency Management staff, partner agency representatives, and trained volunteers. The team is organized according to the Incident Command System (ICS) consistent with the NIMS compliance requirement. The ECC Team may be expanded to meet the nature and scope of the incident.

2.1.4 PARTNER AGENCIES AND ORGANIZATIONS – Response to an emergency or disaster under this plan employs a partnership approach for mobilizing all available assets and capabilities needed to reduce injury and mitigate damage. The community partners, by agreement, support the emergency response agencies as needed to provide services to our residents.

Contact with those partners is provided by the ECC Team utilizing a wide variety of communications tools. Each stakeholder is afforded unique connectivity to the team for development of plans, training, exercises, and emergency operations coordination. These partnerships are multilateral and coordinated through a central point to assure the best use of resources.

2.1.5 INTERNAL CONTROL RETAINED – Each partner organization retains its own identity and internal control. There is no intent in this plan to subordinate any entity. Coordination and support through the Team in the ECC is voluntary and undertaken by agreement in the best interest of the community.

The ECC Team is structured to provide an identifiable point of contact for each partner discipline. Participating emergency response agencies maintain their incident command status, while recognizing overall coordination of the ECC. Active two–way communication is essential to ensure optimum efficiency, timeliness, and effectiveness. Nothing in this plan is intended to interfere with the existing chain–of–command of any participating agency or organization.

2.1.6 AGENCY REPRESENTATIVES – Coordination is carried out by the assignment of representatives from each partner agency to the ECC Team. Some agencies require direct representation while others recognize surrogates based on the Incident Command System structure or coordinate through the ECC Liaison.

Agency representatives to the ECC Team must be authorized to speak for their parent agency within their delegation of authority regarding coordination of emergency operations.

2.2 WHOLE COMMUNITY INVOLVEMENT – The "Whole Community" includes individuals, families, and households; communities; the private and nonprofit sectors; faith–based organizations; and local, tribal, state, and federal governments. The "Whole Community" is defined in the National Preparedness Goal as follows: "[A] focus on enabling the participation in national preparedness activities of a wider range of participants from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of Federal, state, tribal and local governmental partners in order to foster better coordination and working relationships." Involving the "Whole Community" is a means by which Washington State residents,

businesses, non–profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and, determine the best ways to organize and strengthen their assets, capacities, and interests. The "Whole Community" approach in Washington State attempts to engage the full capacity of the public, private and nonprofit sectors. This includes businesses, faith–based and organizations that serve people with disabilities, and the general public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), and 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.

2.2.1 STATEMENT OF NON–DISCRIMINATION – The Americans with Disabilities Act (ADA) is a federal law enacted in 1990 that prohibits discrimination against individuals with disabilities in employment, public accommodations and state and local government operations and services. Under the ADA, anyone who has physical or mental impairment substantially limiting one or more major life activities, has a record of such impairment or is regarded as having such impairment; is considered a person with a disability. In terms of employment, the law defines a qualified individual with a disability as a person who can perform the functions of the job with or without reasonable accommodation. Under the ADA, it is unlawful to discriminate in employment against individuals with disabilities or to refuse to reasonably accommodate the known disability of an otherwise qualified individual, unless doing so causes undue hardship.

The City also adheres to Washington's Law Against Discrimination (WLAD), which provides further protection from discrimination. Under WLAD, discrimination based upon race, creed, color, national origin, citizenship or immigration status, families with children, sex, marital status, sexual orientation, age, honorably discharged veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability is prohibited. The City also abides by the Age Discrimination in Employment Act (ADEA) and does not discriminate on the basis of age.

The City of Sequim will ensure that there is no discrimination against any qualified individual in the programs, services or activities it provides. Equal opportunity is the City's policy and employment opportunities will NOT be limited for discriminatory reasons.

The City affirmatively seeks to employ and advance qualified Veterans of Vietnam and recent conflicts as identified in Federal Law and disabled Veterans. Hiring, promotions, lay–off, discharge, rates of pay, training and other employment activities will be consistent with this Equal Opportunity Statement.

2.2.2 POPULATIONS WITH ACCESS AND FUNCTIONAL NEEDS – Emergency preparedness programs address the needs of all residents, including those with access and functional needs. These residents are disproportionately vulnerable and require reasonable accommodation in all elements of the program. Examples of these conditions include provisions to notify people with auditory impairments or cognitive disabilities, assistance with evacuation and transportation, provision of temporary housing shelters with ADA accommodation and assistance with recovery after a disaster.

Limited resources make such accommodation challenging. With a portion of the County population being defined as "medically dependent" meaning they require medicine to sustain life or control, the City is working to meet those challenges by acquiring a better picture of the needs in the community, including a disabilities component in all future emergency planning, and by involving people with different types of disabilities in an ongoing planning process. (Public Law 110-321. The ADA Amendments Act, Presidential Executive Order 13347, Individuals with Disabilities in Emergency Preparedness.)

All associated emergency plans and training sessions will include access and functional needs components to ensure this segment of the population is included at every level. The goal is to integrate the diverse elements of the community into a flexible, comprehensive emergency planning and response strategy.

2.2.3 PEOPLE WITH ACCESS AND FUNCTIONAL NEEDS IDENTIFIED – People with access and functional needs include those who may need additional assistance in an emergency because of reduced mobility, dependency on medical technology, impaired vision or hearing, fragile age, or other factors. This may include persons who are at a high risk from harm due to a significant limitation in their personal care or self–protection

abilities. For some, loss of support due to power or communications outages, or transportation and supply disruptions, may be the only risk factor.

CCEM works multiple groups, agencies, caregivers and service providers to plan and prepare for the needs of the community.

2.2.4 ACCOMMODATING THE UNIQUE NEEDS OF CHILDREN IN A DISASTER – The needs of children, particularly post-disaster, including reunification of children with families, childcare services, identification of special resources, lead coordinating agency identification, post-disaster counseling, and other support services. Coordination of this is done with local schools and other agencies working with children.

2.2.5 IDENTIFICATION OF NEEDS FOR HOUSEHOLD PETS AND SERVICE ANIMALS – CCEM works with several animal welfare groups within the County to plan and prepare for animals in disaster. Efforts to evacuate and shelter pets will be conducted in conjunction with the evacuation of their owners affected by emergent circumstances when it can be safely accomplished. Whenever possible, animals should be sheltered in close proximity to their owners to meet the requirements of the Pets and Evacuation and Sheltering Standards of 2006, P.L. 109-308 (See Clallam County CEMP ESF 11-5).

Those with service animals will be allowed to bring their animals into the shelter with them. Service animals may be identifiable by their special harnesses or vests, if they are wearing them. However, shelter staff may ask two questions to determine the status of the animal:

- “Is this a service animal required because of a disability?”
- “What work or tasks has the animal been trained to perform?”

2.2.6 Limited English Proficiency (LEP) PROGRAM – Sequim has access to a variety of programs in place assisting those with LEP needs. This includes Everbridge Mass Notification System, the use of interpreters and other available resources as needed.

The All-Hazard Alert Broadcast Sirens when activated by WAEMD are delivered in English and Spanish. Preparedness, readiness, response and recovery educational materials are available in English and Spanish.

Presidential Executive Order 13166 Improving Access to Services for Persons with Limited English Proficiency
Substitute Bill 5054 for Limited English Proficiency

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3.0 Direction, Control, and Coordination

3.1 GENERAL – RESPONSIBILITIES OF THE SEQUIM EMERGENCY OPERATIONS CENTER

- INFORMATION COLLECTION AND EVALUATION – Establishing and sustaining an information management system in the ECC that provides for collection, processing, tracking, display, and retention of operational information.
- STRATEGIC PLANNING – Coordination of global strategic planning to guide and measure progress toward overall emergency response and recovery goals and objectives.
- COMMON OPERATIONAL PICTURE – Assembling, codifying, and displaying of the status of infrastructure, assessment of public and private damage, and overall impact of emergency conditions.
- OVERALL INTER–AGENCY COORDINATION – A process for multi–agency and multi–jurisdictional coordination and collaboration.
- BROAD SCALE INCIDENT PRIORITIES – A system for prioritization of scarce resources according to a strategic plan.
- COMPREHENSIVE RESOURCE MANAGEMENT – General material support to the emergency response and recovery agencies; acquisition, staging, delivery and tracking of resources.
- PUBLIC INFORMATION – Establishment and coordination of a joint agency emergency public information network.
- COORDINATION OF LOCAL GOVERNMENT – Provides staff and guidance to city officials during the emergency and early-stage recovery process.

3.1.1 AUTHORITY – Comprehensive Emergency Management Plan (CEMP). The CEMP defines the roles and responsibilities of local government in accordance with the requirements of Chapter 38.52, Revised Code of Washington. Presidential Directive No. 5 (HSPD–5) identifies steps for improved coordination in response to incidents and establishes the National Response Framework (NRF) and the National Incident Management System (NIMS).

3.2 HORIZONTAL INTEGRATION – Horizontal Integration of the CEMP occurs within the City down through the department level. The City Council develops and adopts policies and emergency plans that are implemented and coordinated in all department organizations under the supervision of the City Manager. Emergencies are best handled at this local level until all resources are exhausted.

3.3 VERTICAL INTEGRATION – Vertical Integration occurs in 2 ways:

- Mutual aid – Mutual aid is a request for specific resources when the emergency does not require activation of the ECC.
- WAEMD Resource Requests – Disaster assistance is a request for specific resources submitted through Clallam County Emergency Management or subsequent alternatives as necessary.

3.4 UNITY OF EFFORT THROUGH CORE CAPABILITIES – Sequim coordinates with multiple agencies to present preparedness programs, training and exercises to promote a resilient whole community.

Table 3.1: This table assigns core capabilities to Primary and Support Agencies in each ESF to clarify each one's responsibilities.

