City of Tacoma

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

How the City of Tacoma plans to prepare for, prevent, protect against, mitigate, respond to, and recover from disaster

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LETTER OF PROMULGATION

To: City of Tacoma Departments and Partner Community Organizations

The City of Tacoma Comprehensive Emergency Management Plan provides the framework for preparing, preventing, protecting against, mitigating, responding to, and recovering from a natural, technological, or human-caused emergency or disaster in the City of Tacoma. The plan pre-establishes roles and responsibilities to ensure a coordinated approach for addressing the needs of any major incident.

Pursuant to RCW 38.52 and Tacoma Municipal Code Chapter 1.10, the City of Tacoma Comprehensive Emergency Management Plan is set forth. Each City department, business, resident, and organization included in this plan is asked to become knowledgeable of its contents and be prepared to respond or support response efforts during times of necessity. This plan is closely aligned with the United States Department of Homeland Security National Response Framework, the National Incident Management System, and State and local emergency management plans to ensure coordination between all levels of government. The Tacoma Fire Department Emergency Management Division will continue to coordinate input and updates to this plan and work with City departments, community organizations, businesses, and the residents of Tacoma in the ongoing process of emergency planning and preparedness.

Thank you for your continued support of our emergency management and disaster planning efforts. It is only through the combined efforts of all departments and organizations involved in partnership with the residents and businesses of this community that we can achieve our goal of making Tacoma as disaster resilient as possible.

Sincerely,

Victoria Woodards
Mayor

Elizabeth Pauli
City Manager

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Approval and Implementation

Will insert formal approval document post EMD review.

Foreword

For most people living in the Pacific Northwest, large-scale disaster is a foreign concept. Often for these individuals, disaster is simply something that is observed on television or read about in the newspaper. It is something that occurs to other people in other places and, therefore, is given little attention or priority. History has shown that, due to similar thinking, communities around the world have found themselves ill prepared when disaster strikes. In areas where major disasters are rarely experienced, community members, businesses, and local governments often fail to invest the time and resources necessary to create a community capable of withstanding a widespread disaster. As a result, the individual and community-wide impact of disaster on communities like ours tends to be unnecessarily high and the road to recovery exceptionally long.

The City of Tacoma Comprehensive Emergency Management Plan (CEMP) is a call to action for those that live or work in Tacoma. It is designed to help us avoid the preventable outcome described above. The intention of the City of Tacoma CEMP is to function as the framework for disaster preparedness, prevention, protection, mitigation, response, and recovery activities. Since every disaster presents unique challenges, the CEMP is not intended to address every potential problem that may result from a disaster or major emergency. Rather, the CEMP is simply intended to provide a common language regarding emergency management to those that live or work in Tacoma and a plan to begin the work of addressing needs as they arise. The CEMP is in compliance with the National Incident Management System and the National Response Framework, and is consistent with county, state, and federal emergency management plans.

Disaster-struck communities across the country and throughout the world have repeatedly demonstrated that the key to a resilient community is a coordinated community effort. Although this plan lays the groundwork for addressing the anticipated disaster-related needs of Tacoma residents and businesses, the success of this plan relies heavily upon action taken by all. Residents must prepare themselves to be self-sufficient for at least 14 days recommended; businesses must establish and maintain plans for continuity of operation; non-governmental organizations must be ready to provide assistance to those in need; and local government must lead the way by coordinating emergency management efforts.

Recognizing that there are hazards and risks specific to Tacoma that have the potential to impact the entire region, we must each do our part to ensure our homes, businesses, and community are as resilient to disaster as possible. To address the needs and concerns of an ever-changing community, this plan is intended to be a living document. Although officially promulgated on a 5-year cycle, this plan will be updated and expanded when and as needed. An official and current copy of this plan will be posted and maintained on the City of Tacoma website at www.cityoftacoma.org and www.tacomafiredepartment.org.

The Tacoma Fire Department Emergency Management Division appreciates the cooperation and support of all City departments and divisions, non-governmental and private entities, as well as local jurisdictions, state agencies, and residents that have contributed to the revision and publication of the City of Tacoma Comprehensive Emergency Management Plan. This plan demonstrates the ability of a large number of diverse agencies to work together to achieve a common goal. It is only by means of the latter that the City of Tacoma and its surrounding communities can prove resilient to disaster or major emergency.

Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials
19-001	11/2019	Full transfer into new statewide Core Capability format	US, JS
20-001	2/2020	Full review and update of Basic Plan	US, JR
20-002	3/2020	Full review and update by City's Departments	All Departments, ECC Liaisons
20-003	3/2020	LEP incorporated into Basic Plan and ESF 15	JR, JS
20-004	5/2020	New Safety office incorporated into full CEMP	US, JR
20-005	6/2020	Safety and Public Works concur with updates.	JR

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City Council		(#) ☐ Hardcopy ☒ Digital	☐ Receipt ☐ Review ☐ Acceptance
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Metro Parks		(#) ☐ Hardcopy ☒ Digital	☒ Receipt ☐ Review ☐ Acceptance
Pierce County Emergency Management		(#) ☐ Hardcopy ☒ Digital	☐ Receipt ☐ Review ☐ Acceptance
Pierce County Medical Examiner's Office		(#) ☐ Hardcopy ☒ Digital	☐ Receipt ☐ Review

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1. Introduction

1.1. Purpose

1.1.1. Successful actions often begin with a plan. The greater the stakes or consequences associated with a plan, the greater the importance of ensuring that the plan is well conceived and that all expected to participate have a thorough understanding of their role within the plan. The overarching goal of this plan is to coordinate federal, state, local, tribal, non-governmental organization and private-sector efforts during times of disaster or major emergency, whether the event is caused by natural or man-made forces.

1.1.2. The Federal government requires each state to have an emergency management plan as a method of ensuring a coordinated response to disasters and major emergencies. In turn, State governments require their political subdivisions (counties and in some cases, large cities) to have local emergency management plans, to further ensure that coordination. Additionally, Federal laws such as the American Disabilities Act (ADA), require that plans include provisions of equal access to all government services for people with disabilities, see the **Whole Community Involvement** section for more information.

1.1.3. The City of Tacoma is recognized by the State of Washington as a political subdivision of the state that is responsible for "emergency management functions within the territorial limits of the political subdivision within which it is organized," under the Revised Code of Washington (RCW) Title 38.52. This document, the City of Tacoma Comprehensive Emergency Management Plan (CEMP), ties the City into the coordination framework of the local-state-federal emergency management efforts. The purpose of this plan is to guide residents, business owners, community representatives, and City of Tacoma employees and officials during a major emergency or disaster. It is intended to help all who work or live in Tacoma, including access and functional needs, do the best they can to keep themselves and others in the community as safe as possible before, during, and after a disaster. By assigning functions and detailing responsibilities ahead of time, this plan provides the framework for working in an organized, coordinated manner during such occurrences.

1.2. Scope

1.2.1. The City of Tacoma CEMP is designed to provide guidance for Tacoma residents, businesses, community organizations, and employees during times of disaster or extreme emergency. While some of these individuals respond to emergencies on a daily basis, this plan is intended to assign functions and responsibilities to all who may play a role in emergency management, including those who do not regularly perform emergency functions. This pre-assignment of tasks and responsibilities allows all involved, from expert to novice, to work cohesively toward achieving a common goal.

1.2.2. The basic plan provides an overview of the jurisdiction's approach to emergency operations. It identifies emergency response policies, describes the response organization, and assigns tasks. Although the basic plan guides the development of the more operationally-oriented annexes, its primary audience consists of the jurisdiction's senior official, his or her staff, agency heads, and the community. The elements listed in this section should meet the needs of this audience while providing a solid foundation for the development of supporting annexes.

1.3. Situation Overview

1.3.1. This plan considers the emergencies and disasters likely to impact the Tacoma area. These risks and hazards have been assessed and identified by Pierce County and WA State emergency management organizations (see Table 1: Abbreviated Tacoma Hazard Matrix). A comprehensive examination of these natural and technological disasters can be found in the Pierce County Hazard Identification and Risk Analysis (published separately by Pierce County Department of Emergency Management).

1.3.2. This plan implies no guarantee of a perfect response system. In the event of a disaster, resources and capabilities may be overwhelmed and response limited. The City of Tacoma can only endeavor to make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time.

1.3.3. Hazard Assessment Summary

The City of Tacoma is located in the Central North portion of Pierce County. The City is highly susceptible to fifteen of the eighteen hazards considered in the Pierce County Region 5 All Hazards Mitigation Plan. The risks are Drought, Severe Weather, Civil Disturbance, Energy Emergency, Epidemic and Terrorism. The risks impact critical infrastructure of State Route 16, Interstate 5, Interstate 705, State Route 163, State Route 7, and State Route 167. The cross-county transportation in this area is a high priority to remain functional but could easily be blocked by any number of hazards. The temporary loss of essential facilities including water, power, hospitals and emergency services are at a high risk from many of these hazards. Critical facilities are located in Tacoma including bridges, and city and county governmental offices. The Port of Tacoma has a higher risk for most of these hazards and a significant number of large fuel tanks containing oil and other hazardous tankers located along the waterfront.

FREQUENCY	Catastrophic	Critical	Marginal	Negligible
50 years		Tsunami		
10-50 years	Terrorism	Pandemic	Energy Emergency	
1-10 years	Volcano (Lahar) Earthquake	Pipeline Epidemic	Drought Civil Disturbance	
Annually		Floods Severe Weather Transportation Incident	Urban Fire Landslide	
		IMPACT		

Table 1: Abbreviated Tacoma Hazard Matrix

1.4. Planning Assumptions

1.4.1. It is impossible to know beforehand every circumstance or impact that a disaster or emergency will have on a community. In the development of this plan, several assumptions were made regarding the likelihood and severity of known risks and hazards, the preparedness of city residents and businesses, and the capability of City resources. The following is a list of some of the key assumptions made related to this plan:

1.4.1.1. All incidents will be handled at the lowest possible organizational and jurisdictional level.

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1.4.1.2. The City will be unable to satisfy all emergency resource requests during a major emergency, disaster or catastrophic event.

1.4.1.3. The City will communicate and coordinate with the Washington State Emergency Operations Center (SEOC) on the status of response and recovery activities during or following any emergency or disaster in which State or Federal assistance is needed.

1.4.1.4. The City will communicate and coordinate with other jurisdictions or organizations in matters that affect or have potential to affect them (i.e., Pierce and King Counties, Port of Tacoma, Puyallup Tribe, etc.).

1.4.1.5. The City will issue local emergency proclamations when appropriate and request state or federal assistance as needed.

2. Concept of Operations

2.1. General

2.1.1. In alignment with the National Incident Management System (NIMS), the City of Tacoma CEMP is designed to be flexible and modular. Regardless of the size of the incident, this plan can be implemented to provide resource coordination and support. Each City department maintains a plan for continuity of operations (COOP) to ensure internal reliability of the services and resources necessary to execute this plan. At the onset of an emergency or disaster, City departments will communicate internally and assess what response efforts are necessary or already being conducted. Departments with primary Emergency Support Function (ESF) responsibilities, as outlined in this plan, will activate their procedures as necessary. External support agencies, within the limits of their communication capabilities, will provide immediate informal situation reports and damage assessments to the City of Tacoma Emergency Management Duty Officer.

2.1.2. Plan Activation

The City Manager, or designated representative, possesses the authority to activate the City of Tacoma CEMP.

2.2. Whole Community Involvement

2.2.1. The Whole Community is defined by the Federal government as:

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

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

2.2.2.1. State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.

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

- Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation[1]. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies issue guidance to grant recipients, assisting such organizations and entities in understanding their language access obligations. The Department of Homeland Security (DHS) published the required grant recipient guidance in April 2011, DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition against National Origin Discrimination Affecting Limited English Proficient Persons, 76 Fed. Reg. 21755-21768, (April 18, 2011). The guidance provides helpful information such as how a grant recipient can determine the extent of its obligation to provide language services, selecting language services, and elements of an effective plan on language assistance for LEP persons.

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

2.2.3.1. Additionally, the City of Tacoma has adopted the acronym C-MIST[2] to better identify the needs of the population. C-MIST is a definition for access and functional needs that has moved away from defining functional needs in medical terms and towards a definition that more accurately addresses medical and non-medical functional needs in the most integrated setting appropriate. The City will attempt to make every reasonable effort to utilize the C-MIST framework to identify individuals' needs before, during, and after an incident to assist in maintaining their health, safety, and independence. Individuals may have additional requirements in one or more of the following functional areas: Communication, Maintaining Health, Independence, Safety Support Services and Self Determination, and Transportation (C-MIST).

2.2.4. The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure state and local emergency preparedness operational

[1] The City of Tacoma is in various stages of development related to LEP services required by Title 38.52 RCW, as amended by SSB 5046.

[2] Originally developed by June Isakson Kailes, adopted by FEMA Region X in 2015 for "Region X Disability Integration."

plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

2.3. Operational Objectives

2.3.1.Incident Management

2.3.1.1. Operational objectives are based on the following priorities:

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

2.3.1.2. NIMS Components to Achieve Priorities

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

- *Flexibility* – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- *Standardization* – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- *Unity of Effort* – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

2.4. Request for a Proclamation of Emergency

2.4.1.A state of emergency or disaster constitutes an event or set of circumstances which demands immediate action to preserve public health, protect life or public property, or which reaches such a dimension or degree of destructiveness as to warrant the City Council to proclaim the existence of a disaster or the Governor declaration a state of emergency. In Tacoma, an emergency proclamation is made by the City Council upon the request of the City Manager. If the City Council is not in session, an emergency can be proclaimed by the City Manager and later confirmed by the City Council. In Washington State, the Governor may proclaim that a "State of Emergency" exists in an affected jurisdiction, the entire state, or a specific area and invoke appropriate state response and recovery actions. The Governor's proclamation allows expeditious resource procurement and use of state resources.