MISSION AREA	P – Primary S – Support C – Coordinating CORE CAPABILITIES	ESF 5 – Emergency Management	ESF 13 – Law Enforcement	ESF 4, 9, 10 –Fire Districts	ESF 1 – Transportation & Transit	ESF 2 & 15 – Comms & external Affa organization Name/ESF	ESF 2, 3, 12 –Public works, Engrg, Utilities, Comms	ESF 6 & 8 – Mass Care+ & Public Health	ESF 7 – Resource Supt	ESF 11 – AG & Nat Resources	ESF 20 – Defense Supt Civilians	Organization Name/ESF
PREVENTION	Planning	P	P	P	P	P	P	P	S	S	S	
	Public Information & Warning	S	S	P	S	P	S	C, S	N/A	S	S	
	Operational Coordination	C	C	P	C, S	P	C, S	C	S	S	S	
	Intelligence & Info, Sharing	C	C	S	S	S	S	S	S	S	S	
	Interdiction & Disruption	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Screening, Search, & Detection	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Forensics & Attribution	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PROTECTION	Planning	P	P	P	P	P	P	P	S	S	S	
	Public Information & Warning	S	S	P	S	S	S	S	N/A	S	S	
	Operational Coordination	C	S	P	C	C	C, S	C,S	S	S	S	
	Intelligence & Info. Sharing	C	C	C	S	S	S	S	S	S	S	
	Interdiction & Disruption	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Screening, Search, & Detection	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Access & ID Control	N/A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Cybersecurity	N/A	S	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Physical Protective Measures	N/A	S	N/A	N/A	N/A	C, S	N/A	N/A	N/A	N/A	
	Risk Mgnt Protection Programs	N/A	S	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Supply Chain Security	N/A	P	N/A	N/A	N/A	N/A	N/A	P	N/A	N/A	
MITIGATION	Planning	P	P	P	P	P	P	P	S	S	S	
	Public Information & Warning	S	S	S	S	P	S	P	S	S	S	
	Operational Coordination	C	S	S	S	S	S	C, S	S	S	S	
	Community Resilience	C	N/A	N/A	C, S	S	C, S	C, S	S	S	S	
	Vulnerability Reduction	C	S	S	N/A	S	S	S	S	S	S	
	Risk Assessment	P	S	S	S	S	S	S	S	S	S	
	Threats & Hazards Identification	P	S	S	S	S	S	S	S	S	S	
RESPONSE	Planning	P	P	P	C	S	C, S	C, S	C, S	S	S	
	Public Information & Warning	S	S	P	S	S	S	S	N/A	S	S	
	Operational Coordination	C	S	P	C	S	C, S	C, S	S	S	S	
	Infrastructure Systems	C	S	S	C	S	C, S	C, S	S	S	S	
	Critical Transportation	C	S	N/A	P	S	C, S	C, S	S	S	S	
	Environmental Response/Health & Safety	C	S	P	S	S	C, S	C, S	S	P	S	
	Fatality Management Services	C	C	S	S	S	C, S	C, S	S	N/A	S	
	Fire Mgmt. & Suppression	C	S	P	N/A	S	C, S	N/A	S	S	S	
	Logistics & Supply Chain Mgmt.	C	N/A	N/A	S	S	C, S	C	P	S	S	
	Mass Care Services	C	S	S	S	S	S	P	S	S	S	
	Mass SAR Ops	C	S	P	S	S	S	N/A	S	N/A	S	
	On–scene Security, Protection	C	P	C	N/A	S	S	C	S	N/A	S	
	Operational Communications	C	C	S	C	S	C, S	C	S	S	S	
	Public Health/Healthcare, EMS	C	S	P	S	S	S	P	S	S	S	
	Situational Assessment	S	P	P	P	S	P	P	P	p	S	
RECOVERY	Planning	P	S	S	S	S	S	S	S	S	S	
	Public Information & Warning	S	S	S	S	S	S	S	S	S	S	
	Operational Coordination	P	S	S	S	S	S	S	S	S	S	
	Infrastructure Systems	C	N/A	N/A	S	S	S	S	S	S	S	
	Economic Recovery	C	N/A	N/A	S	S	S	S	S	S	S	
	Health & Social Services	C	N/A	N/A	S	S	S	S	S	S	S	
	Housing	C	N/A	N/A	N/A	S	S	S	S	S	S	
	Natural & Cultural Resources	C	N/A	N/A	N/A	S	S	S	S	S	S	

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

While Sequim has not been the target of known terrorist activity, Clallam County has been used as an infiltration route by terrorist organizations. Multiple levels of local, state, and federal law enforcement carefully observe activities along our borders, highways, and in our communities. City Information Technology (IT) employees are alert to cyber security. Sequim ECC can be mobilized at any time to support this protection mission.

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

3.7 MITIGATION MISSION – The mission statement of the 2019 Clallam County Multi–Jurisdiction Hazard Mitigation Plan is to Identify natural and human–made hazards that threaten the infrastructure of Clallam County so all residents can participate in a process to develop a plan that makes the county more disaster resistant and resilient.

3.7.1 THREATS AND HAZARDS IDENTIFICATION – CCEM makes strong use of in–house resources and those procured through Washington State EMD. The county utilizes numerous federal, state, local, and tribal resources to create many of the displays used to educate the public about where vulnerabilities and risks exist.

3.7.2 MITIGATION OVERVIEW – The 2019 Clallam County Multi–Jurisdiction Hazard Mitigation Plan was approved by FEMA on January 29, 2020, and is in place. The 2025 Plan is scheduled to be released in 2025.

3.7.3 LONG–TERM VULNERABILITY REDUCTION
The City of Sequim takes steps to ensure the long–term safety of its residents through public information campaigns, workshops, and infrastructure projects designed to improve survivability in the event of a disaster scenario.

3.8 COMMON RESPONSE AND RECOVERY – County and participating political subdivision personnel, services, and equipment are a part of the local emergency management system. Washington state law directs the heads of governments to utilize those assets, along with those of the other municipal corporations and special districts, to the “maximum extent practicable.” The City of Sequim will assist the County and its various political subdivisions to the extent practicable in developing the internal procedures necessary for execution of emergency duties as identified in this plan.

Clallam County emergency response capability is comprised of six fire districts, a sheriff’s office, a city fire department, 3 city police departments, and 4 tribal police departments. These agencies are also supplemented by mutual–aid agreements with Jefferson County and State and federal law enforcement if Clallam County resources are unavailable or overwhelmed in a given emergency. The County will likely find itself cut off in the event of major disasters such as earthquakes due to the limited transportation networks in and out of the area and thus will require alternate methods (air or barge) for delivery of outside resources.

3.9 RESPONSE MISSION, INFRASTRUCTURE SYSTEM – The Sequim Department of Public Works maintains City-owned infrastructure. It is dedicated to street maintenance, water distribution, wastewater treatment, solid waste management, and storm water management. Public Works are also responsible for the maintenance of City buildings.

3.9.1 PUBLIC WORKS SURGE CAPACITY AND DISASTER STRATEGY – The Sequim Department of Public Works is represented in the Sequim ECC. Public Works have a 2-way radio system, backup generator capacity, staff training, and an equipment strategy for daily and emergency operations as well as a staffing plan for emergencies.

3.9.2 WATER DISTRIBUTION SYSTEMS – The majority of water used in the City is supplied by municipal wellfields and an infiltration well at the Dungeness River. There are a limited number of private wells within the City.

3.9.3 WATER DISTRIBUTION SURGE CAPACITY AND PLANNING STRATEGY – Public water systems maintain emergency plans and procedures, coordinated with this plan, for response to water emergencies. There

is some connectivity between systems allowing for limited redirection of water resources to systems in need. Water utilities are represented on the ECC Team.

3.9.4 ELECTRICITY DISTRIBUTION SYSTEMS – The City of Sequim is served by Clallam County PUD #1.

3.9.5 ELECTRICAL DISTRIBUTION SYSTEMS SURGE CAPACITY AND PLANNING STRATEGY– There is interconnectivity among the electric utility providers that can accommodate moderate shortages. In addition, mutual aid plans and agreements cover sharing of repair resources. Emergency restoration of public power to the majority of the County is defined in the Clallam County Public Utility District #1 Emergency Response & Restoration Plan (ERRP-2018) which is coordinated with this plan. Prioritization of emergency response is coordinated through the PUD power Dispatch Center located at their Carlsborg Operations Center.

3.9.6 CRITICAL TRANSPORTATION – Clallam Transit System and Clallam County School Districts are a potential resource to provide access to dozens of buses that can be gathered in a short period of time for evacuation or movement of personnel.

3.9.7 ENVIRONMENTAL RESPONSE – Clallam County has been deemed a Hazardous Materials Awareness Level County by WAEMD. We have no local Hazardous Materials Response Team and must request a response from the State. The Environmental Health section of Clallam County Health and Human Services Department is the lead agency for coordination of response to animal and crop disease outbreaks, hazardous material spills, and public health threats. The ECC Team may be activated to support environmental response activities if requested.

3.9.8 FATALITY MANAGEMENT SERVICES – The death of all persons, with certain limited exceptions, falls within the jurisdiction of the County Coroner. The coroner is responsible for identification, determination of cause of death, notification of next of kin, and plays a role in the disposition of unclaimed bodies. The County Coroner is either appointed by the County Commissioners or elected by the people.

Private funeral homes in the County assist with removal and temporary storage of human remains. The Clallam County Mass Fatality Plan defines surge capacity for disposition of human remains above local capabilities.

3.9.9 FIRE MANAGEMENT AND SUPPRESSION – The Fire Districts maintain formal and informal agreements with adjacent fire agencies for augmentation of local forces as needed. Some of these agreements call for automatic response to certain kinds of calls. Formalized mutual aid understandings address cost recovery and other administrative issues relating to sharing resources.

When immediate County mutual aid resources are exhausted and the incident is not resolved, the Incident Commander may request activation of the Olympic Region Fire Defense Plan, mobilizing requested resources from neighboring counties. Should additional resources be needed, the State Fire Mobilization Plan (coordinated through the State Fire Marshal's Office) can be implemented to provide assistance from throughout the State.

Fire Districts have the option to establish Operations Area Commands. Operations Area Command means they assume direct control and prioritization of their own assets within their individual areas of operation. Area Command protocols provide for the prioritization of limited resources at the district level.

Overall coordination of Fire/Emergency Medical Services is accomplished by having representation on the ECC Team. Fire/EMS would also be assigned to Unified Command when established.

3.9.10 MASS CARE SERVICES – The Olympic Peninsula Chapter of the American Red Cross is supporting Clallam County in providing mass care shelters to the extent of their capabilities. CCEM supports planning and training for mass care services within the Operational Areas. In addition, the City supports planning and training for mass care services within the Sequim Operational area.

3.9.11 SEARCH AND RESCUE OPERATIONS – A Search and Rescue (SAR) capability has been established by the Clallam County Sheriff. The SAR organization is focused on wilderness and rough country search and rescue and operates under the program standards established by the State of Washington.

Local SAR capabilities are augmented by mutual aid arrangements with adjacent jurisdictions. Additional resources, when needed (including specialty services, aviation support, etc.), are requested through the State Emergency Management Duty Officer.

Urban SAR (collapsed buildings, burning structures, etc.) is performed by certified fire/EMS personnel. During disasters, CCSO SAR resources are available to support fire/EMS efforts when appropriate. Light search and rescue capability are available through activation of volunteer emergency workers such as local Community Emergency Response Teams (CERT). Trained) Clallam Ready Teams may provide localized capabilities operating within their training and within their own neighborhoods.

3.9.12 ON-SCENE SECURITY, PROTECTION, LAW ENFORCEMENT – The Clallam County Sheriff's Office, the cities and tribes all perform law enforcement duties in the unincorporated portions of the county and their appropriate city and tribal jurisdictions. The Sheriff's Office and the City of Forks also provide jail services.

The Police Departments are headquartered in each city and the Sheriff's Office is located at Port Angeles. Sheriff's Office annexes are located on Highway 101 east of Forks, at Clallam Bay and in the Sequim Police Department. These provide outreach to the west end and north coast. Deputies are collocated with the City of Sequim to serve the east end. The Sheriff's Office and the Police Department maintain a small force of volunteer reserve personnel available for limited duties as needed.

The Sheriff's Office and Police Department personnel frequently support one another by providing informal mutual assistance. This temporary arrangement is also supported by local troopers from the Washington State Patrol when available. More formal mutual aid understandings are in place between the Sheriff and law enforcement agencies in adjacent jurisdictions.

When local and immediate mutual aid resources are exhausted, including assistance from Jefferson County, the State Law Enforcement Mobilization Plan can be implemented to provide requested assistance from throughout the state.

3.9.13 PUBLIC HEALTH, HEALTHCARE, AND EMERGENCY MEDICAL SERVICES – Clallam County Health and Human Services (CCHHS) provides programs and services to help protect and improve the health of the County, the Cities and tribal nations. They coordinate programs essential to disaster response and recovery including food safety, water quality, solid waste enforcement, immunizations and control of communicable diseases. Critical services also include family support services, vital statistics developmental disabilities programs, behavioral health coordination, and the coordination of support services for those experiencing homelessness.

The Clallam County Health Officer has overall responsibility for direction of the program under RCW 70.05.070.

The Clallam County Board of Health defines policy per RCW 70.05.060. A Department Director and professional staff perform their duties on a daily basis.

The CCHHS Public Health Emergency Response Plan defines how CCHHS plans to deal with a health emergency, and how their activities will be coordinated with the CCEOC.

Clallam County Health and Human Services is a partner in Homeland Security Region 2. This partnership augments local resources by mutual aid with both Jefferson and Kitsap Counties' health organizations. Additional resources may be available in an emergency from the State Department of Health. CCHHS also is a part of the Northwest Healthcare Response Network which aids in the coordination of the healthcare community.

A Health Command Center may be established at the CCHHS office to conduct detailed deployment according to internal plans.

Olympic Medical Center and Forks Community Hospital are the only hospitals in the County. The hospitals provide physicians' clinics, home health and hospice, outpatient diagnostic services, and rehabilitation services. Limited emergency room facilities are provided. Neither is a certified trauma center.

Both hospitals have disaster plans that define how they will coordinate resources in an emergency.

3.9.14 HOSPITAL SURGE CAPACITY – The ability of OMC and Forks Community Hospital to staff up to meet extraordinary needs is provided by implementation of their specific internal plan. This plan makes maximum use of hospital–related clinics, and volunteer resources to augment current personnel and capabilities. The plan includes cooperation with regional networks, local clinics, nursing homes and related facilities necessary for temporary relocation of patients or the use of such facilities to accommodate overload.

Communication and coordination with OMC/Forks during emergencies is through the CCEOC.

3.10 RECOVERY MISSION – The initial emergency response period is comparatively short compared to the recovery and restoration process. Recovery begins when the living have been rescued, the injured treated, and damages resulting from the incident are no longer getting worse. The recovery phase marks the beginning of the "new normal". Disaster recovery means a coordinated set of short–term and long–term actions designed to reduce the adverse effects of a disaster and restore community vitality.

3.10.1 LOCAL GOVERNMENT ROLE – Local government has the primary role of planning and managing all aspects of the community's recovery. A Local Disaster Recovery Manager (LDRM) will be designated to work with the local–state–federal recovery team. The role of the LDRM is to facilitate problem solving, and foster coordination among local partners and stakeholders.

3.10.2 ACTIVATION OF THE RECOVERY PROCESS – The Sequim ECC will serve as the primary point of contact for disaster recovery activities at the City level and is the focal point for implementation of recovery actions. Recovery from a large-scale disaster will involve coordination of local, state, tribal, federal, and private sector resources and such recovery activities will generally be coordinated through CCEM and the CCEOC. Recovery priorities will be established based on the data collected in the damage assessment process.

3.10.3 SHORT–TERM RECOVERY – The actions needed to stabilize the immediate health and safety needs of the community. Typical actions in this phase might include:

- Completion of emergency response activities.
- Impact assessment (effect on community viability).
- Declaration of disaster (a request for state and federal assistance).
- Rough estimation of the cost of public and private damage.
- Restoration of essential transportation routes.
- Emergency debris removal.
- Restoration of basic lifeline services (water and power systems).
- Security of damaged/evacuated areas.
- Distribution of potable water, food and other goods.
- Identification and resolution of unmet needs.
- Resumption of the essential business of local government.
- Temporary housing.
- Management and distribution of donated goods and services.
- Coordination with State and Federal disaster relief authorities.
- Enhancement of regular communications with the public.
- Setting up disaster coordination centers for public relief.

3.10.4 LONG–TERM RECOVERY – The actions taken to promote redevelopment of community vitality. Typical actions in this phase might include:

- Completion of the Federal damage assessment process.
- Identification of restoration priorities.
- Completion of debris removal and demolition.
- Rebuilding of damaged public facilities.
- Resumption of commerce.
- Stimulation of housing repair and reconstruction.
- Development of hazard mitigation projects.
- Mitigation of environmental impacts.

3.10.5 COORDINATION (RECOVERY TASK FORCE) – Following a major disaster, a local Recovery Task Force (RTF), under the Local Disaster Recovery Manager, may be established by the Board of County Commissioners and the City Councils and tasked with defining needs, determining available resources, and enabling long–term redevelopment. The Recovery Task Force will be charged with establishing uniform policies for coordination of recovery efforts. The RTF should be a joint county/city/private sector effort. Constituency of the RTF would depend on the severity, scope, and type of damage. Staff for the Recovery Task Force will be provided by the participating jurisdictions.

3.10.6 RECOVERY FACILITIES – Depending on the scope of the disaster, the following facilities may be needed to support recovery activities:

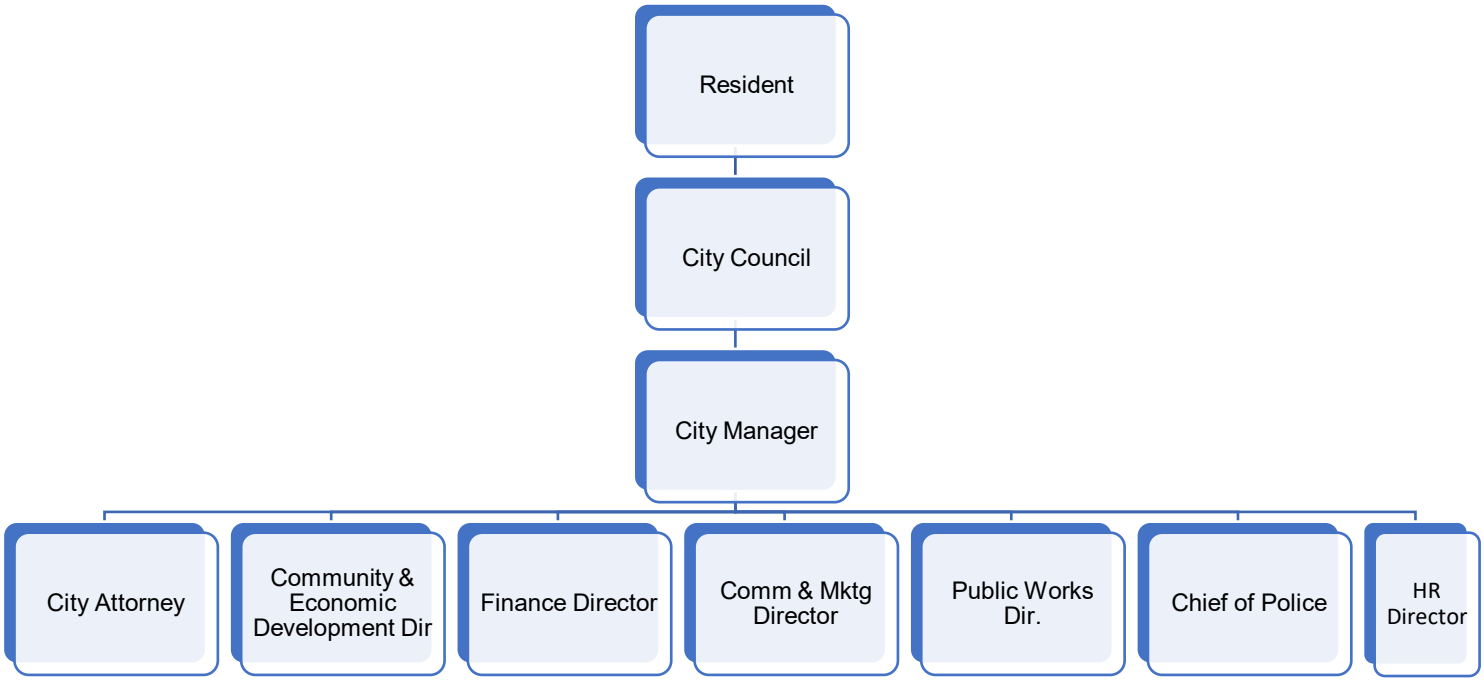
- Recovery Administration Office – To house recovery staff and clerical support.
- Disaster Recovery Center(s) – Joint agency one–stop clearinghouse for coordination of disaster relief.
- Point(s) of Distribution (POD) – Facilities used to receive, sort, store, and disseminate critical goods to persons impacted by the disaster. May establish one or more PODs in each operational area.
- Public meetings – Locations throughout the community for communication of the recovery process to public gatherings. May establish one or more in each operational area.
- Joint Information Center (JIC) – For location of the joint agency public information officers to coordinate delivery of recovery information. A single JIC will be coordinated by the CCEM Public Information Officer.

4.0 Organization

4.1. JURISDICTIONAL ORGANIZATION STRUCTURES

4.1.1 SEQUIM JURISDICTION ORGANIZATION STRUCTURE

Figure 4.1 Sequim Local Government Organization Structure



4.1.2 CITY JURISDICTION AND COORDINATION –Sequim Organization Structures. The City Command Center will act as the primary direction and control point for City resources for incidents inside the city. The County Emergency Operations Center (CCEOC) may be activated in support as needed, or members of the CCEOC Incident Management Team assigned to the Sequim ECC to assist where needed.