3. Direction, Control, and Coordination

3.1. Multi-Jurisdictional Coordination

3.1.1.To avoid conflict in the implementation of this plan, it is important for each individual involved in the management of an emergency to understand the designation and limitations of authority. The City Manager maintains responsibility for emergency operations in General Government. The Director of Public Utilities maintains responsibility for emergency operations in Public Utilities. The Mayor, upon proclamation of a state of emergency, assumes direction and control of all City emergency management activities and resources. On-scene response and recovery efforts are conducted by the appropriate department's on-scene incident commander (IC). The on-scene IC maintains operational authority of the incident and all resources on-scene, even when the ECC is activated. Requests for

assistance or additional resources are made by the on-scene IC to the City ECC. The City ECC provides support and coordination of resource needs for the incident. Once activated, the City ECC shall provide support and coordination of resource needs for all emergency management activities where the on-scene IC is a City resource. The City ECC coordinates all available local, mutual aid, or inter-local resources for City managed incidents. If these resources are exhausted, the City ECC will coordinate with the Pierce County and Washington State EOCs to obtain additional resources, as available. Federal level resources are requested and coordinated through the Washington State EOC.

3.2. Horizontal Integration

3.2.1. City of Tacoma and Tacoma Public Utilities Emergency Management Strategic Plan

Five-year plan to outline and identify strategies and priorities for city-wide emergency management efforts.

3.2.2. City of Tacoma Continuity of Operations (COOP) Plans – Each Department

All City of Tacoma departments maintain and implement departmental COOP Plans. Continuity plans are an important element to the success of incident response and recovery.

3.3. Vertical Integration

3.3.1. Pierce County Comprehensive Emergency Management Plan

This Comprehensive Emergency Management Plan (CEMP) identifies the emergency management functions and responsibilities of Pierce County government, and the associated agencies and organizations that work together in all phases of emergency management. A structure is formed within which emergency planning, preparedness, response and recovery takes place. There are four main sections that compose the plan: the Base Plan, the Emergency Support Functions (ESFs), the Support Annexes, and the Incident Annexes.

3.3.2. Mount Rainier Volcanic Hazards Response Plan

This plan provides an overview of the geological science associated with Mount Rainier, the current status of the river valleys, and the potential impact to the valleys. It identifies warning and public information methods, and outlines actions to ensure getting valley residents to safe ground in a worst-case volcanic scenario. The plan also addresses recovery priorities and mitigation measures to lessen the impact of a re-awakening of this majestic volcano.

3.3.3. Region 5 Hazard Mitigation Plan

The 76 Region 5 jurisdictions covered in this Plan, to develop disaster resilient communities by breaking the hazard cycle, joined together to develop a mitigation plan. Over time, working independently and in coordination with other jurisdictions, each jurisdiction through hazard risk assessments, the administration of hazard mitigation grant programs, and developing a coordinated approach to mitigation strategy at the local, state, and regional levels, will contribute to the safety and wellbeing of residents throughout the Region.

3.3.4. Homeland Security Region 5 Strategic Plan

This plan provides the framework through which we will strengthen our ability to defend against, deter, dissuade, mitigate, and ultimately respond to and recover from terrorist attacks and natural disasters within the region.

3.3.5. Washington State Comprehensive Emergency Management Plan

The Washington State Comprehensive Emergency Management Plan (CEMP) provides a policy level framework to support emergency response activities in Washington State. The CEMP Basic Plan, Emergency Support Functions (ESFs), and Incident Annexes describe specific roles, responsibilities, functions, and support relationships of state agencies. The CEMP also provides a framework for state, local, tribal, and whole community coordination and cooperation supporting response and recovery of local jurisdictions in times of emergencies and disasters.

3.3.6. Washington State Enhanced Hazard Mitigation Plan

The Washington State Enhanced Hazard Mitigation (SEHMP) Plan profiles hazards, identifies risks and vulnerabilities, and proposes strategies and actions to reduce risks to people, property, the economy, the environment, infrastructure and first responders. The Washington SEHMP is a multi-agency, statewide document. It incorporates best practices, programs and knowledge from multiple state agencies, tracks progress in achieving mitigation goals through state and local programs and strategies and communicates that progress among agency partners and elected leadership.

3.4. Unity of Effort through Core Capabilities

3.4.1. Preparedness

Preparedness is the product of all five mission areas working together through the execution of the Core Capabilities described in the National Preparedness Goal. Capabilities are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. Complex and far-reaching threats and hazards require the whole community to integrate preparedness efforts in order to build, sustain, and deliver the core capabilities and achieve the desired outcomes identified in the National Preparedness Goal. The components of the National Preparedness System provide a consistent and reliable approach to support decision making, resource allocation, and measure progress toward these outcomes. The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation.

Figure 1: Emergency Management Mission Areas

- Unity of effort using these core capabilities under the Emergency Support Function (ESF) structure means each ESF contributes to the overall mission of the associated core capabilities; it does not mean the ESF has the responsibility for executing all aspects of the core capability, only the elements the ESF has the capacity to participate in. The elements the ESF is explaining its participation in is through each core capabilities' respective critical task(s), described in the supporting annexes of this plan. When the City determines the incident objectives, linked to critical tasks, all levels of government perform their associated responsibilities knowing it directly supports the local incident without working out of scope; each level of government performs their responsibilities according to their capacities, and together the critical task(s) and overarching core capability(s) are achieved without duplicating efforts.

Three core capabilities span all five mission areas: Planning, Public Information and Warning, and Operational Coordination. They serve to unify the mission areas and, in many ways, are necessary for the success of the remaining core capabilities. Additionally, a number of core capabilities directly involve more than one mission area and are listed in each mission area as appropriate. The core capabilities, like the risks we face, are not static. They will be vetted and refined, taking into consideration the evolving risk and, changing resource requirements. There is an expectation that each of the core capabilities will leverage advances in science and technology and be improved through post-event evaluation and assessment.

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

3.5. Common Prevention and Protection

SHARED PREVENTION & PROTECTION CORE CAPABILITIES
Intelligence and Information Sharing
Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection
Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

3.6. Prevention Mission

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

PREVENTION CORE CAPABILITIES
Forensics and Attribution
Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack, in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

3.7. Protection Mission

Protection, pertaining to emergency management, includes the capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

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

3.8. Mitigation Mission

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

MITIGATION CORE CAPABILITIES
Community Resilience
Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-term Vulnerability Reduction
Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Risk and Disaster Resilience Assessment
Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.
Threats and Hazards Identification
Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

3.9. Common Response and Recovery

SHARED RESPONSE & RECOVERY CORE CAPABILITY
Infrastructure Systems
Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

3.10. Response Mission

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

RESPONSE CORE CAPABILITIES
Critical Transportation
Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Fatality Management Services
Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management & Suppression
Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Logistics & Supply Chain Management
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services
Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search & Rescue Operations
Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security, Protection, & Law Enforcement
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications
Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, & Emergency Medical Services
Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.

RESPONSE CORE CAPABILITIES
Situational Assessment
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

3.11. Recovery Mission

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

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

4. Organization

4.1. Tacoma operates under the Council-Manager form of government. The City Council consists of an elected Mayor and eight elected Council members, with five representing council-manic districts and three serving at-large. All Council members, including the Mayor, serve four-year terms with a maximum of ten years in any combined capacity.

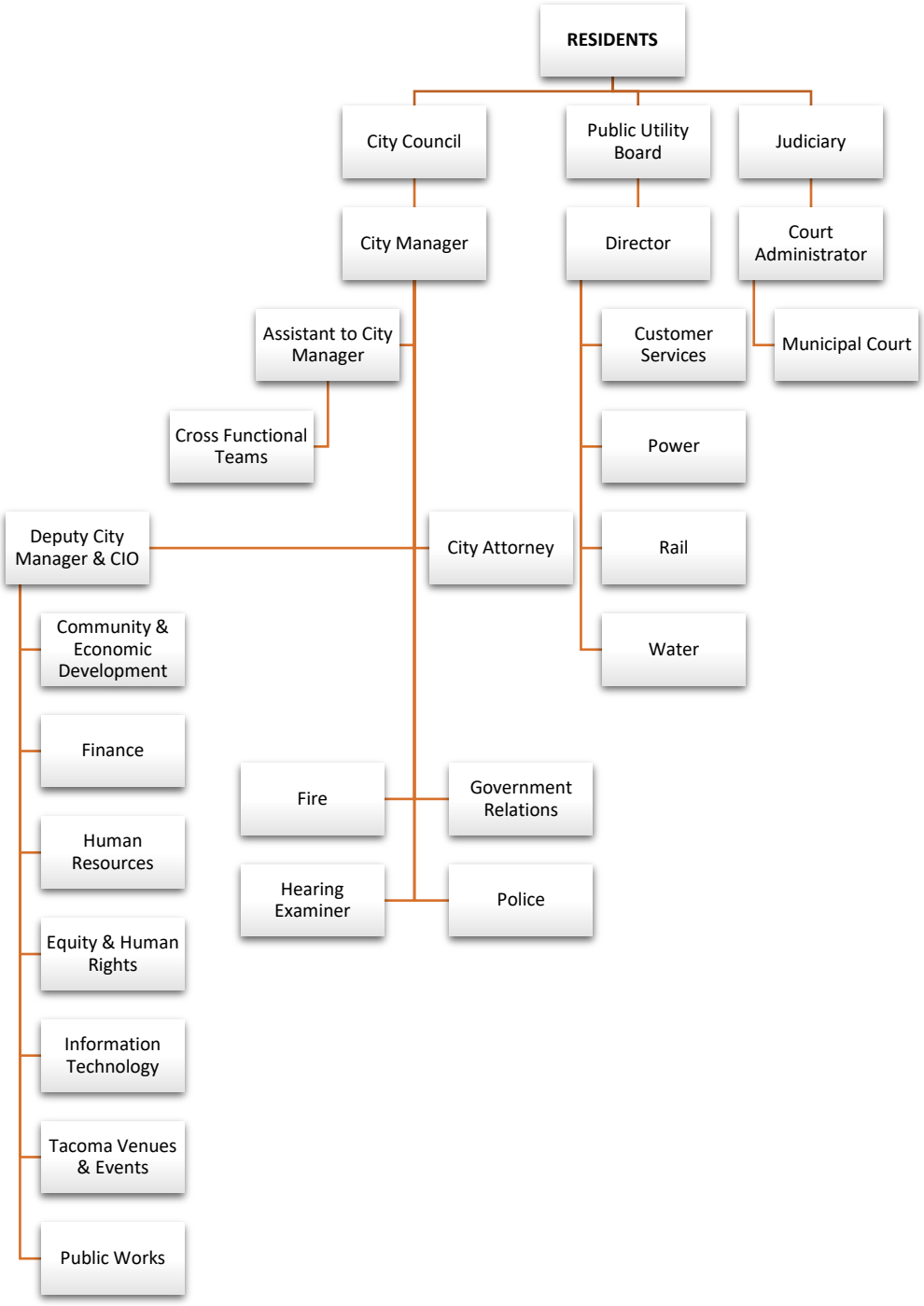

Figure 2: City of Tacoma Organizational Structure

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4.2. Delegation and Succession of Authority

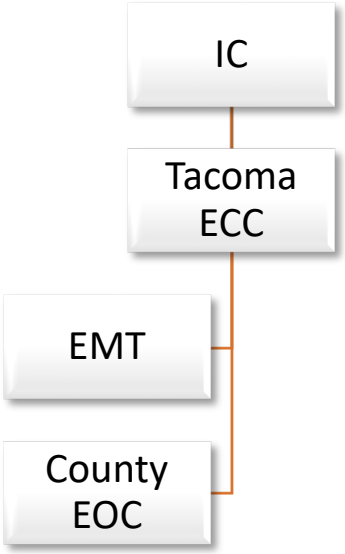
4.2.1. Tacoma Municipal Code Chapter 1.10 establishes emergency management as a fundamental and necessary function of the City of Tacoma. It assigns responsibility as follows:

- The **City Manager** shall be the "Director" of Emergency Management for the City. The Director shall be the administrative head of and have direct responsibility for the organization, administration and operation of the City of Tacoma's emergency management program and for the emergency operations of departments of the General Government.
- The **Director of Utilities** shall have direct responsibility for the emergency operations of the divisions of Tacoma Public Utilities.
- The **Fire Chief** shall be the "Administrator." The Administrator of Emergency Management shall develop and maintain the emergency management plan and program of the City, and shall have such other duties as may be assigned by the Director.
  - In the absence or unavailability of the Fire Chief, the **Director of Public Works** shall assume the duties of Administrator.
  - In the absence of both the Fire Chief and the Director of Public Works, the **Police Chief** shall assume the duties of Administrator.
- The **Mayor**, in the event of the proclamation of a disaster, assumes the emergency powers outlined in Municipal Code Chapter 1.10.090.

4.3. Emergency Organizational Structure

4.3.1. An **Emergency Management Team** shall be established, consisting of personnel from the Fire Department's Emergency Management Division and at least one liaison from each of the primary departments of the City. The assigned individual(s) and total number of representatives serving as department liaisons shall be determined by the respective department directors. This team shall be led by the Emergency Management Administrator or his/her designee. The Emergency Management Team shall meet at least monthly and be responsible for creating, reviewing, implementing, and exercising plans related to the City's emergency management program. The team shall also serve as advisors to the City Manager, Mayor, and/or Council on matters related to the City's emergency management program, resources, and response.

4.3.2. ICS and ECC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and ECC teams ultimately rests with the Incident Commander (or Unified Command) and ECC director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, ECC director, and subordinate supervisors delegate additional functional responsibilities.



4.3.3. Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.

4.3.4. Bringing representatives from various stakeholder and partner organizations together in ECCs optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and generally provide whatever support is required. The composition of ECC teams may also vary depending on the nature and complexity of the incident or situation. Regardless of which organizations are represented, all ECC teams receive oversight from elected and/or appointed officials such as governors, tribal leaders, mayors, and city managers. They typically make decisions regarding priorities and on issues such as emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers to ordinances and regulations, and adjudication of scarce resources.

4.4. Emergency Coordination Center

4.4.1. ECCs are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other ECCs. ECCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.

4.4.2. Primary functions of staff in ECCs, whether virtual or physical, include:

- Collecting, analyzing, and sharing information;
- Supporting resource needs and requests, including allocation and tracking;
- Coordinating plans and determining current and future needs; and
- Providing coordination and policy direction.

4.4.3. The role of the City ECC is to provide resource coordination and support for City emergency management activities with the goal of maximizing resource utilization efficiency and providing a single point of contact for resource requests, activity status updates, and information flow. Utilization of the City ECC simplifies the process for keeping the City Manager, Mayor, City Council, and the Media and Communications Office apprised of emergency management activities and progress. When a City department becomes involved in a City ECC coordinated emergency management incident, each Emergency Management Team member shall ensure that the City ECC remains informed of his/her respective department's emergency management activities through regular updates or by being physically present at the City ECC. When the City ECC is activated, the Washington State EOC shall be notified and provided status reports as necessary. In addition, all Emergency Management Team members shall be notified via email and/or text messaging of the City ECC activation and provided a brief description of the emergency and the current need for ESF activations, if any. Dependent upon the situation, Pierce County DEM and potentially affected neighboring jurisdictions should also be notified of the situation.

4.4.4. Agencies and departments also have operations centers. However, these organization-specific operations centers differ from multidisciplinary ECCs. Departmental Operations Center (DOC) staff coordinate their agency or department's activities. While they communicate with other organizations, ECCs, and may exchange liaisons with other agencies, DOC staff are primarily inward looking, focusing on directing their own assets and operations. The following city departments maintain a DOC:

- Environmental Services
- Public Works
- Tacoma Police
- Tacoma Fire

4.4.5. Primary/Alternate Location

The primary location for the **City ECC** is **420 South Fawcett, Tacoma**. Dependent upon the extent of the emergency or disaster and the condition of the primary facility, alternate locations for the City ECC shall include:

- Tacoma Fire Department Training Center
  2124 Marshall Avenue, Tacoma
- Tacoma Fire Department Station 8
  4911 S. Alaska Street, Tacoma
- Tacoma Fire Department Station 16
  7217 6th Avenue, Tacoma
- Tacoma Pierce County Emergency Operations Center
  2501 South 35th Street, Suite D, Tacoma

4.4.6.Activation Process

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

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

4.4.6.2. When an emergency occurs that requires three or more departments to mitigate the problem or when the extent, size, duration and/or complexity of the emergency or disaster dictate, the City of Tacoma Emergency Coordination Center (ECC) shall be activated. Once the City ECC has been activated, the Emergency Management Administrator or his/her designee shall coordinate support for all emergency management activities within the city related to the emergency.

4.4.6.3. Activation Levels

Activation Level	Description
3 – Monitoring Activation	• Situation monitoring only • ECC staffed by the Fire Department's Emergency Management personnel only
2 – Enhanced Activation	• Situation monitoring and communication with on-scene incident command to coordinate resource needs and provide support, as needed • ECC staffed by the Fire Department's Emergency Management personnel and Emergency Management Team members associated with active ESFs • Preparation and planning for possible full activation
1 – Full Activation	• Situation monitoring and communication with on-scene incident command to coordinate resource needs and provide support, as needed • ECC staffed by Fire Department's Emergency Management personnel and Emergency Management Team members associated with active ESFs • Policy Room staffed by Mayor, City Manager, and department directors, as needed • Coordination with county, state, and federal resources, as needed

Table 2: Tacoma ECC Activation Levels

4.4.7.Deactivation Process

The ECC manager deactivates ECC staff as circumstances allow, and the ECC returns to its monitoring operations 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 monitoring 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.

4.5. Emergency Roles

4.5.1.The City ECC shall be organized and function under the National Incident Management System. This easily expandable or collapsible organizational system shall include the following functional areas, as needed:

- **Command (or Policy):**
  This section focuses on overall priorities and policy setting and typically includes elected officials, the City Manager, Public Information Officer, and situation appropriate department directors. During large scale incidents, staff to manage overall safety and to liaison with outside agencies might also be necessary to include in this group.
- **Operations:**
  This section manages the tactical operations of the various responding departments and agencies.
- **Planning:**
  This section collects, evaluates, disseminates and uses information about the incident and the status of resources to plan a course of action.
- **Logistics:**
  This section provides the facilities, services and materials to carry out the plan.
- **Finance/Administration:**
  This section manages all costs and financial considerations of the incident, keeps records, and provides other support services, as necessary.

4.5.2. The National Response Framework (NRF) establishes standard Emergency Support Functions (ESF) and each identifies the key activities involved in comprehensive emergency management. For each ESF, Primary and Support Agencies are designated to carry out the activities and responsibilities associated with that ESF. A department or agency may be identified as a Primary or Support Agency for multiple ESFs. The individual ESFs detail the policies, concept of operations, organizational structure and responsibilities related to that emergency function. The following is the standard numbering system for ESFs:

ESF-1	Transportation	ESF-9	Search and Rescue
ESF-2	Communications	ESF-10	Oil and Hazardous Materials Response
ESF-3	Public Works and Engineering	ESF-11	Agriculture and Natural Resources
ESF-4	Firefighting	ESF-12	Energy
ESF-5	Information and Planning	ESF-13	Public Safety and Security
ESF-6	Mass Care, Emergency Assistance, Housing and Human Services	ESF-14	Cross-Sector Business and Infrastructure[3]
ESF-7	Logistics	ESF-15	External Affairs
ESF-8	Public Health and Medical Services		

4.5.3. Primary

Primary agencies have significant authorities, roles, resources, and capabilities for a particular function within a capability. Primary agencies are responsible for:

- 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.

[3] ESF 14 was introduced with the 2019 National Response Framework update. Washington State knows it will take time to develop and implement this change to remain consistent with Title 38.52 RCW.

- 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.

4.5.4.Support

Support agencies have specific capabilities or resources that support primary agencies in executing capabilities and other missions. The activities of support agencies typically include:

- 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.

MISSION AREA	P – Primary S – Support C - Coordinating CORE CAPABILITIES	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass care, Emergency Assistance, Temporary Housing, and Human Services	Logistics	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials Response	Agriculture and Natural Resources	Energy	Public Safety and Security	Cross-Sector Business and Infrastructure	External Affairs
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RESPONSE	Planning					P										
	Public Information & Warning		S				S		S							P
	Operational Coordination					P		S	S	S		S		S		
	Infrastructure Systems	S	P	P	S							S	P			
	Critical Transportation	P		S					S							
	Environmental Response/Health & Safety			S	P				S		P	P				
	Fatality Management Services								P							
	Fire Management & Suppression				P											
	Logistics & Supply Chain Management			S		S	S	P	S			S	S			
	Mass Care Services			S			P	S	S			S				
	Mass Search & Rescue Operations				S					P				S		
	On-scene Security, Protection, & Law Enforcement				S									P		
	Operational Communications		P						S							
	Public Health, Healthcare, & EMS				S				P							
	Situational Assessment				S	P			S				S	S		

Table 3: Assignment of Emergency Roles per Core Capability

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P – Primary S – Support C - Coordinating	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning	Mass care, Emergency Assistance, Temporary Housing, and Human Services	Logistics	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials Response	Agriculture and Natural Resources	Energy	Public Safety and Security	Cross-Sector Business and Infrastructure	External Affairs
Emergency Support Function	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
City Attorney's Office					S		S								
City Manager's Office		S			S										P
Community and Economic Development					S										
Employees' Retirement System					S										
Environmental Services	S		P	S	S	S				S	S				
Equity & Human Rights						P									
Finance					S		S				S				
Fire Department / Emergency Management		P		P	P		P	S	S	P		S	S		S
Hearing Examiner					S										
Human Resources					S		S								
Information Technology Department		P	S		S										
Mayor/City Council					S										
Media and Communications Office	S	S			S										P
Metro Parks					S		S				S				
Municipal Court					S										
Neighborhoods and Community Services	S				S	P					P				
Planning and Development Services	S		S		S						S				
Police Department	S			S	S	S		S	P	S		S	P		S
Port of Tacoma	S				S										
Public Works	P		P		S	S									
Safety			S		S			S		S	S				S
Sound Transit	S				S								S		
South Sound 911		S		S	S			S					S		
Tacoma Public Library					S	S									
Tacoma Public Utilities	S	S	S	S	S	S					P	P			S
Tacoma Venues and Events					S	S	S								
Associated Ministries						S									
Pierce Transit	S				S	S		S					S		
American Red Cross						P		S			S				
Tacoma/Pierce County Chaplaincy					S	S		S	S						
Tacoma/Pierce Health Department					S	S		P		S	S				S
Tacoma/Pierce Humane Society					S	S					S				
Tacoma Public Schools	S				S								S		

Table 4: City of Tacoma Department Assignments to ESFs

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5. Responsibilities

5.1. This plan presents the functional responsibilities accepted by City departments and external support agencies and organizations. The following are basic responsibilities assumed by each City department and all supporting agencies and organizations listed in this plan. The goal is to work together, reviewing plans, agreements, and operational initiatives to ensure the whole community can build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

5.1.1.Elected/Appointed Officials

Elected/Appointed Officials	
All Mission Areas	Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities to make decisions regarding resources and operations during an incident, as needed. Lives may depend on their decisions. Elected and appointed officials also routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities. **Mayor** • Shall be the official head of city government for purposes of ceremony and military law **City Manager** • Resolves questions of authority and responsibility among City staff **City Attorney** • Provides legal advice to City Council, City Manager and City departments as it pertains to disaster response and recovery • Reviews contracts for emergency work and procurement, and other disaster-related documents
Response	**City Council** • Processes Proclamation of Emergency • Fills vacancies of elected officials • Appropriates funds to meet the needs of the emergency **Mayor** • Upon declaration of an emergency or disaster: o Makes and issues rules and regulations on matters reasonably related to the protection of life and property, as confirmed by the City Council o Obtains vital supplies, equipment and such other properties found lacking and needed for the protection of life and property, and if required immediately, commandeers the same for public use o Controls and directs the efforts of the emergency management organization of the City o Requires emergency services of any City officer or employee and, in the event of the proclamation of a state of extreme emergency by the Governor in the region in which this city is located, commands the aid of as many residents of this city as may be deemed necessary o Requisitions necessary personnel or material of any City department or agency o Requests the Governor to proclaim a state of extreme emergency when the resources of the City are inadequate to cope with the disaster **City Manager**

Elected/Appointed Officials	
	• Provides direction and control over the City's emergency management program, in the absence of a proclamation of a state of emergency in the city • Directs coordination and cooperation between departments, divisions, services and staff of the City in carrying out the provisions of the Comprehensive Emergency Management Plan • Resolves questions of authority and responsibility among City staff • Requests the City Council to proclaim an emergency (and termination thereof), or to issue such proclamation if the Council is not in session • Provides liaison with local, state and congressional elected officials **City Attorney** • Prepares proclamation of emergency when needed
Recovery	**City Manager** • Has the authority to appoint local recovery leadership that they select or that is selected by a designated recovery management organization

5.1.2.Local Departments

Local Departments	
All Mission Areas	Local governments provide leadership for services for all manner of threats, hazards, and emergencies. Local governments are responsible for ensuring all residents receive timely information in a variety of accessible formats. Department and entity heads collaborate with the emergency manager during the development of local emergency plans and provide key response resources. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. These department and entity heads (and their staff) develop, plan, and train on internal policies and procedures to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities. • Establish policies and procedures for the identification and preservation of essential departmental records
Prevention	Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors

Protection	• Designate a departmental chain of command
	• Keep an updated list/inventory of key departmental personnel, facilities and equipment resources
	• Establish and maintain a departmental continuity of operations plan (COOP)
	• Promote:
	  ○ Coordination of ongoing protection plans;
	  ○ Implementation of core capabilities; and
	  ○ Engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities
	• Address unique geographical protection issues, trans-border concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination
	• Local law enforcement agencies are responsible for the preservation of peace, the prevention of crime, and the arrest of violators of the law
	  ○ These agencies respond to incidents, conduct criminal investigations, collect criminal intelligence, and collaborate with other law enforcement agencies to resolve crime; and

Local Departments	
	○ They engage in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism and transnational threats
Mitigation	• Lead pre-disaster recovery and mitigation planning efforts ○ Provide a better understanding of local vulnerabilities as they relate to risk reduction activities; ○ Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the jurisdiction; and ○ Improve resiliency by preparing for recovery and integrating mitigation policies into the recovery phase to ensure opportunities are not lost for risk reduction during rebuilding • Assist in making the connection between community resilience priorities and private sector development, most often addressed directly at the local level
Response	• Establish policy for 24-hour activation of key personnel capable of initiating departmental emergency responsibilities • Make staff available, if requested by the City Emergency Management or the City ECC, for emergency management training, exercises, and activation assignments • Identify personnel and administrative processes to track departmental costs and expenditures related to a disaster or major emergency • Establish policies and procedures to assess and report departmental capabilities and damage assessment information to the City ECC • Governments at all levels should plan to incorporate volunteers and donated resources into response activities
Recovery	Primary role of planning and managing all aspects of a community's recovery post-disaster • Focus on business retention and the redevelopment of housing units that are damaged or destroyed; repairing and rebuilding presents an opportunity to promote and integrate mitigation measures into recovery rebuilding strategies and plans; • Find opportunities to share information with the public on the status of recovery efforts to maintain community coordination and focus; and • Document progress made towards objectives and best practices for use in future incidents. Take the lead in ensuring that recovery needs assessment and planning processes are inclusive and accessible, often by establishing local recovery structures that address overall coordination, sectors impacted, and survivor services

5.1.3.Private Sector Partners

Private Sector Partners	
All Mission Areas	Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Owners and operators of private sector entities and infrastructure should maintain situational awareness and take actions on a continuous basis to promote and build capabilities. Assess your business for hazards and risks to your employees and the general public. Develop emergency plans and conduct drills with your employees so everyone in your workplace knows what to do in the event of an emergency.
Prevention	Maintain situational awareness of the current threat environment, including potential terrorism-related activities; this awareness allows private sector entities to assist in preventing terrorism by identifying and reporting potential terrorism-related activity to law enforcement.