4.2 SEQUIM EMERGENCY MANAGEMENT ORGANIZATIONAL STRUCTURE – The Sequim City Council established the City's Emergency Management structure by resolution and delegated overall emergency management responsibility to the City Manager. The City Manager has appointed the Chief of Police as the Director of Emergency Management. The Emergency Management Director is responsible for day–to–day operation of the program, supervision of Emergency Management staff, and coordination of planning, training, drills, and exercises to assure readiness, and implementation of plans and procedures in an emergency.

The Director and City staff populate designated ICS and ECC roles as directed by the City Manager.

Figure 4.3 SEQUIM EMERGENCY MANAGEMENT STAFF

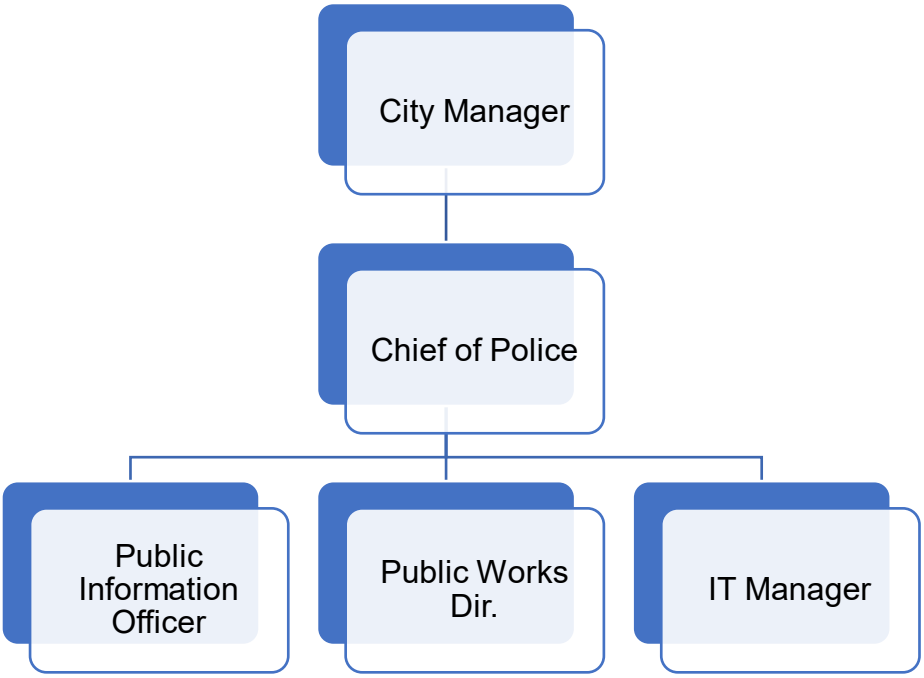
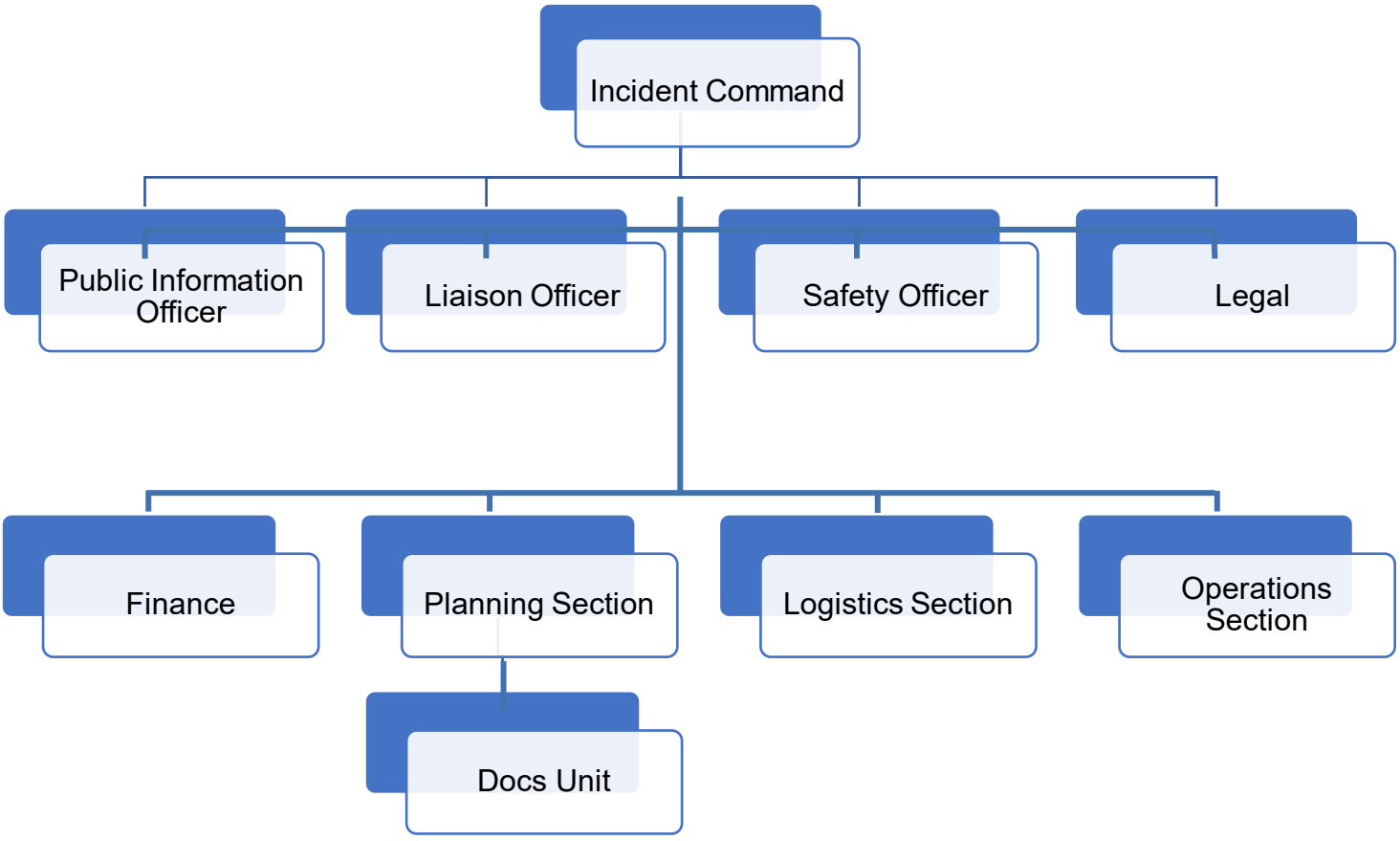


Figure 4.4 SEQUIM EOC ORGANIZATION



4.2.1 PRIMARY AND ALTERNATE LOCATIONS – The Sequim ECC is the facility from which the City will coordinate overall response to and recovery from major events according to this plan, and is located at the Sequim Transit Center, 190 W. Cedar Street, Sequim WA 98382.
An expanded ECC will be established at the Guy Cole Event Center, Carrie Blake Park, 202 N. Blake Avenue, Sequim, if necessary.

A CCEM Mobile Incident Command Vehicle can also be used in certain emergencies.

4.2.2 AUTHORITY TO ACTIVATE – Authority to activate the Sequim ECC is vested in the City Council. The City Council has delegated activation authority to the following City officials in the order listed below:

1. City Manager
2. Chief of Police (Emergency Management Director)
3. Public Works Director
4. Sequim Police Duty Supervisor

4.2.4 ECC ACTIVATION LEVELS

Figure 4.5 Sequim ECC Activation Levels

Activation Level	Description
3 – Normal Operations / Steady–State	Level 3 activation involves monitoring routine emergencies and will be primarily staffed by City emergency management personnel and resources. It does not involve ECC activation.
2 – Enhanced Steady–State / Partial Activation	Level 2 activation involves incidents which have special characteristics requiring response by multiple departments and partner agencies. It requires the acquisition and/or use of special resources and will require support from selected Emergency Support Functions (ESF) and may include overnight operation. It may involve ECC activation.
1 – Full Activation	Level 1 activation involves extraordinary incidents, which require the coordinated response of all levels of government and emergency services in order to save lives and protect property. This level of activation will require 24/7 operation and utilization of all personnel.

4.2.4 DEACTIVATION PROCESS – As the emergent situation stabilizes and the need for coordination and support decreases, the ECC will stand down to the next appropriate activation level. The decision to deactivate the ECC shall be by the direction of the chain–of–command designated above under Decision to Activate.

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

4.3 EMERGENCY ROLES

4.3.1 COORDINATING – Coordinators oversee the preparedness activities for a particular capability and coordinate with its primary and support agencies.

- Maintaining contact with primary and support agencies through conference calls, meetings, training activities, and exercises
- Monitoring the progress in meeting the core capabilities
- Coordinating efforts with corresponding private sector, NGO, and Federal partners
- Ensuring engagement in appropriate planning and preparedness activities

4.3.2 PRIMARY – Primary agencies have significant authorities, roles, resources, and capabilities for a particular function within a capability.

- Orchestrating support within their functional area for the appropriate response core capabilities and other missions
- Notifying and requesting assistance from support agencies
- Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate 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 core capability and other missions and providing that information as part of situational and periodic readiness or preparedness assessments
- Planning for incident management, short–term recovery operations, and long–term recovery
- 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

4.3.3 SUPPORT – Support agencies have specific capabilities or resources that support primary agencies in executing capabilities and other missions.

- Participating in planning for incident management, short–term recovery operations, long–term–recovery, and the development of supporting operational plans, standard operating procedures, checklists, or other job aids
- Providing input to periodic readiness assessments
- Maintaining trained personnel to support interagency emergency response and support teams
- 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

5.0 Responsibilities

5.1 CITY OF SEQUIM

5.1.1 ELECTED/APPOINTED OFFICIALS – Legislative responsibility for city government is vested in the seven–person City Council. Statutory offices consist of City Manager, City Clerk, City Attorney, Police Chief.

The City Manager is an appointed official who serves as the Chief Executive Officer for the City, and is responsible for carrying out all decisions, directives, policies, ordinances, and resolutions made by the City Council. Administrative departments, under the City Manager, include Finance, Public Works, Legal, Police, Information Technology, Communications/Marketing, and the Department of Community and Economic Development.

5.1.1.1 LEGISLATIVE SUPPORT TO EMERGENCY MANAGEMENT – The City Council provides emergency legislative support to the Emergency Management program in an emergency. Such support includes declarations of emergency and special emergency measures needed to meet response needs.

5.1.1.2 CRITICAL TASKS IDENTIFIED – Residents expect government operations to continue under emergency conditions. Some elements of services – law enforcement, fire/EMS, emergency management, public health, etc. – become even more essential. Sustained government services are vital to economic stability and recovery. Some constitutional requirements – for instance some responsibilities of the criminal court system – cannot be suspended. Rallying the community response, marshaling resources, meeting emergency needs, and reacting to the crisis at hand, while sustaining or restoring critical government operations, is a major leadership challenge.