Private Sector Partners	
Protection	Both private and public sector infrastructure develop and implement risk-based protective programs, resilience strategies for infrastructure, and related information and operations under their control. • Take steps to minimize those risks before a disaster occurs. Develop a Business Continuity Plan (BCP) to ensure that, in the event of a disaster, your business can get back into operation as soon as possible • Make investments in security and resilience as necessary components of prudent day-to-day business and continuity of operations planning
Mitigation	Mitigation is a sound business practice that reduces disaster losses and quickens restoration of normal operations. Private sector investments in continuity and vulnerability reduction have broad benefits. Private sector entities are essential to improving resilience through planning and long-term vulnerability reduction efforts and the development of regulatory measures that address and manage risks across infrastructure sectors. A more resilient private sector strengthens community resilience by helping to sustain economic vitality and ensuring the delivery of goods and services in the aftermath of a disaster. Among numerous activities that promote and implement the mitigation core capabilities, businesses: • Analyze and manage their own risks; • Volunteer time and services; • Operate business emergency operations centers; • Help protect the local infrastructure; and • Promote the return on investment realized from increased resilience, developed continuity of operations plans, and reduced vulnerability
Response	• Provide for the welfare of their employees in the workplace • Critical infrastructure—such as privately-owned transportation and transit, telecommunications, utilities, financial institutions, hospitals, and other health regulated facilities—implement effective business continuity plans ○ Unique private sector organizations, including critical infrastructure and regulated entities, may require additional efforts to promote resilience • Certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents and responding when an incident occurs • Participate in state and local preparedness activities by providing resources (donated or compensated) through local public-private emergency plans, or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives
Recovery	• Participate in coordination opportunities during pre-disaster planning processes • Maintain communication with the recovery officials about the status of operations and supply chains, as well as restoration challenges and timelines • Businesses that plan for disruption are less likely to go out of business after an incident than those that do not ○ Develop business continuity plans that include actionable, effective, and accessible internal communication processes and protocols to convey critical information • May provide volunteers, leaders, technical assistance, commodities, and facilities to support the recovery effort

5.1.4.Nongovernmental/Volunteer and Community Organizations

Non-governmental/Volunteer and Community Organizations	
All Mission Areas	Nongovernmental Organizations include voluntary, ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Communities are groups that share goals, values, and institutions. They are not always bound by geographic boundaries or political divisions. Instead, they may be faith-based organizations, neighborhood partnerships, advocacy groups, academia, social and community groups, and associations. All these groups bring people together in different ways for different reasons, but each provides opportunities for sharing information and promoting collective action by fostering the development and organizational capacity to act toward a common goal. Communities may be the most effective actors to take specific action to manage and reduce their specific risks.
Prevention	• May possess the knowledge and understanding of the threats they face and have the capacity to alert authorities of potential terrorism-related information and/or suspicious activities • Support terrorism prevention activities through information sharing by identifying and reporting potential terrorism-related information to law enforcement

Protection	• Understand the threats and hazards in their locales
	• Promote, implement, and deliver core capabilities within the Protection mission by:
	  ○ Sharing information; and
	  ○ Advocate for, or assistance providers to, the entire range of community members by helping communities, individuals, and households to receive that protection information and resources

Mitigation	• Represent communities and many groups in mitigation policy discussions • Apply a localized understanding of risks to effective planning ○ Identify strategic mitigation options • May provide training and education to communities, including how-to guides
Response	Possess the knowledge and understanding of the vital roles for delivering important services; some are officially designated as support elements to national response capabilities: • The American Red Cross: the American Red Cross is chartered by Congress to provide relief to survivors of disasters and help people prevent, prepare for, and respond to emergencies. Red Cross has a legal status of "a federal instrumentality" and maintains a special relationship with the Federal Government. In this capacity, the American Red Cross supports several ESFs and the delivery of multiple core capabilities. • National Voluntary Organizations Active in Disaster (National VOAD): is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery, and mitigation—to help disaster survivors and their communities. National VOAD is a consortium of approximately 50 national organizations and 55 territorial and state equivalents. • National Center for Missing & Exploited Children (NCMEC). Within the NCMEC, the National Emergency Child Locator Center (NECLC) facilitates the expeditious identification and reunification of children with their families. Support the volunteer and donations objective for managing the influx of volunteers and donations to voluntary agencies and all levels of government before, during, and after an incident • The goal is to support jurisdictions affected by disasters through close collaboration with the voluntary organizations and agencies • Volunteers and donors support response efforts in many ways
Recovery	• Foster relationship building with local emergency management organization

Non-governmental/Volunteer and Community Organizations	
	• Maintain access to extended networks through local offices and chapters of the organization, providing contextually based insight and access to potential recovery partnerships and resilience champions • Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD), which are responsible for supporting disaster-caused unmet needs of disaster survivors • May note milestones achieved and document best practices for their use and for the benefit of their peers • May provide experience and subject matter expertise greatly assisting with the management of money, manpower, and materials to meet recovery needs and obligations that otherwise are not funded by government programs • In addition to collaborating on disaster planning with recovery partners, it is beneficial for NGOs to develop their own plans for how they will support disaster recovery efforts

5.1.5.Individual Community Members

Individual Community Members	

All Mission Areas	The residents and businesses of Tacoma play an important role in the effort to prepare Tacoma for disaster. Under normal circumstances, the City has emergency services in place to handle the types and quantity of emergency situations that are experienced within the city on a daily basis. However, in the event of a disaster or large-scale emergency, such as a major earthquake or terrorist attack, the City's limited emergency response resources must prioritize their activities. Depending upon the scope and extent of the emergency, residents may find it necessary to be self-sufficient for as many as 14 days while emergency responders recover, organize resources, assess the overall situation, and deal with the most urgent needs in the city. Safe, secure, and prepared individuals, families, and households are often less dependent on response services, which, in turn, places fewer responders in hazardous response situations. Those who prepare will reduce their personal stress, be able to reach out to others in need of assistance and be better positioned to actively contribute to post-disaster response and recovery efforts. Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness; each can be better prepared in the immediate aftermath of a disaster if they:
	• **Prepare a disaster supply kit** containing, at the very minimum, the following supplies:
	  ○ A supply of dry or canned food and drinking water for 14 days (for each person in your household). Plan to use one gallon of water per person per day.
	  ○ A manually-operated can opener if your stored food is canned
	  ○ A battery-powered radio with extra batteries. Local news radio stations include KPLU 88.5 FM, KUOW 94.9 FM, KIRO 710 AM, KIRO 97.3 FM, and KOMO 1000 AM
	  ○ A flashlight with extra batteries
	  ○ A first aid kit (and knowledge of how to use it)
	  ○ A 14 day supply of required medication (for each person in your household)
	  ○ A home disaster kit should be stored in an easily accessible location near an exit or in an outdoor shed. If you spend a significant amount of time in your car or at work, you should also have appropriate disaster supplies for these locations.
	• **Sign up for emergency alerts.**
	  ○ The City of Tacoma uses an alert system called "GovDelivery, Inc."
	  ▪ Access the New User Sign Up at: https://tacomawa.my.gov-i.com/signup

Individual Community Members
▪ Choose what kind of alerts you would like to receive and the device(s) you would like to receive them on. ○ Pierce County ALERT ▪ Receive alerts your cell phone, home phone, email, text messages and TTY/TDD. Choose up to five locations you want to be notified about such as your residence, workplace, children's school and more. Sign up by calling (253) 798-6595, or online at: https://member.everbridge.net/index/453003085611267#/login ○ Emergency Alert System (EAS) is intended to provide the means to disseminate prompt alerting information. This is typically accomplished through television and radio (to include phone) transmissions. Be sure to check your cell phone settings and enable the emergency alerts you would like to receive. ○ Obtain a National Oceanic Atmospheric Association (NOAA) Weather Radio (NWR) – is an "All Hazards" radio network, making it your single source for comprehensive weather and emergency information. • **Establish an out-of-state contact before a disaster strikes.** Immediately following a disaster, local phone service can quickly become overwhelmed. Yet during these outages, it is often still possible to make phone calls to people living out of the area. Your out-of-state contact can be used by all members of your household to provide and receive updates. • **Make emergency plans** for your household and practice them. ○ Fire: Everyone in your household should know two ways out of each room in your home. Establish a place outside of your home where everyone will meet after exiting. ○ Earthquake: Everyone in your household should know what to do during an earthquake: "Drop, Cover and Hold" (get under a piece of furniture, hold on to the furniture so it does not move from covering you, and wait for the shaking to stop). Do not exit your house or building during an earthquake because you may be hit by falling objects, such as bricks or other parts of the structure, electrical wires, or tree limbs. Be aware that aftershocks may happen once the initial quake is over. • **Consider purchasing a NOAA Weather Radio.** NOAA (National Oceanic & Atmospheric Administration) Weather Radio is Washington's all-hazards warning system, used not only for flood and weather-related events, but also for hazards like tsunamis, volcanic activity, hazardous releases and Amber Alerts. It can be programmed to alert you only to hazardous events in your local area. • **Know how to turn off your utilities** (water, electricity and natural gas) in the event you have to do so in an emergency situation. • **Learn the disaster procedures at your child's school or day care.** There are policies and procedures for releasing students during or after a disaster, and for locking down the facility and providing for the students' welfare should they need to stay at the school for a while. Parents and caregivers need to know and understand these procedures ahead of time and follow them when implemented. • **Consider taking advantage of emergency training** that may help you and your family in a disaster or emergency situation. ○ **CPR** (cardiopulmonary resuscitation) ▪ Tacoma residents can learn this life-saving skill for free by calling Tacoma Fire Department. *Pre-registration is required*, call (253) 594-7979. Class schedules can be found at: https://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=8824 ○ **First Aid**

Individual Community Members	
	▪ This training is available through the local American Red Cross chapter at 253-474-0400 or www.redcross.org/wa/tacoma. ○ **CERT (Community Emergency Response Teams)** ▪ This disaster response training teaches the skills necessary to respond to emergency needs in your neighborhood during the period of time that professional responders are unable to reach you after an emergency. It is available free of charge to all Tacoma residents, including people with disabilities and access and functional needs. You can get this training through the Tacoma Fire Department/Emergency Management, visit: https://tacomawacert.samariteam.com/ or https://www.ready.gov/cert ○ **Map Your Neighborhood** ▪ This national preparedness program helps residents pre-determine assets and resources immediately available to them following a disaster. For more information on this program, visit: http://www.emd.wa.gov/myn **Special Needs Considerations** • **Utilize the Buddy System** - If you are disabled, elderly, or otherwise in need of special assistance, designate an individual to be responsible for making contact with you following a disaster. • **Consider registering with the City Emergency Management Program.** Doing so allows emergency managers to include your special needs in the planning process for emergency response. You can register by contacting the Tacoma Fire Department/Emergency Management or emregistry@cityoftacoma.org. • **Notify Tacoma Public Utilities** before a disaster occurs if a loss of power would disproportionately affect the safety or well-being of you or someone in your household (e.g., ventilator dependency, etc.). This allows TPU staff to prioritize restoring power to your home. Contact Tacoma Public Utilities at 253-502-8600.
Prevention	Identify and report potential terrorism-related activity to law enforcement • Individual vigilance and awareness help communities remain safer and bolster prevention efforts
Protection	Understand the threats and hazards in your area • Acquire an awareness of potential threats and hazards through sources such as news outlets, local emergency management agencies, public information and warning systems, community education campaigns, and information-sharing mechanisms ○ Take risk-informed protective actions based on this knowledge
Mitigation	Mitigation begins with individual awareness and action; informed decisions facilitate actions that reduce risk and enable individuals, families, and households to better withstand, absorb, or adapt to the impacts of threats and hazards and quickly recover from future incidents. Homeowners who have adequate hazard and flood insurance coverage and take steps to protect their property from hazards common to their area, reduce the impacts of an incident and are less reliant on external assistance to repair or rebuild their homes. • Stay aware of and participate in disaster preparedness efforts in your community • Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations • Take actions and the basic steps to prepare yourself for emergencies

Individual Community Members	
	○ Reduce hazards in and around your homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds
Response	Prepare to take care of yourself and your neighbors until assistance arrives • Preparedness should account for a minimum of three days (72 hours) • Due to the unique catastrophic hazard profile in the State of Washington, EMD recommends striving to ***prepare for 14 days*** Monitor emergency communications and follow guidance and instructions provided by local authorities
Recovery	After suffering losses, survivors can: • Maximize any benefits from insurance coverage; • Pursue additional funding through any available personal or loan-based resources; • Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available based on the program eligibility, as applicable ○ After applying, survivors should: ▪ Follow up on agency requests; ▪ Gain a full understanding of program processes; and ▪ Express any unmet needs • Get involved in your community's recovery activities, including providing input in the post-disaster recovery planning process

6. Communications

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

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

6.1.2. The City of Tacoma utilizes and promotes numerous communications systems for use before, during and after an incident.

6.1.2.1. GovDelivery, Inc. – a web-based e-mail subscription management system that allows a member of the public (user) to subscribe to news and information on DHS websites. The GovDelivery user selects specific topics that interest them. Whenever information on that topic is made available by the Department, the user that has subscribed to that topic receives an email.

6.1.2.2. Everbridge – hardened platform to provide 'First Responder Grade' availability, scalability, and redundancy to lower the risk of a service degradation during a critical event response. Critical event information can be delivered by SMS, voice, email, to digital signage, computer alert systems, and sirens–over 100 modalities in total. Multiple methods of delivery ensure reliable communication even when certain modes are unavailable.

- Pierce County ALERT – a free service that allows public users to sign up and receive notifications about emergencies that may affect the locations they care about. This service allows fire, police and other agencies dealing with emergency response to send out accurate and up-to-date information that they feel residents should be informed on.

6.1.2.3. Emergency Alert System (EAS) – The primary means for providing the public with critical alert information about an emergency or disaster. Under EAS requirements, radio, TV and cable TV stations must participate at the National level or specifically request a waiver from the Federal Communications Commission (FCC). Further, they are encouraged to voluntarily participate in state and local EAS plans. The EAS takes advantage of digital technology that will ultimately allow home devices such as AM and FM radios, TVs, or unique receivers to be turned on and an alarm sounded so the listener can hear the message. It will also allow devices serving the hearing and sight impaired to receive the message.

6.1.2.4. National Oceanic Atmospheric Administration's (NOAA) Weather Radio (NWR) – a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office. NWR broadcasts official Weather Service warnings, watches, forecasts and other hazard information 24 hours a day, 7 days a week.