5.1.1.3 ALTERNATE LOCATION FOR THE CONDUCT OF PUBLIC BUSINESS – The emergency affairs of the City can be conducted in an alternate place for the duration of the emergency if reasonable effort is made to notify the public of the emergency relocation.

5.1.1.4 TELEPHONIC VOICE VOTE – When exigent circumstances require, a telephone vote of the legislative body can adopt a declaration of emergency. This action needs to be on the record, witnessed, and later affirmed. Telephonic voice vote will be coordinated by the City Manager.

5.1.1.5 EMERGENCY POWERS –RCW 38.52.070(2) provides certain unique powers to the heads of local government in the event of an emergency. Such powers may be enacted when an emergency or disaster occurs that demands immediate action to preserve public health, protect life and public property, and provide relief to the stricken community. In carrying out this plan, the City Council may exercise those powers without regard to the time–consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) including (but not limited to):

- Budget law limitations.
- Competitive bidding requirements.
- Publication of notices.
- Provisions pertaining to the performance of public works.
- Entering into contracts.
- Incurring obligations.
- Employment of temporary workers.
- Equipment rentals.
- Purchase of supplies and materials.
- Levying of taxes.
- Appropriation and expenditure of public funds.

The activation of these emergency powers is contingent upon a formal Declaration of Emergency by a majority vote of the City Council. In all cases, the test of prudence and best value in the execution of emergency procurement will be observed whenever such diligence does not interfere with the immediate response to life safety.

It is critical that due diligence in obtaining the best value in terms of cost must be documented. Contract type should be carefully considered to ensure proper monitoring is in place and costs are reasonable.

5.1.1.6 EMERGENCY POWERS CAUTION – ENVIRONMENTAL ISSUES – Although emergency powers allow certain activities impacting public health and safety to be carried out without delay, all recovery activities remain accountable to the myriad environmental laws and regulations, limitations on historical buildings and landmarks, and other regulatory processes. Each applicant agency will be required to comply with the permit requirements, and other measures required by law to the extent possible; and will be responsible for knowing what those requirements are.

5.1.1.7 DECLARATION OF EMERGENCY – A local declaration of emergency by the City Council pursuant to RCW 35A.34.140 serves as the basis for requesting County, State and federal assistance in a major emergency. Such declaration also serves as the basis for exercising emergency procurement and other powers provided for by RCW 38.52.070.

5.1.2 LOCAL GOVERNMENT AGENCIES/DEPARTMENTS – USE OF CITY PERSONNEL AND SERVICES IN AN EMERGENCY – City personnel, services, and equipment are a part of the local emergency management system. Washington State law directs the heads of governments to utilize those assets, along with those of the other municipal corporations and special districts, to the "maximum extent practicable". It is the responsibility of the City Manager to assist them in developing the internal procedures necessary for execution of their emergency duties as identified in this plan.

5.1.3 REGIONAL ORGANIZATIONS

5.1.3.1 FEDERAL ASSETS

FEDERAL EMERGENCY MANAGEMENT AGENCY
- Coordinating Agency for ESF 4, 5, 6, and 9
- Assists and provides housing and shelter for hard hit communities.
- Provides money for home repairs to cover damages that aren't paid for by insurance.
- Provides assistance with medical treatment and prescriptions for disaster victims who suffer from medical conditions.
- Assists with rebuilding and repair of public infrastructure, including roads and bridges, sewer lines and public buildings.

DEPARTMENT OF HOMELAND SECURITY
- Secretary of Homeland Security is the principle federal official for domestic incident management.
- Responsible for the coordination of federal operations within the United States in order to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies.
- Provides technical expertise for infrastructure protection, resilience, and interdependencies.

DEPARTMENT OF DEFENSE
- Coordinating Agency for ESF 20
- The Secretary of Defense authorizes Defense Support to Civil Authorities for domestic incidents as directed by the President or when consistent with military readiness operations and appropriate under the circumstances and law.
- Provides personnel assistance and resources to support federal response to a major disaster or emergency.

UNITED STATES COAST GUARD
- Coordinating Agency for ESF 20
- Provides support for maritime operations.
- Conducts search and rescue operations at sea and in support of local jurisdictions.
- Supports cleanup of oil spills and other maritime environmental hazards.
- Inspects commercial vessels, responds to pollution, manages waterways and draft recommendations for the transit of hazardous cargo by ship.

5.1.3.2 WASHINGTON ASSETS

NATIONAL GUARD
- Coordinating Agency for ESF 20
- Coordinates Defense Support to Civil Authorities.
- Provides:
  - Air and land transportation of personnel and equipment.
  - Shelter.
  - Power generation capabilities.
  - Urban search and rescue.
  - Water purification.
- Supports in suppression of wildland fires along with providing security forces and command and control capabilities.
- Supports state emergency communications and cyber system requirements.
- Provides aerial reconnaissance, photographic missions, and radiological monitoring, as required.
- Provides limited emergency medical assistance.

WASHINGTON STATE PATROL
- Coordinating Agency for ESF 13
- Assists local authorities with law enforcement operations.
- Coordinates traffic control on state highways.
- Responds to hazardous material events.
- Provides aerial reconnaissance photographic missions.

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION
- Coordinating Agency for ESF 1
- Supports local jurisdictions with traffic control on local roads.
- Conducts transportation damage assessments and rapid repairs to WSDOT infrastructure.
- Assists in promptly identifying and removing impediments to movement on state highways and other routes as resources allow.
- Reconstructs, repairs, and maintains the state transportation system including designation of alternate routes in coordination with counties cities and ports.

WASHINGTON STATE DEPARTMENT OF NATURAL RESOURCES
- Coordinating Agency for ESF 4 and 11
- Mobilizes personnel and equipment during emergency or wildfire operations for suppression and control of wildland fires.
- Coordinates or conducts debris removal and land reclamation on DNR land.
- Provides geologic technical assistance.
- Provides heavy equipment support in an emergency or disaster.

WASHINGTON STATE DEPARTMENT OF SOCIAL AND HEALTH SERVICES
- Coordinating Agency for ESF 6
- Promotes the integration of functional needs support services.
- Coordinates state–level mass care, emergency assistance, temporary housing, or human services response when requested by impacted jurisdictions.

Washington Emergency Management Division (WAEMD)
- Coordinates the acquisition and deployment of additional communications equipment, personnel and resources necessary to establish temporary communications capabilities within the affected areas.
- Receives and processes requests from local jurisdictions for specific state and federal emergency and disaster related assets and services.
- Coordinates state assets to support local jurisdictions in need of supplemental emergency or disaster assistance

- Coordinates the provision of statewide search, rescue, and recovery assets to supplement the efforts of local jurisdictions.
- Develops and implements programs or initiatives designed to prevent, protect, and mitigate the effects of hazards through the development and enforcement of policies, standards, and regulations.
- Provides emergency and disaster–related training and orientation to state and local officials to familiarize them with emergency or disaster–related responsibilities, operational concepts, and procedures.

5.1.4 PRIVATE SECTOR – IS RESPONSIBLE FOR:

- Planning for the protection of their employees, infrastructure, and facilities.
- Planning for the protection of their information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact their own infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide the County with specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

5.1.5 NONGOVERNMENTAL/VOLUNTEER AND COMMUNITY ORGANIZATIONS – CCEM has worked with a variety of community organizations to develop emergency preparedness capabilities. Many neighborhoods have developed their own Emergency Preparedness Groups (Clallam Ready) with the goal of being able to sustain themselves in the event of a disaster. In addition, the Sequim Operational area works with and supports local preparedness groups.

5.1.6 INDIVIDUAL COMMUNITY MEMBERS – The City of Sequim believes that in the aftermath of a major disaster, due to uncertainties in how long it will take for state and federal aid to arrive, individuals need to be responsible for the safety and welfare of themselves and their families. We provide a wide variety of links, training programs, documents and resources to aid them in achieving personal resiliency. The goal is to enable residents to be prepared to sustain themselves for 30 days or more after a catastrophic event and to minimize the impact of smaller events. We encourage participation in local emergency preparedness and response organizations and activities such as Clallam Ready, Community Emergency Response Teams (CERT), and others.

6.0 Communications

6.1 GENERAL – Being able to accurately collect, analyze, and disseminate information is important in building situational awareness during an emergency or disaster. The transfer of information can be by phone, radio, television, computer, or even a runner. These methods are picked based on the nature of the emergency and what is available. Sequim ECC needs accurate and constantly updated information in order to paint a picture for what is needed by those in the field.

6.1.1 OPERATIONAL COMMUNICATIONS

A Public Safety Answering Point (PSAP) and dispatch center was established jointly by first responders in Clallam County. Peninsula Communication (PENCOM) is the 9–1–1 center and public safety dispatching service for all of Clallam County. PENCOM receives 9–1–1 calls, communicates with law enforcement and fire/EMS assets, tracks the status of resources, and acts as the initial point of contact for mutual aid services requested by the field responders.

PENCOM is also the 24–hour warning point for larger incidents impacting Clallam County. Dispatchers monitor the National Warning System (NAWAS) for this purpose and have internal procedures for timely notification of key personnel.

PENCOM maintains internal procedures for rapid expansion of capability should emergency overload occur. The PENCOM Director coordinates all public safety communications services, including support services, in an emergency.

6.1.2 SUPPORT COMMUNICATIONS SERVICES – AMATEUR (HAM) RADIO – Supporting communications services are provided by ARES, an organization within the Amateur Radio (HAM) community. An extensive communications network has been established to augment capabilities when needed, under the coordination of the CCEOC.

CCEM and Sequim ECC also maintain radio rooms where communications are located during an activation. The CCEOC radio rooms consist of multiple HF, UHF and VHF radios, Emergency Alert System, CEMNET and several other forms of communications. The Sequim ECC's radio room lacks the Emergency Alert System and CEMNET functionality. Radio frequencies are kept and maintained in the Radio Room and PENCOM to maintain redundancy of information.

6.2 PUBLIC INFORMATION AND WARNING NETWORKS

Clallam County or the City of Sequim disseminate emergency information using a variety of outlets including:

- The Emergency Alert System and Integrated Alert Public Warning System (IAPWS)
- NOAA Weather Radio.
- Everbridge: A subscription–based messaging system to disseminate important or otherwise critical information by Clallam County Public Safety agencies.
- **All Hazards Alert Broadcast (AHAB)**: all hazard warning sirens that can be activated by the State EMD Duty Officer or locally as needed. Sirens are tested at noon on the first Monday of every month with tsunami warning messages.
- **Media:** Further information dissemination is conducted by local media outlets KONP, KSQM, KZQM, KSTI, KBDB, KNWU and WAVE Cable Network. During a catastrophic event, news releases may involve longer range broadcasters outside of Clallam County.
- Social Media Platforms

6.3 OPERATIONAL COORDINATION

Essential Elements of Information (EEI) represent a comprehensive list of impact related information needed by CCEM from County and City agencies, departments and operational area sites to develop situational awareness and create a Common Operating Picture (COP).