6.1.2.5. Comprehensive Emergency Management Network (CEMNET) – Local emergency management jurisdictions are authorized to use the designated CEMNET region channel for local operations. CEMNET operates primarily on three (3) frequencies, designated for accountability purposes, with the City of Tacoma designated under the "Southwest, F2 (45.36 MHz)" channel.

6.1.2.6. WebEOC – software designed to bring real-time crisis information management to the Emergency Coordination Center (ECC). The result is secure, real-time access to details of operations in the local jurisdiction, neighboring jurisdictions, including regional, state and national data vital to the efficient management of any contingency.

6.2. Community Communications Plans

6.2.1. Public education programs are a vital aspect of emergency/disaster mitigation, preparedness, response, and recovery. A prepared public is the first line of defense against the impacts of disaster. Public education provides all-hazard awareness and preparedness programs for every facet of the community. These programs will ultimately decrease the number of dead and injured, reduce the demand on emergency and other services, and empower people to maintain control over the quality of their lives in times of disaster. This is accomplished through in-person presentations, neighborhood preparedness programs, video, internet media, annual preparedness campaigns, and various preparedness programs and publications.

6.2.2. The City of Tacoma has partnered with the State, Pierce County, and the City of Spokane as a Language Inclusion Workgroup. The City also partners with Pierce County's language inclusion efforts by participating in the Disaster Assistance Council and the Access and Functional Needs Coalition.

6.2.2.1. Limited-English Proficiency (LEP) Communications Plan (Appendix A to ESF 15 – *In Development*)

- First and foremost, the required source for determining applicable languages, as described in RCW 38.52.070(3)(a), does not provide such information down to the city-level. However, despite the legal discrepancy, the City is using other reputable sources and the Washington State Emergency Management Division's LEP framework to bring together the various communication efforts already in place and to see what efforts remain. Currently, the only process the City has to evaluate the effectiveness of the communication of life safety information to the LEP populations is through the implementation of the WebEOC After-Action Report system; however, the City is beginning to look at incorporating these elements into general after-action efforts in the cases that WebEOC is not utilized.

- Technological barriers include the requirement for residents to pre-register and maintain their own profiles/preferences for the notification systems used by the City. While most of these notification systems can support different language preferences, the system does not possess the capacity to simultaneously release the message in all supported languages; meaning, the system must first send out the message to one language before moving onto the next language. This creates an unpredictable delay in subscribed recipients being provided with the vital information in a timely manner that is still relevant and actionable. However, if residents do not register with the system, then the ability to reach populations (regardless of language or preference) is nearly impossible depending on the type of incident and system availability.
- Due to the occasional inefficiencies related to the technological aspect, the City of Tacoma is using the Language Inclusion Workgroup (identified above) to develop a standard set of pictographs to depict the protective actions necessary under an all-hazards approach, as they relate to the currently pre-translated messages. This effort will attempt to limit the time necessary for the notification systems to disseminate the translated messages in each applicable language and allow for prioritized translated message release based on the impacted area and known population segments while simultaneously providing a community-vetted image.
- Recommendations for improving these described challenges will be provided to the state annually, as part of the SSB 5046 Legislative Report, for as long as the report and information are requested.

6.3. Interoperable Communications

6.3.1.State

6.3.1.1. The Alert and Warning Center (AWC)

The AWC is a function of the State Emergency Operations Center (SEOC) which provides 24-hour, 7 days a week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State.

6.3.1.2. Information Management Systems

Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. The system provides local jurisdictions with a platform to receive, process and manage information. The system is used as a gateway to share information and provide communications among county/city EOCs/ECCs, the SEOC and state, federal, and local public safety entities. This information sharing allows authorized users to make informed decisions regarding public safety operations during disasters or emergencies and supports statewide collaboration.

7. Administration

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

7.2. Organizations with emergency management responsibilities will establish and maintain financial and administrative records to provide documentation of activities related to emergencies or disasters. Reports are required from local jurisdictions or organizations to provide City of Tacoma Emergency Management and governmental officials with information concerning the nature, magnitude, and impact of any

emergency or disaster, and for use in evaluating and providing the most efficient and appropriate emergency or disaster response assets and services. Reports include, but are not limited to:

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

7.3. Documentation

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

7.3.2. Records will be kept in such a manner to separately identify incident related expenditures and obligations from general programs and activities of local jurisdictions or organizations. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters, and for audit reports. Information will be managed in accordance with the City's Policy 1.30 (Information Governance).

7.4. Retention

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

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

7.5. Preservation

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

7.5.2. The City and City Employees have a duty to preserve potential evidence when litigation against the City is initiated, or is reasonably anticipated or foreseeable, as defined by City Policy 1.25 (Litigation Hold and Preservation of Records). An event that results in known and significant injury may be an indicator that litigation is reasonably anticipated or foreseeable against the City and trigger preservation duties. Preservation includes, but is not limited to, immediately suspending deletion, destruction, and purging, overwriting or other means of disposal.

8. Finance

8.1. Local jurisdictions requesting assistance should assume the resources requested will need to be paid out of local funding. Local jurisdictions may incur disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), applicable state statutes and local codes, charters, and ordinances, which may include but are not limited to the following:

- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.

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

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

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

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

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

8.3. Incurred Costs Tracking

8.3.1. Emergency expenditures are not normally integrated into the budgeting process of state and local jurisdictions. Nevertheless, events occur on a periodic basis requiring substantial and necessary unanticipated obligations and expenditures. City of Tacoma Emergency Management and all other support agencies will follow their designated emergency purchasing procedures and obtain all appropriate approval prior to implementing emergency spending.

8.4. Cost Recovery

8.4.1. Reimbursement includes the payment of expenses incurred by resource providers for specific activities. Reimbursement processes are important for establishing and maintaining resource readiness and establishing the means to pay providers in a timely manner. Disaster-related expenditures and obligations may be reimbursed under a number of programs. Audits of emergency expenditures will be conducted in the course of normal local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the local applicant, either the City or Pierce County.

8.4.2. Local Assistance Programs

8.4.2.1. Neighborhood Community Services – what are their programs?

8.4.3. State Assistance Programs

8.4.3.1. Public Assistance (PA) Program

The Public Assistance (PA) State Administrative Plan (SAP) provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program. Audits of state and local jurisdiction emergency expenditures will be conducted in the normal course of state and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

8.4.3.2. Individual Assistance (IA) and Other Needs Assistance (ONA) Programs

The Individual Assistance (IA) State Administrative Plan (SAP) for the Other Needs Assistance (ONA) Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program. The IA SAP sets forth the organization, staffing, and procedures for administration of the Individuals and Households Program, Other Needs Assistance, in Washington State subsequent to a major disaster declaration by the President.

8.4.4.Federal Assistance Programs

8.4.4.1. Public Assistance (PA) Program

FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly-owned facilities, and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the state) determines how the non-federal share (up to 25 percent) is split with the sub-recipients (eligible applicants).

8.4.4.2. Individual Assistance (IA) Program

FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes all of the following:

- Mass Care and Emergency Assistance (MC/EA);
- Crisis Counseling Assistance and Training Program (CCP);
- Disaster Unemployment Assistance (DUA);
- Disaster Legal Services (DLS);
- Disaster Case Management (DCM); and
- Individuals and Households Program (IHP).
    - IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

9. Logistics and Resource Management

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

9.2. Resource Typing

9.2.1. Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. The City of Tacoma can use these definitions to categorize local assets.

9.3. Emergency Worker Program/Liability Protection

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

9.3.2. The City of Tacoma will use emergency workers as outlined in state law RCW 38.52.010(4), rules and regulations concerning workers are outlined in RCW 38.52.310.

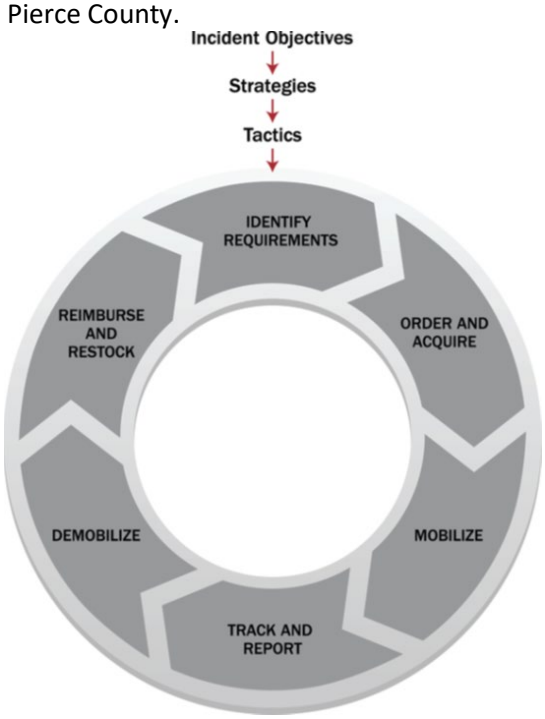
9.4. Procurement Methodology

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

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

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

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



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9.5. Demobilization

9.5.1. Once resources are no longer needed on an incident, the resource requestor should demobilize them. Demobilization of resources begins with Incident Command communicating resource requirements to the ECC. The resource requestor within the ECC, and the resource provider, may agree to reassign a resource rather than demobilize it. This transitional timeframe occurs between the ECC and field operations transitioning from response to recovery. While the City is working to develop a recovery team and all-hazards recovery plan, recovery typically occurs using city departments.

9.6. Resource Gaps

9.6.1. Comprehensive and integrated planning can help other levels of government plan their response to an incident within the City of Tacoma. By knowing the extent of the City's capability, supporting planners can pre-identify shortfalls and develop pre-scripted resource requests. The City, with support from the City of Puyallup and City of Lakewood, has partnered with Pierce County in their Regional Coordinating Council's Risk Committee. The purpose of the Risk Committee is to utilize the National Preparedness Goal's Core Capabilities to assess, analyze, and provide recommendations to the county on capability gaps. Those gaps will be compared against the Stakeholder Preparedness Review's model of planning, organization, equipment, training, and/or exercise (POETE) to prioritize the best approach to bridging such gaps.

10. Development and Maintenance

10.1. Core Planning and Development Team

10.1.1. Planning Process

Planning is a continuous process that does not stop when the plan is published. The planning team develops a rough draft of the basic plan or annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to organizations that have responsibilities for implementing the plan. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or state agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

10.1.2. Review Process

Commonly used criteria can help decision makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, and acceptability. Decision makers directly involved in planning can employ these criteria, along with their understanding of plan requirements, not only to determine a plan's effectiveness and efficiency but also to assess risks and define costs.

10.1.2.1. *Adequacy* – a plan is adequate if the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned mission while complying with guidance; and the plan's assumptions are valid, reasonable, and comply with guidance.

10.1.2.2. *Feasibility* – a plan is feasible if the organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan. The organization allocates available resources to tasks and tracks the resources by status (e.g., assigned, out of service). Available resources include internal assets and those available through mutual aid or through existing state, regional, or Federal assistance agreements.

10.1.2.3. *Acceptability* – a plan is acceptable if it meets the requirements driven by a threat or incident, meets decision maker and public cost and time limitations, and is consistent with the law. The plan can be justified in terms of the cost of resources and if its scale is proportional to mission requirements. Planners use both acceptability and feasibility tests to ensure that the mission can be accomplished with available resources, without incurring excessive risk regarding personnel, equipment, material, or time. They also verify that risk management procedures have identified, assessed, and applied control measures to mitigate operational risk (i.e., the risk associated with achieving operational objectives).

10.1.2.4. *Completeness* – a plan is complete if it:

- Incorporates all tasks to be accomplished;
- Includes all required capabilities;
- Integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations;
- Provides a complete picture of the sequence and scope of the planned response operation;
- Makes time estimates for achieving objectives; and
- Identifies success criteria and a desired end-state.

10.1.2.5. *Compliance* – the plan should comply with guidance and doctrine to the maximum extent possible, because these provide a baseline that facilitates both planning and execution.

10.1.3. Revision Process

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

10.2. Maintenance Schedule

10.2.1. The City of Tacoma will adhere to the following schedule to ensure regular review and improvement:

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update
Basic Plan	2018	2019	2020	2022	2024
ESF 1	2018	2019	2020	2022	2024
ESF 2	2018	2019	2020	2022	2024
ESF 3	2018	2019	2020	2022	2024
ESF 4	2018	2019	2020	2022	2024
ESF 5	2018	2019	2020	2022	2024
ESF 6	2018	2019	2020	2022	2024
ESF 7	2018	2019	2020	2022	2024
ESF 8	2018	2019	2020	2022	2024
ESF 9	2018	2019	2020	2022	2024
ESF 10	2018	2019	2020	2022	2024

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update
ESF 11	2018	2019	2020	2022	2024
ESF 12	2018	2019	2020	2022	2024
ESF 13	2018	2019	2020	2022	2024
ESF 14	*To Be Developed*				2024
ESF 15	2018	2019	2020	2022	2024

10.2.2. In addition to the above maintenance schedule, the City of Tacoma's emergency management program will endeavor to develop and align a planning component for each mission area under the CEMP. With five mission areas, and a five year review cycle defined in Chapter 118-30 WAC, the following graphics show the continuous progression of component development and alignment by focus year:

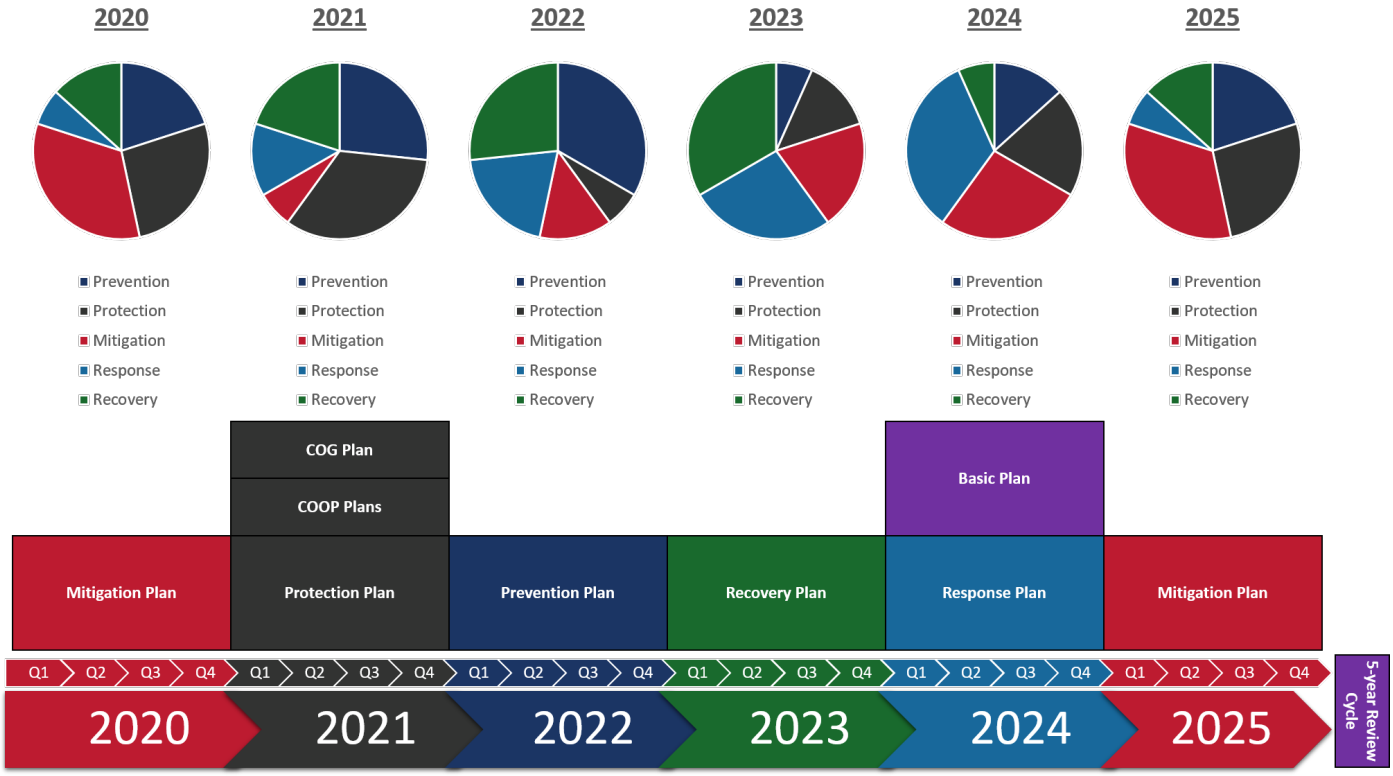


Figure 3: City of Tacoma CEMP Update Focus Cycle

10.3. Training & Exercise Program

10.3.1. City of Tacoma Emergency Management is responsible for developing and implementing exercises, training, and public education programs. Emergency Management and associated entities should conduct annual exercises to validate the effectiveness of their emergency plans and procedures. Exercises mandated by contract or other requirements may be used to satisfy this requirement. City jurisdiction may request and receive assistance from Pierce County and Washington State Emergency Management in the development and implementation of training exercises.

Figure 4: Homeland Security Exercise & Evaluation Program (HSEEP) Cycle

10.3.2. Pertinent city, county agencies and non-governmental agencies will take part in training, drills, and exercises in support of this plan. Emergency management training, drills, and exercises are vital to the effectiveness of the Comprehensive Emergency Management Plan (CEMP) and its supporting procedures. These activities validate the operational concepts and resource preparations needed to carry out emergency functions. Training activities are to be coordinated to consolidate similar training sessions into joint training opportunities, when practical. All support agencies will conduct agency specific drills and training as required by their programs. Exercises will be coordinated with City of Tacoma Emergency Management and specific training will be hosted by the agency or consultant subject matter expert. If the exercise is regional or statewide, Pierce County DEM and WA State EMD may also support the efforts, the facility, or the county emergency management agency.

10.3.3. Through the implementation of the Homeland Security Exercise and Evaluation Program (HSEEP), organizations can use training and exercises to improve current and required Core Capability levels, identify gaps, and overcome shortfalls. A Capabilities Assessment provides and gap analysis, by Core Capability, for each desired outcome and capability target; each of the Homeland Security Regions is required to complete an assessment. After the Capabilities Assessment is completed, it is referenced to determine the priority capabilities for training and exercise planned activities and should be coordinated with the Training and Exercise Plan (TEP) of the state.

10.3.4. Training Program

Support for training will be provided by City of Tacoma Emergency Management and all support agencies. The training program is designed to enhance personnel proficiency in general emergency management subjects and to train emergency management liaisons for their roles under operational plans and procedures. These activities take place at every level of government, as well as, in volunteer organizations and private businesses. Initial and annual training is primarily accomplished through program orientations or seminars, workshops, drills, tabletop exercises, functional exercises, and full-scale exercises. Specific technical training is conducted in small groups by the lead agency for that activity.

- As described in the Resource Gaps section above, the City will use the core capabilities to identify and prioritize training gaps through participation in the county's Risk Committee. Additionally, the City participates in the county's Training and Exercise Workshop (TEW), as well as the state's Integrated Preparedness Planning Workshop (IPPW), to help voice the City's training priorities.

The City of Tacoma's Emergency Management team is currently working on a three-year training and exercise plan based on the information gathered through such partnerships.

10.3.4.1. Qualification, Certification, and Credentialing Program

A credentialing program involves three steps: qualification, certification, and credentialing. These steps help ensure personnel have the knowledge, experience, training, and capability to perform the responsibilities of their assigned roles throughout the incident based on criteria that is standard nationwide. Nationally standardized criteria and minimum qualifications for standardized ICS positions provide a consistent baseline for qualifying and credentialing the incident workforce. Along with the job title and position qualifications, the position task book (PTB) is a basic tool that underpins the NIMS performance-based qualification process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position. PTBs provide the basis for a qualification, certification, and credentialing process that is standard nationwide.

- Qualification – process through which personnel meet the minimum established criteria to fill specific positions.

  The City is researching national best practices and guidance to establish minimum criteria for positions throughout the ICS structure and ECC positions.
- Certification – recognition from the City that an individual has met and continues to meet established criteria and is qualified for a specific position.

  The City currently using the PTB system to qualify and certify personnel on the Incident Management Team (IMT); however, the use of PTBs for this process is not currently supported by the county or state. The City of Tacoma will continue to utilize the national standard until the county or state provides a system that integrates with the nationwide criteria.
- Credentialing – provides documentation that identifies personnel and authenticates/verifies their qualification for a particular position.

  Credentialing requires an authentication and documentation system or process, which is typically performed by a database. With credentialing comes database management and systems administration needs. Currently, the state does not have the capability nor capacity to support any credentialing program; however, the state's Emergency Management Advisory Group (EMAG) Credentialing Workgroup is pursuing the promotion of a state-wide, opt-in credentialing system.

10.3.5. Exercise Program

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

- *Guided by Elected and Appointed Officials* – provide the overarching guidance and direction for the exercise and evaluation program as well as specific intent for individual exercises.
- *Capability-based, Objective Driven* – through HSEEP, organizations can use exercises to examine current and required core capability levels and identify gaps; exercises focus on assessing performance against capability-based objectives.
- *Progressive Planning Approach* – a progressive approach includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time.
- *Whole Community Integration* – encourage exercise planners to engage the whole community throughout exercise program management, design and development, conduct, evaluation, and improvement planning.

- *Informed by Risk* – identifying and assessing risks and associated impacts helps organizations identify priorities, objectives, and core capabilities to be evaluated through exercises.
- *Common Methodology* – enables organizations of divergent sizes, geographies, and capabilities to have a shared understanding of exercise program management, design and development, conduct, evaluation, and improvement planning; and fosters exercise-related interoperability and collaboration.

10.3.5.2. Exercises are conducted on a three-year cycle to determine if plans and procedures are operationally sound and to meet mandated requirements. Thorough critiques by participants, controllers, and evaluators identify strengths and weaknesses encountered during the exercise. As appropriate, advance materials will be provided to evaluators and controllers. Changes to plans and procedures are incorporated immediately, if necessary, or in the next review cycle. If an exercise reveals a proficiency problem, training is enhanced to address that need and/or plans are updated.

10.3.6. After-Action Reporting Process

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

10.3.6.2. In-house critiques will be conducted after each drill or exercise and resulting changes incorporated into the next revision of this plan. In the event significant planning issues are identified, an immediate change to this plan shall be issued. Routine editorial-type changes to this plan can be held for the next annual review.

10.3.7. Corrective Action Program

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

10.3.7.2. Management controls in each agency will be used to ensure corrective actions are implemented following drills and exercises.

EMERGENCY SUPPORT FUNCTION 1:
TRANSPORTATION

Primary Agency:
Public Works

Support Agencies:
Environmental Services
Media and Communications Office
Neighborhood and Community Services
Planning and Development Services
Tacoma Police Department
Tacoma Rail

External Agencies:
Pierce Transit
Port of Tacoma
Private Rail Carriers
Private Transportation Providers
Sound Transit
Tacoma Public Schools
Washington State Department of Transportation
Washington State Patrol

1. Purpose

Coordinate the support of transportation systems and infrastructure, the regulation of transportation, and ensure the safety and security of the City of Tacoma's transportation system. During an emergency or disaster, provide coordination and guidance for the establishment, maintenance, and restoration of transportation infrastructure, routes, and resources in the City of Tacoma and its associated sites. Transportation and emergency activities include the evacuation of people from their homes, schools, and places of business, and associated types of transportation resources. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Support Core Capabilities	
Shared Response and Recovery Mission Areas	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Pets Evacuation and Transportation Standards (PETS) Act — The City will coordinate transportation to evacuate pets and service animals.
- 49 CFR part 37 Transportation Services for Individuals with Disabilities – Federal statute to provide transportation services to individuals with disabilities without discrimination.

3. Situation Overview

The departmental Continuity of Operation Plans (COOPs) outline the critical infrastructure and priority restoration timelines. During emergencies and disasters, the need for transportation resources for moving both people and commodities could be varied and vast. Transportation disruptions within the City have a high potential to impact transportation flow beyond the City's borders. Transportation resources may be obtained from public agencies, the private sector, and through volunteer organizations, as necessary. The City will be responsible for repairing and restoring critical city streets and will coordinate with Washington State Department of Transportation (WSDOT) for issues related to primary state highways through and around Tacoma. In the event of a disaster, resources and capabilities may be overwhelmed and response initially limited. County, state and federal resources may be available on a short-term basis to augment local capability, but only after local options have been exhausted. These resources would be requested through the Pierce County Emergency Management and Washington State Emergency Management Emergency Operations Centers (EOCs).

4. Concept of Operations

General

If an event causes significant transportation disruption, the City ECC shall be activated. Representatives from primary and support agencies for ESF 1 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. In the event of a large-scale disaster, mutual aid from surrounding communities may be necessary and can be requested through the Pierce County and/or Washington State EOCs. The City also maintains emergency contracts with local contractors for heavy equipment, equipment operators, and structural engineers. External resources shall be coordinated directly with providers or through the Pierce County and/or Washington State EOC.

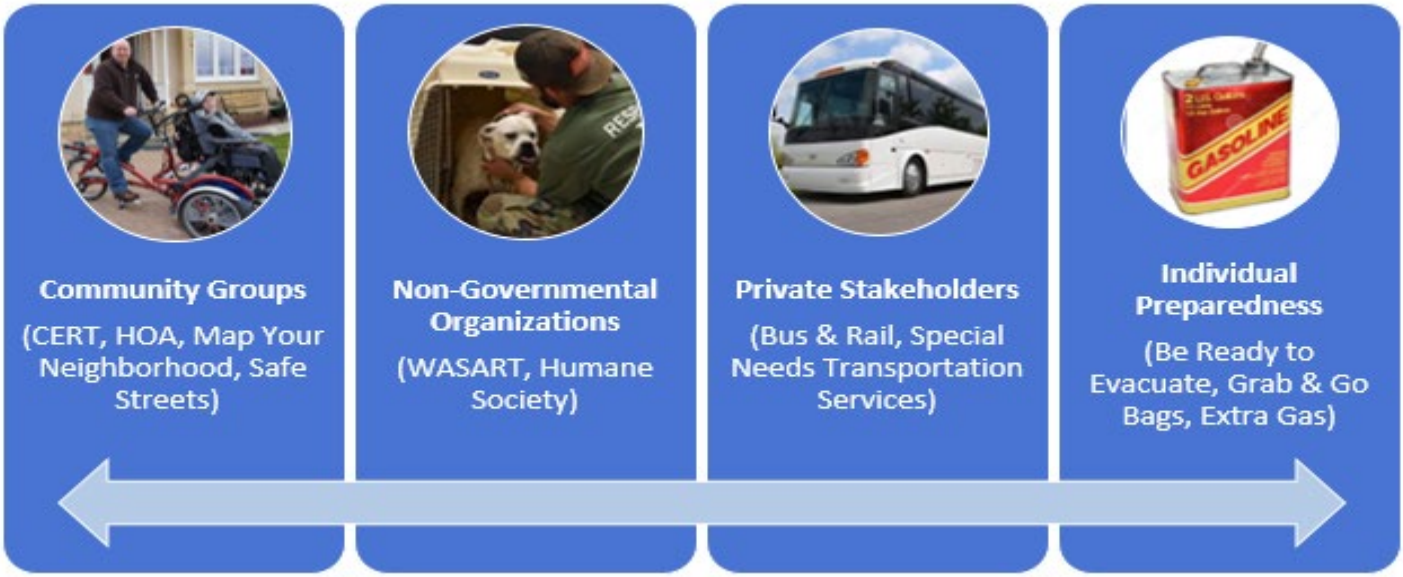
Functions include but are not limited to the following:

- Transportation modes management and control
- Transportation safety
- Stabilization and reestablishment of transportation infrastructure;
- Movement restrictions
- Damage and impact assessment

Whole Community Involvement

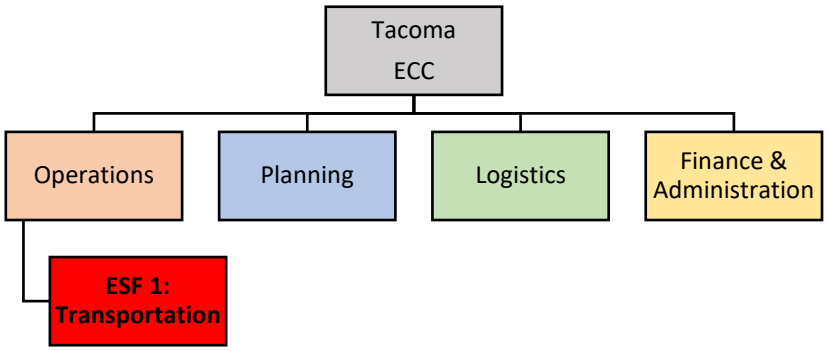
Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies may be affected by severely impacted transportation routes for an extended period of time. All travelers and commuters should investigate safe alternate routes as applicable and be ready to evacuate with little notice. This information will be made available through multiple channels of communication. Some neighborhoods may need to organize debris removal efforts prior to receiving assistance from the City of Tacoma.