EEI items are normally required for both emergency response and recovery and include:

- Boundaries of the disaster area.
- Social, economic, political, environmental impacts.
- Status of transportation nodes.
- Status of communications systems.
- Access points to the disaster area.
- Status of operating facilities.
- Hazard–specific information.
- Weather data affecting operations.
- Status of critical facilities.
- Status of key personnel.
- Status of ECC/ESF activation.
- Status of disaster or emergency declarations.
- Major issues/activities of ESFs.
- Resource shortfalls.
- Overall priorities for response.
- Status of upcoming activities.

EEI to consider for **Seismic Event**:

- Seismic, tsunami or other geophysical information.
- Area of ground shaking.
- Area of liquefaction.
- Landslide/mudslide areas.
- Evacuation planning.

EEI to consider for **Flood Event**:

- Status of rivers/tidal areas.
- Number and sufficiency of sandbag inventory.
- Amount and sufficiency of potable water/food stuffs.
- Evacuation planning.

EEI to consider for **Hazardous Materials Incident**:

- The chemical agent(s) in question.
- The extent of any release.
- Affected areas.
- Plume prediction.
- Protective action recommendations/decisions.
- Evacuation planning

7.0 Administration

7.1 DOCUMENTATION – Detailed documentation of ALL activities associated with disaster response and recovery is a prerequisite for Federal reimbursement under the Public Disaster Assistance Program if qualified. Comprehensive records must be kept in real time and at all levels (not reconstructed) and present a clear description of the actions taken.

7.2 PRESERVATION OF DEPARTMENTAL ESSENTIAL RECORDS – In order to provide for the continuity and preservation of civil government, each department shall designate those public documents, which are essential records and needed in an emergency and for the reestablishment of normal operations after any such emergency. Each department shall ensure that the security of essential records is by the most economical means commensurate with adequate protection. Protection of essential records may be by vaulting, planned or natural dispersal of copies, or any other method. Reproductions of essential records may be by photocopy, microfilm, or other methods.

7.3 RETENTION OF DEPARTMENT DISASTER–RELATED RECORDS AND DOCUMENTATION – All departments with disaster responsibilities must coordinate with the City Manager to establish, maintain and protect files of all disaster–related directives, forms, and reports, requests for assistance, expenditures, and correspondence, in accordance with the record retention program as defined in RCW 40.10.010. Reports may be requested by the City Manager from departments to provide regional, State, and federal officials with information concerning the nature, magnitude, and impact of the disaster. These reports may be necessary to evaluate response options and to allocate resources on a priority basis.

The City may be requested by the Washington State Emergency Management Division to provide specific reports to include, but are not limited to:

- Damage Assessment Reports.
- Requests for Assistance.
- Situation Reports.

The State Emergency Operations Center may issue mission numbers (disaster incident or search and rescue number series) to local jurisdictions for actions taken with the intent of protecting life, property and/or the environment during the incident period of any given event. The mission number shall be used by each department for the duration of the incident and throughout the recovery period. The State mission number shall be included in all disaster–related documentation. Sequim will obtain a mission number through CCEM.

8.0 Finance

8.1 COST RECOVERY

8.1.1 REIMBURSABLE ELIGIBILITY AND COST RECOVERY – Some incident related costs may become reimbursable (or partially reimbursable) under state or federal law. An example of reimbursable expense is extraordinary costs associated with emergency action of a certain qualified nature under the Robert T. Stafford Disaster Relief Act.

Reimbursement eligibility, if any, will require detailed records. In any event, no emergency action should be undertaken on contingency with the advanced expectation of reimbursement. Some reimbursement may require local matching funds (either direct or indirect).

Where resources are being acquired through the emergency management system at the request of other response agencies, the cost of those resources will be assigned to the requesting agency. Whenever possible, the costs will be pre–identified.

There is a prescribed resource ordering process in place through the ECC. The cost for resources that are not requested through this resource management process (including those that respond spontaneously) may not be eligible for reimbursement should it become available. Unrequested or unplanned resources may interfere with the resource management system.

8.1.2 RESPONSIBILITY FOR COST TRACKING – All county and city offices and departments, along with municipal and quasi–municipal corporations, special purpose districts organized under the laws of the State of Washington, are responsible for tracking incident–related costs. Cost recovery, if any, will hinge on the type and detail of extraordinary expenditures directly related to the execution of this plan. Should the Stafford Act, or any other similar reimbursement mechanism, be implemented, each entity is responsible for filing for cost recovery – coordinated through the Finance Section in the Sequim ECC when activated or CCEM under other circumstances.

8.1.3 RESPONSIBILITY FOR COST TRACKING – OTHER VOLUNTARY ORGANIZATIONS OR CHARITABLE INSTITUTIONS – Volunteer disaster relief organizations may be able to provide short–term assistance throughout the recovery process. These organizations are responsible for tracking their incident–related costs and man hours. Should the Stafford Act, or any other similar reimbursement mechanism, be implemented, private non–profit volunteer organization costs and man hours may be reimbursable or counted as county matching funds. Records must be coordinated through the Finance Section in the Sequim ECC when activated or CCEM under other circumstances.

8.2 PUBLIC ASSISTANCE

8.2.1 DISASTER DECLARATION REQUIRED FOR PUBLIC ASSISTANCE – The Clallam County Board of Commissioners (CCBoC) may declare a state of emergency if damage to the County from a disaster will require expenditures that exceed planned budget provisions or if damage, or threat thereof to the County or any portion thereof (including the City of Sequim) is so grave that circumstance cannot be managed with existing local resources. The Governor may declare an emergency as a result of disaster or other specific causes. At that time, the governor may ask the President to make a disaster declaration. If a declaration is made, several state and federal government agencies will come together to administer the assistance programs in eligible jurisdictions. To be eligible for aid, Clallam County must be included in the disaster declaration.

Upon issuance of a Declaration of Disaster by the President (requested by the Governor) assistance will become available to public entities, (including possible reimbursement of eligible costs) and private individuals through the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (administered by the Federal Emergency Management Agency – FEMA) and other programs.

Those eligible for Public Assistance include local governments, state agencies, Tribal governments, and private non–profit organizations that own or operate a facility that provides an essential service to the general public. Private non–profit organizations that do not offer critical facilities may make separate requests to FEMA and Small

Business Administration (SBA). To request Public Assistance, one must fill out a Request for Public Assistance (RPA) form which must be submitted to FEMA within 30 days of a Presidential declaration.

Emergency expenditures are not normally integrated into the budgeting process of local governments. However, disasters may occur which require substantial and necessary unanticipated obligations and expenditures.

The City of Sequim, as with all other local jurisdictions in Washington State, will incur disaster–related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), applicable state statutes and local codes, charters and ordinances.

The following statues generally cover the financing of emergency response and recovery actions undertaken in Clallam County:

1) Counties: RCW 36.40.180 and 36.40.190
2) Code Cities: RCW 35A.33.080 and 35A.33.100
3) Municipal and county governments are authorized to contract for construction or work on a cost basis for emergency services by RCW 38.52.390
    a) Records shall be kept so disaster related expenditures and obligations of the county and cities can be readily identified from regular or general programs and activities.
    b) Disaster–related expenditures and obligations of the county and cities may qualify for reimbursement 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 and infrastructure after a Presidential Disaster Declaration by the President or under the statutory authority of certain federal agencies.

8.2.2 OBJECTIVES OF FEMA INDIVIDUAL ASSISTANCE PROGRAM – The FEMA Individual Assistance emphasis will be on stabilization of community health, safety, and security. Assistance may be available to eligible public applicants to repair, restore, or replace damaged facilities to pre–disaster design, capacity, and condition.

8.2.3 PUBLIC AGENCY APPLICANTS ELIGIBLE FOR FEMA ASSISTANCE

- Cities and towns
- Counties
- State agencies
- Federally recognized Indian tribes
- Special purpose districts
- Private non–profit organizations
- Government service type non–profit organizations

8.2.4 SAMPLE PUBLIC ASSISTANCE PROJECTS – These categories may be eligible for reimbursement under the Public Assistance program:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Roads and bridges
- Category D: Water control facilities
- Category E: Buildings and equipment
- Category F: Utilities
- Category G: Parks, recreational, and other

9.0 Logistics

9.1 RESOURCES

9.1.1 RESOURCE TYPING – CCEM and the City of Sequim use the FEMA Resource Typing Library to categorize local assets. Agencies within the county are responsible for maintaining their own resource inventories.

9.1.2 LOCAL GOVERNMENT RESOURCES ARE THE FIRST PRIORITY – To the extent practicable, it is the responsibility of local government to aid persons suffering from injury or damage. The City is required to utilize its personnel, facilities, services, and equipment (resources) to the extent practicable to mitigate a disaster. This is the first level in the cost assignment hierarchy. External resources are utilized in support of local efforts.

9.1.3 METHODS AND AGENCIES INVOLVED IN RESOURCES PROCUREMENT

9.1.3.1 STATUS OF INTERNAL (ORGANIC) RESOURCES – Local emergency response organizations have plans and procedures for augmenting their capabilities (surge capacity). This includes agreements with adjacent agencies and jurisdictions, regional mutual aid agreements, state mobilization plans, and similar instruments of collaboration. For purposes of this plan, these are “organic” resources considered for direct coordination by the emergency management system only where there is a critical scarcity. An organic resource is coordinated by the recipient agency according to a pre–arranged command structure.

9.1.3.2 INFORMATION SHARING AND COORDINATION – Although many organic resources may be obtained, assigned, and applied without direct involvement of the Sequim ECC, coordination of that information with the ECC is important in order to understand the scope of the response, reduce the possibility of duplication, and fill in the big–picture information necessary to grasp the scope of the response. That process is particularly important when local and mutual aid resources are about to become exhausted or depleted and may need to be replaced with outside help.

9.1.3.3 RESOURCE MANAGEMENT PROCESS – When resources are requested by the Sequim ECC, the CCEM uses WebEOC Resource Tracker, when available, to order resources through the WAEMD. The ECC IMT will utilize the WebEOC resource ordering and tracking process to assist with the acquisition, coordination and demobilization of requested resources. This system will provide the tracking procedures necessary to document the request, ordering, and shipment of ordered resources. Resource management is the responsibility of the **Planning Section** of the ECC IMT.

9.1.3.4 SPECIAL PROVISIONS OF THE LAW – EMERGENCY POWERS – In carrying out response to an emergency within this plan, when a Declaration of Emergency has been made by the City of Sequim it has the power to enter into contracts and incur the obligations necessary to protect health and safety of persons and property and provide emergency assistance to victims. These actions can be taken with greater flexibility to meet demands in a timely way. This includes temporarily suspending such formalities as budget law limitations, competitive bidding, etc. Demonstration of reasonable attempts to attain the best value, given the limitations of the incident, is highly recommended in the event that emergency expenditures become eligible for cost recovery.

9.1.3.5 CONTROL OF A TRANSFERRED RESOURCE – When requested resources, processed through the resource management system, are received and assigned to a requesting agency, they will be considered transferred to the direct management control of the requestor until released. When a transferred resource has an internal command/supervision structure, that structure will remain intact within the overall organization of the requesting agency.

9.1.3.6 RESOURCES REQUESTED BY OTHER AGENCIES – Where resources are being acquired through the emergency management system at the request of other response agencies, the cost of those resources will be assigned to the requesting agency. Whenever possible, the costs will be pre–identified.

9.1.3.7 RESOURCES NOT OFFICIALLY REQUESTED – There is a prescribed resource ordering process in place through the CCEOC. The cost for resources that are not requested through this resource management

process (including those that respond spontaneously) may not be eligible for reimbursement should it become available.

9.2 WORKERS

9.2.1 EMERGENCY WORKER PROGRAM/LIABILITY PROTECTION – Every resident who wishes to volunteer their services in an emergency should have the opportunity to do so where possible. There are many functions that can be performed by trained or untrained volunteers consistent with their abilities. The resource management system will include provisions for their recruitment, screening, processing, assignment, and tracking. To the extent possible, the administration of volunteer management will be assigned to participating non–profit relief organizations.

When volunteers are utilized by non–profit relief organizations, assumption of liability will be in accordance with their internal policies. Volunteers, assigned by CCEM or the City of Sequim within its jurisdictional boundaries will be provided the protections identified in state regulations applicable to volunteer emergency workers, and found at Washington Administrative Code (WAC) Chapter 118–04.

9.2.2 IMPRESSED SERVICES – In the event of a disaster, after declaration by the governor, the County and other political subdivisions shall have the power to command services and equipment of private citizens, PROVIDED they are entitled to the privileges, benefits, and immunities identified in the law.

9.3 PROCUREMENT

9.3.1 PROCUREMENT METHODOLOGY –Care must be taken when purchasing goods and materials and contracting for services for projects approved under the FEMA Public Assistance Program. All projects are subject to audit. Contracts must be of reasonable cost, generally competitively bid, and otherwise comply with Federal, State, and local procurement standards.

Federal procurement standards are not waived unless lives and property are at stake. However, non–compliance after bona fide exigencies no longer exist may result in ineligibility for federal disaster assistance. All contracting practices must provide full and open competition to all qualified bidders.

9.4 DISTRIBUTION

9.4.1 COMMUNITY POINTS OF DISTRIBUTION (CPODs) – CPODs may be set up at appropriate locations throughout each of the Operational Areas. The location of these CPODs will be announced to the public through a variety of notification methods. In addition, FEMA has identified two Points of Distribution (POD) in western Washington; Joint Base Lewis-McCord Air Force Base in Tacoma and William R. Fairchild International Airport, Port Angeles.

9.4.2 DONATED GOODS AND SERVICES – The City will receive and process donated goods and services through the resource management system. To the extent possible, the spontaneous donation of goods and services will be directed to one of the several non–profit relief organizations for use in their disaster related activities. Where special resources are needed, there may be a direct appeal for donations which may involve impressment.

The Planning Section of the Sequim ECC will be responsible for overall coordination of donated goods and services.

9.5 DEMOBILIZATION – SEE Section 4.2.4 Deactivation

9.6 RESOURCE GAPS

9.6.1 IDENTIFICATION OF UNMET NEEDS – Unmet needs are those critical life and safety elements associated with an incident for which there are no apparent and timely solutions. Meeting those needs may require creative out–of–the–box solutions and re–prioritization of local capabilities, acquisition of external resources, or some other combination of efforts to mitigate the hardship.

10.0 Development and Maintenance

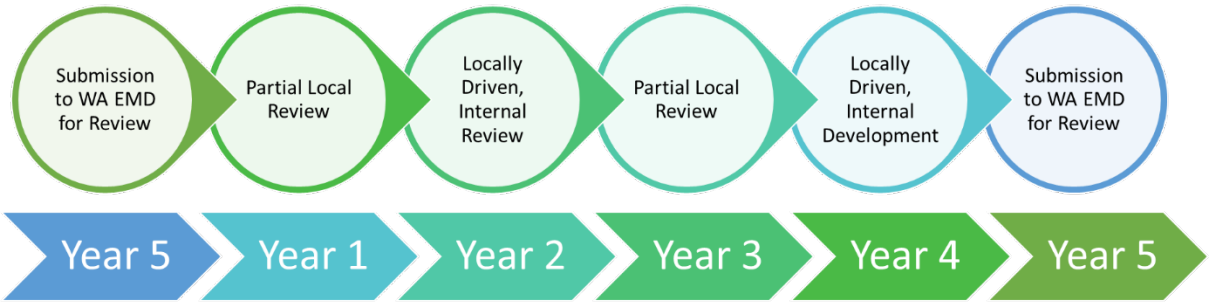
10.1 CORE PLANNING DEVELOPMENT TEAM – . The 2019 Clallam County Comprehensive Emergency Management Plan (CCCEMP) was approved by FEMA and posted April 12, 2022. It was written to provide the County and its residents with up-to-date emergency management information and the latest WAEMD format. The City of Sequim has utilized the 2022 Clallam County CEMP as the basis for development of the City of Sequim CEMP to assure that County and City emergency management efforts integrate as fully as possible.

10.1.1 PLANNING PROCESS – Participation in the Planning Process – Development of emergency plans and procedures, the design and conduct of drills and exercises, and the ongoing training necessary to keep the Sequim's program current is facilitated by City staff. Sequim endeavors to utilize a whole community approach that involves a variety of agencies, non–government organizations, schools, faith–based organizations, local businesses, organized neighborhoods, and residents at–large in its planning process to provide valuable insight into how community assets can be maximized.

The CEMP will evolve as lessons are learned, new information and insights are obtained, and priorities are updated. Evaluating the effectiveness of the Plan involves a combination of training events, exercises, and real–world incidents to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response.

10.1.2 REVIEW PROCESS – Under supervision of the Chief of Police (Director of Emergency Management), a process for reviewing and revising the CEMP has been established. Reviews will be a recurring activity. In no case will any part of the CEMP go for more than two years without being reviewed and revised.

Figure 10.1 Review Schedule



10.1.3 REVISION PROCESS – Revisions to the promulgated CEMP (Annexes and Appendices) must be authorized by the Sequim City Council. The revision should include the date signed. The City Council may delegate authority to specified individuals to make specific modifications without the approval of the City Council.

Revisions to the ESFs must be authorized by the Sequim City Council or designee and may be delivered via email to all affected by the change.

Revisions may be issued as pen–and–ink changes, individual replacement pages or whole documents. Whole document revisions must contain the statement that "This Revision Supersedes all Previous Plans." Individual replacement pages may be grouped and released as a single revision. Revised pages are to be labeled "Revision X, dated MM/DD/YYYY" in the page footer.

Non–emergency revisions may be distributed annually. Emergency changes to the promulgated CEMP or ESFs can be issued immediately via paper distribution.

The revision should be recorded on the following Approval and Implementation of Change form and the form posted as the first page inside the cover of the CEMP.

Figure 10.2 Approval and Implementation Record of Changes Form.

Approval and Implementation
Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials

Every Coordinating, Primary, and Supporting Agency listed in this plan or any of its annexes should be listed on this distribution list and receive a copy of the CEMP and revisions. This is part of the planning process and helps to ensure everyone listed with a role in the plan has access to up to date information. The distribution of the CEMP and revisions should be recorded on the following Record of Distribution Form. The form should be posted immediately behind the Approval and Implementation of Record of Changes form at the front of the CCEM CEMP.

Figure 10.3 Approval and Implementation Record of Changes Form.

Record of Distribution

Agency / Organization / Department	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, & Acceptance
			(#) □ Hardcopy (#) □ Digital	□ Receipt □ Review □ Acceptance
			(#) □ Hardcopy (#) □ Digital	□ Receipt □ Review □ Acceptance
			(#) □ Hardcopy (#) □ Digital	□ Receipt □ Review □ Acceptance

10.2 MAINTENANCE SCHEDULE – The Basic Plan and its annexes shall be reviewed according to the schedule in Section 10.1.2 Review Process. The Emergency Director will conduct reviews to ensure the plan remains effective and efficient.

- This plan will be updated based upon any deficiencies that are found or occur during actual emergencies and exercises and when changes in threats, resources, laws or government policies occur.
- All components of this document must be formally updated and promulgated every five years. Responsibility for updating is assigned to the Emergency Director**.**

Figure 10.4 – Sample CEMP Maintenance Form

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update

10.3 TRAINING AND EXERCISE PROGRAM

10.3.1 TRAINING PROGRAM – CCEM conducts ongoing emergency management trainings that include frameworks from the Clallam County CEMP, ESFs, Community Lifelines, and operational documents. The three–year updated Training Plan is submitted to the Region 2 Homeland Security Director and the Emergency Management Performance Grant Manager on an annual basis. The City of Sequim participates in this training and planning process as well as conducting its own activities.

10.3.2 EXERCISE PROGRAM – CCEM frequently participates in exercises designed and conducted by local, regional, Tribe, state and federal partners. CCEM exercises this CEMP during these tabletops, functional, and full–time drills in a progressive exercise cycle prescribed by Homeland Security Exercise Evaluation Program (HSEEP) guidelines. The content of future County exercises is based on improvement action plans learned from previous exercises and real–world events. The City of Sequim participates in CCEM exercises and training and conducts its own activities.

10.3.3 AFTER ACTION REPORTING PROCESS – CCEM conducts an after–action review and produces an after–action report (AAR) for each significant event and full–time exercise in which it participates. As part of the AAR, an improvement action plan (IAP) outlines any issues identified, recommends actions to address the issues, identifies the individual(s) and agencies responsible for completing the actions, and sets a timeline for completing the actions. The City of Sequim participates in CCEM activities and conducts its own after-action reporting actions.