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION



5. Organization

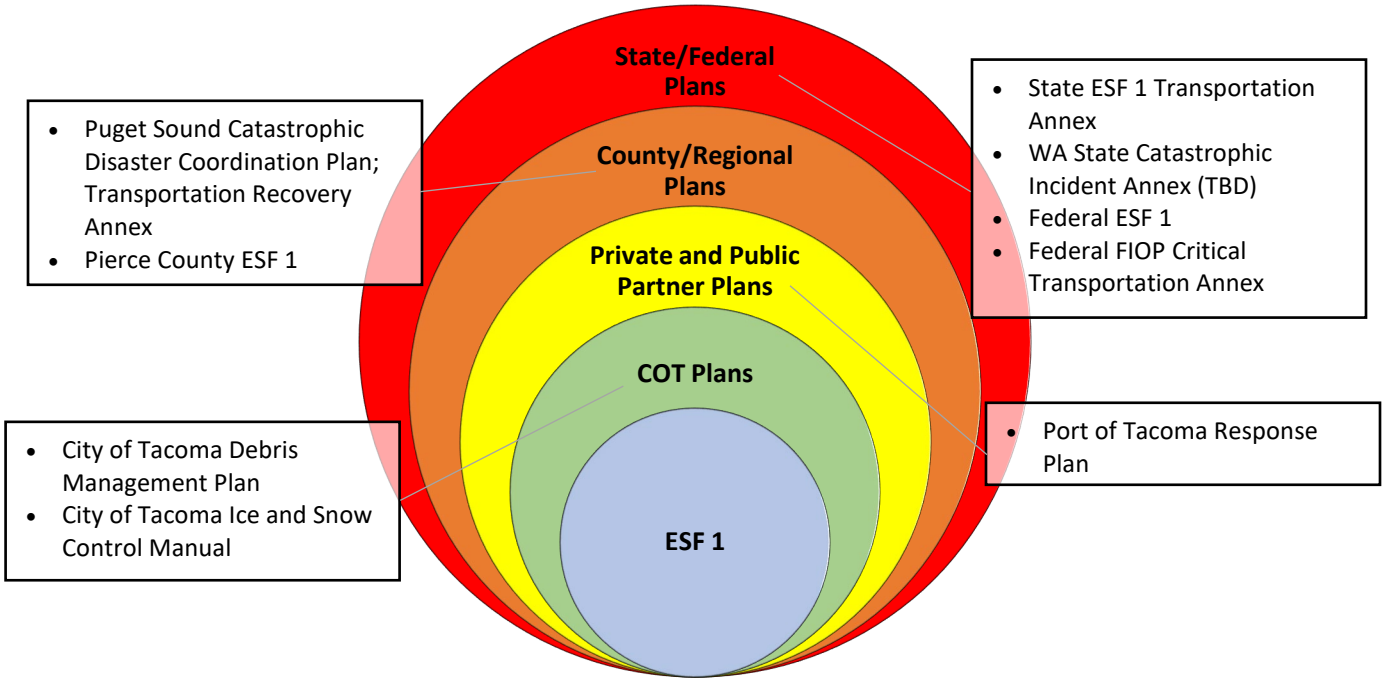
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION



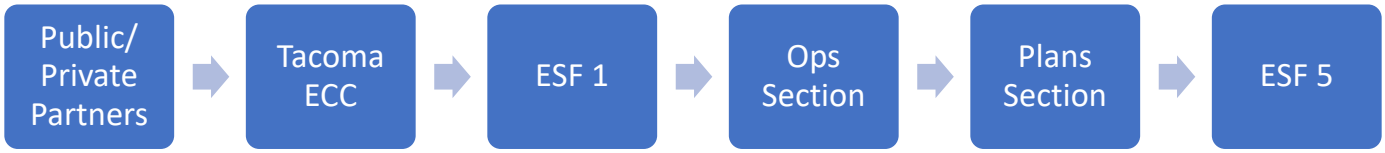
- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - City of Tacoma Debris Management Plan — Describes process for debris removal following a disaster to include agency coordination, City capabilities, and expectations for residents.
  - City of Tacoma Ice and Snow Control Manual — Public Works plan for maintaining safe transportation routes through plowing, sanding, and other de-icing methods.
  - Port of Tacoma Response Plan – Outlines the Port of Tacoma response plan during emergencies and disaster.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Puget Sound Catastrophic Disaster Coordination Plan; Transportation Recovery Annex — Outlines process and actions for coordinating regional transportation system recovery during and following a disaster to included immediate roadway and bridge inspections through long-term recovery.
  - Puget Sound Catastrophic Disaster Coordination Plan – Partnerships and coordination of response to regional incidents.
  - Pierce County ESF 1- Provide guidance and direction to ensure effective coordination and utilization of the transportation systems and resources during emergencies and disasters.
  - State ESF 1 Transportation Annex – Partnerships and coordination of response to regional catastrophic incidents.
  - Washington State Catastrophic Incident Annex (TBD) - To provide guidance for transportation of vital services and resources needed to save and sustain human life after a catastrophic incident. Priority in this effort will be given to the state's "Seismic Lifeline Corridor" and life line routes identified by individual jurisdictions.
  - Federal ESF 1 – provides support by assisting local, state, tribal, territorial, insular area, and Federal governmental entities, voluntary organizations, nongovernmental organizations, and the

private sector in the management of transportation systems and infrastructure during domestic threats or in response to actual or potential incidents.

- Federal FIOP Critical Transportation Annex – Describes the federal delivery of the Critical Transportation core capability within the Response mission area during a Presidential Declaration of Disaster.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders.

City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for ESF 1, will address:

Level	*Essential Element of Information*

Federal EEI's	• *Status of all transportation systems (air, sea, land, rail). In particular, port closures, airport closures and major delays, and impacts to railroad systems and public transit*
	• *Status of major/primary roads*
	• *Status of critical and non-critical bridges, including bridge closures*
	• *Status of evacuation routes. In particular, the following should be communicated:*
	  ○ *Activation and suspension of contra-flow operations*
	  ○ *Road closures impacting evacuation traffic*
	  ○ *Emergencies impacting evacuation traffic*
	  ○ *Major evacuation traffic disruptions*
	• *Accessible transportation with power lifts and ramps and physical accessibility at embarkation and debarkation points, stations and depots*
	• *Limiting factors or shortfalls*

State EEI's	*Status (operational, damaged, destroyed, unknown) & Approximate restoration date for the following transportation areas:* • *Port Facilities and Waterways* • *Ferry System/Facilities/Vessels (Marine Highways)* • *Railroads and Supporting Facilities* • *Bridge Status* • *Road Segments & Status of Lifeline Route* • *Mass Transit System Facilities* ○ *i.e. Sounder, Grey Hound*
City of Tacoma EEI's	• *Status of major roads and highways*

	• *Status of critical and noncritical bridges* • *Status of maintenance and emergency repairs* • *Status of public transit systems including underground rail, buses, and ferry services* • *Status of area railways and stations* • *Status of area waterways* • *Status of area ports* • *Status of natural gas and fuel pipelines*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Critical Transportation	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
2	Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.
3	Clear debris from any route type (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
1	Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
2	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Critical Transportation	1, 3	Identify and coordinate emergency transportation routes into, out of, and through the City	Public Works
	1	Coordinate the availability, servicing, fueling, and towing of City vehicles	
		Coordinate all transportation resources in support of the incident	
		Restores and maintains traffic signals under city jurisdiction	
		Provides traffic control signs and barricades for road closures, detours and potential road hazards	

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
	1, 2	Coordinate with WA State Patrol and WA State DOT to establish alternate routes when any disruption of State or Interstate highways occurs within the City	City ECC
		Coordinate with Pierce Transit, Sound Transit, Tacoma Public Schools, private transportation providers, and/or Pierce County EM for the acquisition of transportation resources, as needed	
		Coordinate resources for evacuation transportation services partners	
	3	Coordinate debris management within the City	Environmental Services
	1, 3	Assist Public Works with other services, as needed	
	2	Coordinate messaging to the public regarding transportation changes and options per ESF 15	Media and Communications Office
		Coordinate transportation needs for employees and citizens, including those of high risk populations and people with disabilities and/or service animals	Neighborhood and Community Services
	1	Provide temporary traffic control on City streets, as needed	Police
	2	Provides Transportation Resources	Pierce Transit
		Provides busses as a means of expedient, temporary shelter	
		Provides situation reports from field observations by drivers and supervisors	
Infrastructure Systems	1	Assess damages and disruption to transportation routes	Public Works
	2	Manage initial and short-term repairs to primary City transportation routes	
	2	Damage assessment of the City roads and bridges	
	1	Assist with damage assessment and structural inspection of City roads, bridges, and overpasses	Planning and Development Services
		Identifies the need for and coordinates the repair of City facilities, key public buildings, bridges, roads and pipe systems	
	1, 2	Assess damage to and coordinate response activities involving the City's rail resources	Tacoma Rail
		Coordinate with Port of Tacoma and private railway operators to restore rail access and resources	

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- FEMA Essential Elements of Information
- National Preparedness Goal 2015
- National Response Framework 2016
- Community Lifelines Implementation Toolkit Version 1.0

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Primary Agency:

Tacoma Fire Department
City of Tacoma Information Technology (IT)
Tacoma Fire Department IT

Support Agencies:

City Manager's Office -TacomaFIRST 311
City of Tacoma Media and Communications Office
Tacoma Public Utilities

External Agencies:

Amateur Radio Emergency Services (ARES)
Federal Emergency Management Agency
Pierce County Emergency Management
Private Cable/internet/cellular providers
Public Safety Answering Points
South Sound 911
Washington State Emergency Management

1. Purpose

Coordinates government and industry efforts for the reestablishment and provision of critical communications infrastructure and services, facilitates the stabilization of systems and applications from malicious activity (e.g., cyber), and coordinates communications support to response efforts (e.g., emergency communication services and emergency alerts and telecommunications). During an emergency or disaster, provide coordination and guidance for the establishment, maintenance, and restoration of communications systems and infrastructure in alignment with federal Core Capabilities. Establish effective flow of information during a disaster or major emergency.

Primary Core Capabilities	
Shared Response and Recovery Mission Areas	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Response Mission Area	
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impacted area and all response forces.

Support Core Capabilities	
Response Mission Area	
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively

Support Core Capabilities	
	relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- RCW 38.52.070 – Local organizations and joint local organizations authorized; Establishment and operation; Emergency powers and procedures; Communications plans
- City of Tacoma Media Communication Office - Radio/TV Broadcast Agreements – Designated local radio and television stations will assist with the dissemination of emergency communications to the public. Multiple media formats will be used to ensure informational and safety messages reach as many residents as possible and in a timely manner
- Fire Operations Manual and Automatic Aid Response #2008 version 03/2009 – Establishes Tacoma Fire Department's policy on requesting and responding to calls for mutual and automatic aid
- State Bill 5046 – Defines legal requirements for providing public notices of public health, safety, and welfare in languages other than English
- Tacoma Fire Department Communications Policies: 8000 Series – Establishes Tacoma Fire Department's policy on issuing spare radios to Tacoma Fire Department personnel

3. Situation Overview

Communication is often the first resource lost in a large-scale emergency or disaster, yet it is one of the most important resources required in the management of emergencies. The ability to communicate is essential for emergency responders to coordinate their efforts and for public safety officials to get emergency information and instructions to the public. A disaster or major emergency in Tacoma could cause disruption or complete failure of any or all services. Landline telephones are reliant upon intact physical connections. Cellular service is provided and controlled by third-party agencies and dependent upon functional cellular tower infrastructure. Cellular service is also shared with the public, putting it at risk of overload in the event of a disaster. The infrastructure of the City's computer network and the core of the City's radio network are located within the City and could be impacted by a major disaster.

The City of Tacoma owns 11 telecommunication systems with almost 1/3 (117 of 366) of total infrastructure systems relying upon telecommunication systems for normal operations. All of these systems are vulnerable to the region's most severe hazards which include weather, volcanic, and earthquake. The chart below summarizes these hazards and others that may impact telecommunication systems.

Critical infrastructure and the priority restoration timelines are outlined in the department specific Continuity of Operation Plans (COOPs).

INFRASTRUCTURE CATEGORY SUMMARY[i]	
CITY OWNED TELECOMMUNICATIONS	11 Systems
RELIANCE ON TELECOMMUNICATIONS	117 of 366 (31.9%)

EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Infrastructure Vulnerability – Hazard Summary

HAZARD	# IN HAZARD ZONE	%
DROUGHT	52 of 366	14.2%
EARTHQUAKE	366 of 366	100%
FLOOD	56 of 366	15.3%
LANDSLIDE	32 of 366	8.7%
TSUNAMI	84 of 366	22.9%
VOLCANIC	366 of 366	100%
WEATHER	366 of 366	100%
WILDLAND/URBAN FIRE	12 of 366	3.2%

[1] Region 5 Hazard Mitigation Plan 2013-2018; Update City of Tacoma Infrastructure Section

4. Concept of Operations

General

This ESF covers the maintenance and restoration of City of Tacoma communication capabilities, to include landline and cellular telephone, short message service (SMS), radio, television, Internet, and emergency alert systems. Functions include but are not limited to the following:

- Coordination with telecommunications and information technology industries;
- Coordination of the reestablishment and provision of critical communications infrastructure;
- Protection, reestablishment, and sustainment of national cyber and information technology resources;
- Oversight of communications within the federal response structures; and
- Facilitation of the stabilization of systems and applications from cyber events.