10.3.4 CORRECTIVE ACTION PROGRAM – When exercise/event shortcomings are identified, CCEM will suggest concrete, actionable steps to be taken to resolve capability gaps and shortcomings. When developing corrective actions, the CCEM staff reviews the AAR to confirm that the issues identified by evaluators and exercise participants are valid and require resolution. Routine improvements that can be managed in department standard operating procedures/plans are updated internally. Corrective actions requiring policy decisions will be presented to the CCBoC for resolution. Revisions to the CEMP, Operational Manuals, and Guiding Principles will be handled and distributed in accordance with this Section

10.1.3 REVISIONS PROCESS - The City of Sequim subscribes to the CCEM corrective action process and conducts its own independent corrective actions as necessary.

10.4 PROMULGATION PROCESS

10.4.1 PLAN MAINTENANCE RESPONSIBILITY – The Director of Sequim Emergency Management is responsible for developing, reviewing, and updating this plan.

10.4.2 PROMULGATION RESPONSIBILITY – The Sequim City Council is responsible for approving and promulgating this plan.

10.5 AVAILABILITY TO THE PUBLIC – Additional copies of this plan can be obtained by contacting the City of Sequim, 152 W. Cedar St, WA 98382 or by contacting the City Clerk at (360) 681-3428.

Reference to important parts of this plan can be found on–line at www.sequimwa.gov .

11.0 Authorities and References

Referenced Materials in the Development of this Template include:

- National Preparedness Goal (NPG).
- National Incident Management System (NIMS).
- All the National Planning Frameworks.
- Core Capability Development Worksheets.
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action.
- Comprehensive Preparedness Guide (CPG) 101.
- Homeland Security Exercise and Evaluation Program (HSEEP) Guidance.
- Emergency Management Performance Grant Guidance – Notice of Funding Opportunity.
- THIRA/SPR Standardized Target and Impact Language.
- Revised Code of Washington (RCW) 38.52. Hazard Mitigation
- RCW 36.40.180 & RCW 36.40.190 Recovery Activities
- RCW 38.52.070 (2) Emergency Powers
- RCW 40.10.010 Record Keeping
- RCW 70.05.060 Public Health
- Washington Administrative Code 118–30.
- Washington State Comprehensive Emergency Management Plan (CEMP).
- Washington State Local Limited English Proficiency Communication Planning Framework.
- Clallam County Code and Administrative Policies.
- Clallam County Home Rule Charter.
- City of Sequim Municipal Code Ch. 2.60 – Emergency Management
- Public Law (P.L.) 109-308 Pets

Appendix 1.0 – Glossary - Definitions

Area Command: Area commands are predefined portions of the county that may be geographically isolated during an emergency. Area commands are designed to be self-sufficient local emergency coordination centers until communications are restored. NIMS would define an Area Command as a division. While similar, Area Command is different from Operational Area.

Biological Agents: The FBI WMD Incident Contingency Plan defines biological agents as microorganisms or toxins from living organisms that have infectious or noninfectious properties that produce lethal or serious effects in plants and animals.

BOCC: Board of County Commissioners refers to the Clallam County Board of Commissioners.

Catastrophic Event: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Chemical Agents: The FBI WMD Incident Contingency Plan defines chemical agents as solids, liquids, or gases that have chemical properties that produce lethal or serious effects on plants and animals.

Consequence Management: FEMA defines consequence management as measures to protect public health and safety, restore government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism.

Crisis Management: The FBI defines crisis management as measures to identify, acquire and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

Damage Assessment: Estimation of damages made after a disaster has occurred which serves as the basis of the BOCC's request to the Governor for a Declaration of Emergency or major disaster.

Disaster Analysis: The collection, reporting and analysis of disaster related damages to determine the impact of the damage and to facilitate emergency management of resources and services to the impacted area.

Emergency: An event or set of circumstances which: (i) 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 (ii) reaches such a dimension or degree of destructiveness as to warrant the governor declaring a state of emergency. It shall also include circumstances where the president of the United States declares a National Emergency or Disaster.

Emergency Alert System: Consists of broadcasting stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies.

Emergency Emergency Coordination Center (ECC): Designated sites from which public, private, and/ agency officials can coordinate emergency operations in support of on-scene responders.

Emergency Protective Measures: Those efforts to protect life and property against anticipated and occurring effects of a disaster. These activities generally take place after disaster warning, if any, and throughout the incident period.

Emergency Management: The preparation for and the carrying out of all emergency functions, other than functions for which military forces are primarily responsible, to mitigate, prepare for, respond to, and recover from emergencies and disasters, and to aid victims suffering from injury or damage, resulting from disasters caused by all hazards, whether natural, technological, or human caused, and to provide support for search and rescue operations for persons and property in distress.

Emergency Operations Plans: Those plans prepared by county and municipal government in advance and in anticipation of disasters for the purpose of assuring effective management and delivery of aid to disaster victims, and providing for disaster prevention, warning, emergency response, and recovery.

Emergency Worker: Any person who is registered with a state or local emergency management organization and holds a valid identification card issued by the state or local emergency management director for the purpose of engaging in authorized emergency management, or who is an employee of the State of Washington or any political subdivision thereof who is called upon to perform emergency tasks.

Individual Assistance: Financial or other aid provided to residents to help alleviate hardship and suffering and intended to facilitate resumption of their pre-disaster way of life.

Hazards Identification & Vulnerability Analysis (HIVA): An assessment of natural and technological (man-made) hazards in Clallam County that is the initial step in the emergency management process that leads to mitigation against, preparedness for, response to, and recovery from hazards. The Hazard Assessment portion of the Clallam County Hazard Mitigation plan required by RCW 38.52 is the county HIVA.

Joint Field Office: A center set up in the disaster area where individual disaster victims may receive information concerning available assistance and apply for the programs for which they are eligible. The Disaster Recovery Center may be located within the Joint Field Office and may house representatives of the federal, state, and local agencies that deal directly with the needs of the individual victim.

Joint Information Center (JIC): A facility that is used by the affected political subdivision jurisdiction to jointly coordinate the public information functions during an emergency.

Major Disaster: “Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm drought, fire, explosion or other catastrophe in any part of the United States which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant Major Disaster assistance under PL 93-288 (Disaster Relief Act of 1974), above and beyond emergency management by the federal government, to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.” (Public Law 93-288)

Micro-island: Predefined portions of the county that may be geographically isolated during an emergency. Micro-islands are a subdivision of an Operational Area.

National Warning System (NAWAS): A 24-hour continuous private line telephone system used to convey warnings to federal, state, local, tribal, and territorial government and public safety officials.

Operational Area – An operational area is one of five geographical areas within Clallam County established to address the unique needs of different areas within the county and to maintain span of control during emergencies. The operational areas break down further into micro-islands that may become geographically isolated during a catastrophic event. Sequim is the Sequim Operational Area (SOA).

Political subdivision – Any county, city or town.

Preliminary Damage Assessment (PDA): The joint local, state and federal analysis of damage that has occurred during a disaster and which may result in a Presidential Declaration of Disaster. The Preliminary Damage Assessment is documented through surveys, photographs, and other written information.

Preliminary Damage Assessment Team: An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster declaration that is warranted. In the recovery phase a team usually consisting of federal, state and local representatives do an initial damage evaluation of sites damaged and to facilitate the proper filing of forms related to that damage.

Public Agency – A state, city, county, municipal corporation, district, town, or public authority located, in whole or in part, within this state which provides or may provide firefighting, police, ambulance, medical, or other emergency services.

SARA TITLE III or EPCRA: A major section of the Superfund Amendments and Reauthorization Act entitled the "Emergency Planning and Community Right-to-know Act of 1986." This is a law that requires the establishment of state and local planning jurisdictions, State Emergency Response Commissions (SERC) and Local Emergency Planning Committees (LEPC) and to conduct emergency planning for hazardous materials incidents.

Standard Operating Procedure (SOP): A ready and continuous reference to those roles, relationships and procedures within an organization which are used for the accomplishment of broad or specialized functions which augment the Emergency Operations Plan.

Terrorist Incident: A violent act, or an act dangerous to human life, in violation of the criminal laws of the United States or of any State, to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.

Tsunami: A wave caused by a sub-marine disturbance, such as an earthquake, underwater landslide or volcanic eruption.

Weapons of Mass Destruction (WMD): Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, mine or device similar to the above, poison gas, any weapon involving a disease organism or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Utility: Structures or systems of any power, water storage, supply and distribution, sewage collection and treatment, telephone, transportation, or other similar public service.

Voluntary Organizations Active in Disasters (VOAD): Any chartered or otherwise duly recognized local, state, national organization or group, which has provided, or may provide services to the state, local governments, or individuals in a major disaster or emergency on a voluntary basis.

Note: The above list is not intended to be all encompassing - additional definitions, glossary, and reference materials are included in most of the cited supporting publications.

Appendix 2.0 – Acronyms

AAR	After-Action Report/Review
AC	Area Command
ACS	Auxiliary Communications Service
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARES	Amateur Radio Emergency Services
BPA	Bonneville Power Administration
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CC	Clallam County
CCBoC	Clallam County Board of Commissioners
CCEM	Clallam County Emergency Management
CCHA	Clallam County Hazard Assessment
CCHHS	Clallam County Health and Human Services
CCHMP	Clallam County Hazard Mitigation Plan
CEMNET	Comprehensive Emergency Management Network
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
COG	Continuity of Government
COOP	Continuity of Operations
CP	Command Post
CPG	Comprehensive Preparedness Guide
DHS	Department of Homeland Security
DRC	Disaster Recovery Center
DSCA	Defense Support of Civil Authorities
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EEI	Essential Elements of Information
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESCA	Emergency Services Support Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
HAZMAT	Hazardous Material
HIVA	Hazard Identification and Vulnerability Assessment Hazard Assessment in Clallam County)
HSEEP	Homeland Security Exercise Evaluation Program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IPAWS	Integrated Public Alert Warning System
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center
LDRM	Local Disaster Recovery Manager
LEP	Limited English Proficiency
MACS	Multi-Agency Coordination System
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization

NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
OMC	Olympic Medical Center
PDA	Preliminary Damage Assessment
PENCOM	Peninsula Communications
PIO	Public Information Officer
POD	Point of Distribution
PUD	Public Utility District
RCW	Revised Code of Washington
RTC	Recovery Task Force
SAR	Search and Rescue
SCO	State Coordinating Officer
SITREP	Situational Report
SOP	Standard Operating Procedure
UC	Unified Command
USAR	Urban Search and Rescue
VOAD	Volunteer Organization Active in Disasters
WAC	Washington Administrative Code
WAEOC	Washington State Emergency Operations Center
WAEMD	Washington State Emergency Management Division
WAMAS	Washington State Mutual Aid System
WMD	Weapons of Mass Destruction