It is the intention of the City of Tacoma:

- To establish and maintain a robust and reliable communications system
- To ensure that City departments with communication resources and responsibilities will restore communication disruptions as quickly as possible
- That the City's communication system will include a variety of communication options to maximize the potential for effective communication following a disaster or major emergency
- To ensure ADA/AFN compliance and provide accessibility to as many citizens as reasonably possible, including those in vulnerable populations, with special needs, and with Limited English Proficiency (LEP)
- The City relies upon the warning capabilities of federal and state government, and the news media for dissemination of warning information. Where there is a need that is not being met by standard warning dissemination methods, the City may supplement those systems.

These systems are owned, operated, and serviced by City of Tacoma (COT) departments, private agencies, and supporting governmental entities as summarized in the following table:

City & Regional Communication Systems		
System	**Purpose (Daily Operations and/or During Disaster)**	**Managing / Supporting Agencies**
City of Tacoma		

EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

City Loop Fiber Optic Network	Network feed for equipment within COT, Fire, TPU, and Pierce County	Fire Department IT (Repair) / COT IT & Radio Comm (Manage radio equipment)
Communications Networks (phone, internet, computers)	Daily Operations and emergency communication; All departments	COT IT Incident Response Team
Critical Applications (GIS, Mail, SAP, File Services, Web Services)	Daily Operations and access to information useful in executing Emergency Management efforts	COT IT Incident Response Team
Limited English Proficiency (LEP)	Alternate communication resources to access residents in other languages and those with hearing or sight impairments	EM & MCO / PCEM
800 MHz Radio	First responder communication	Fire IT / TPD IT
COT Website / Social Media	Public Messaging	MCO / COT IT
TacomaFirst 311	Receive public telephone calls and email inquiries, distribute public information	COT IT
Pierce County Emergency Management		
PC Alert	Emergency alerts and public messaging	PCEM
Public / Private Partners		
911	Incoming emergency telephone and text	South Sound 911
Local Cable Television	Public Messaging	Rainier Connect
Broadcast Television/ Tacoma TV	Public Messaging	Local Stations (List)
Cellular Telephone	Daily Operations and emergency communication; All departments	Multiple Carriers
Landline Telephone	Daily Operations and emergency communication; All departments	Multiple Carriers

Minor communication disruptions will be handled by the agencies or departments typically responsible for such events. If the event is of a nature that three or more City departments are involved or communication is disrupted throughout the City, the City ECC shall be activated and resource coordination of the incident shall be managed by the City ECC.

If an event causes significant communication disruption, the City ECC shall be activated by the City of Tacoma Emergency Management Duty Officer as authorized by the City of Tacoma Fire Chief. Representatives from primary and support agencies for ESF 2 shall report to or maintain communication with the City ECC to develop and implement a response plan for the event. Ordering of external resources will be coordinated through the City ECC. As local resources and Mutual Aid is identified to be exhausted, the City ECC will coordinate with the County and/or Washington State Emergency Operations Center (EOC) to obtain needed resources.

When necessary, the use of existing City communication resources will be reprioritized to facilitate emergency use. The City ECC maintains radio communication capability with other local agencies that operate large radio systems, including South Sound 9-1-1, Police, Public Works, Environmental Services, Tacoma Public Utilities, Washington State Department of Transportation, Washington State Patrol, and Washington State EOC. These organizations may be utilized to support the emergency communications needs of the City in times of disaster. The City will also partner with private communication agencies to establish alternative resources for communication, when necessary.

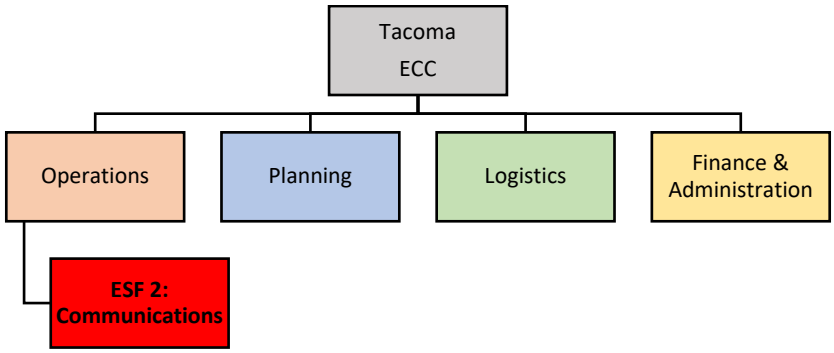
EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary capabilities to communicate using alternative methods for hours, days, or even weeks until primary infrastructure can be restored. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of critical infrastructure and communication systems without discrimination based on assessed needs of the disaster response.

5. Organization

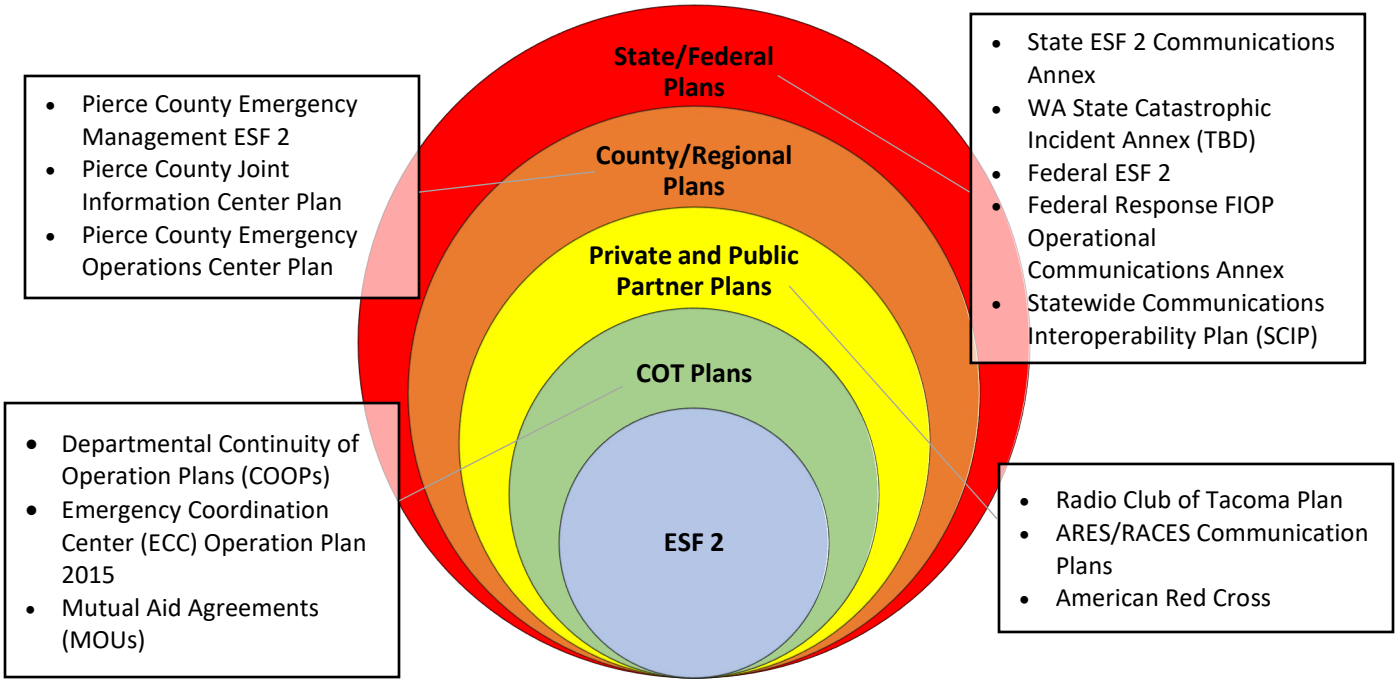
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

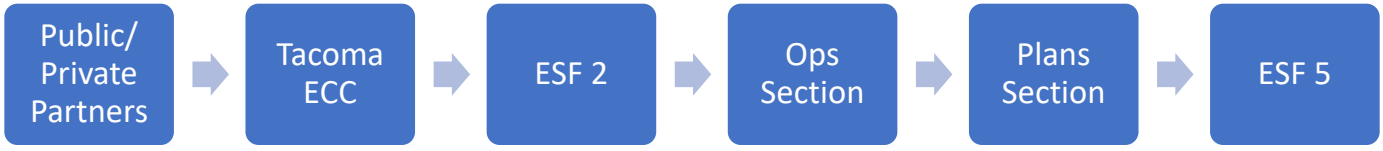


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Departmental Continuity of Operation Plans (COOPs) – Enables City departments essential functions to continue with minimal interruption during local incidents or major disaster.
  - Emergency Coordination Center (ECC) Operation Plan 2015 – The ECC is designated to provide support and coordination to local operations in response to an emergency or disaster.
  - Mutual Aid Agreements (MOUs) – Formal agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services.
  - Radio Club of Tacoma Emergency Operations Plan – Sets forth policy and procedures, organizational parameters, and operational boundaries for providing support to emergency operations.
  - Radio/TV Broadcast Agreements – City of Tacoma maintains multi-media partnerships that may be utilized to disseminate public messaging.
  - Fire Operations Policy 2008 – Mutual Aid and Response Manual – Establishes Tacoma Fire Department's policy on requesting and responding to calls for mutual and automatic aid.
  - Tacoma Fire Department Communications Policies: 8000 Series – Defines policies applicable to communication systems, training, operation, and dispatch.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - ARES/RACES Communication Plans – Provides authority and guidance for the participation of all unpaid volunteers in providing essential communications and support during periods of national, state, or local emergency or other public service need.

- American Red Cross – Non-profit organization that maintains a deployable inventory of communication equipment including portable radios, mobile units, and base stations.
- Pierce County Emergency Management ESF 2 – (1) Provides guidance for the organization, establishment and maintenance of communications capabilities necessary to meet the operational requirements of Pierce County as a result of an emergency or disaster. (2) Provides guidance for the rapid alerting and warning to key officials, and dissemination of warning information of an impending or occurring emergency or disaster.
- Pierce County Joint Information Center Plan – (1) Defines policies and procedures used in emergencies to provide emergency public information to the media, general public and specific populations who may be affected by an emergency. (2) The plan defines procedures for coordinating information among various elements of the overall emergency response, and to ensure that the information disseminated to the public is accurate, clear, concise and timely.
- Pierce County Emergency Operations Center Plan – Provides guidance and procedures for the activation and operation of the Pierce County Emergency Operations Center (EOC).
- State ESF 2 Communications Annex - Coordinates government and industry efforts for the reestablishment and provision of critical communications infrastructure and services, facilitates the stabilization of systems and applications from malicious activity (e.g., cyber), and coordinates communications support to response efforts (e.g., emergency communication services and emergency alerts and telecommunications).
- WA State Catastrophic Incident Annex (TBD) – Addresses the re-establishment of communications infrastructure/services to minimum levels following a catastrophic incident.
- Federal ESF 2 – (1) Supports the restoration of the communications infrastructure, facilitates the recovery of systems and applications from cyber-attacks, and coordinates Federal communications support to response efforts during incidents requiring a coordinated Federal response (hereafter referred to as "incidents"). This ESF implements the provisions of the Office of Science and Technology Policy (OSTP) National Plan for Telecommunications Support in Non-Wartime Emergencies (NPTS). (2) Provides communications support to Federal, State, tribal, and local governments and first responders when their systems have been impacted, and provides communications and information technology (IT) support to the Joint Field Office (JFO) and JFO field teams.
- Federal Response FIOP Operational Communications Annex - Describes the delivery of the Operational Communications core capability within the Response mission area. The Operational Communications core capability ensures the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- Statewide Communications Interoperability Plan (SCIP) - Establishes a future vision for communications interoperability and align emergency response agencies with that vision by creating goals, objectives, and initiatives that achieve improved public safety communications.

7. Information Collection, Analysis, & Dissemination



EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*

Federal EEI's	• *Status and content of a communications snapshot assessment*
	• *The anticipated communications impact (on landlines and cellphones) based on current models. In particular:*
	  o *Number of customers without service*
	  o *Identification of communities without communications capabilities*
	  o *Identification of critical facilities without communications capabilities*
	• *Potential requirements for satellite and radio equipment*
	• *Status of Public Safety Answering Points (911 Dispatch), including which, if any, are inactive*
	• *Status of the availability of communication resources. In particular, the number of available Cell on Wheels*
	• *Number of Public Safety Answering Points in the affected area*
	• *Number and location of Mobile Emergency Operations Vehicles*
	• *Number and location of available Radio Amateur Civil Emergency Service groups*
	• *Number of Land Mobile Radio networks established*
	• *Limiting factors or shortfalls*

State EEI's	*Status (operational, damaged, destroyed, unknown) & Approximate restoration date for the following transportation areas:* • *Broadcasting Structures and Facilities* • *Internet Structures and Facilities* • *Satellite Communications Structures and Facilities* • *Regulatory, Oversight, Industry Organization Facilities* • *Telecomm Hotels* • *Wireless Communications and Cellular Telephone Structures and Facilities* *Disaster Impact Numbers related to:* • *Number of people without internet connectivity* • *Number of people without cell phone coverage* *Public Safety Answering Points (PSAP) and Emergency Services IP Network:* • *Status of all PSAPs* • *Approximate restoration date* • *Availability to handle other traffic*
City EEI's	• *Status of telecommunications service* • *Reliability of internet service* • *Reliability of cellular service* • *Requirements for radio/satellite communication capability* • *Status of the emergency alert system (e.g., TV, radio, cable, cell)* • *Status of public safety radio communications* • *Options for dissemination of information to the whole community*

	• *External affairs and media communication* • *Status of phone infrastructure and emergency line* • *Number of callers and availability of staff and facilities* • *Status of responder communications* • *Availability of communications equipment* • *Status of EOC(s), dispatcher, and field responder communications* • *Availability and status of first responder communications equipment*

The Washington State Emergency Management Division (WA EMD) operates the Washington State Alert and Warning Center and provides messages to the local RCW 38.52.070 designated emergency management entities. City of Tacoma Emergency Management sends emergency messaging by means of the Pierce County emergency notification system. Public alert and warning systems and processes are coordinated through ESF 15.

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Operational Communications	
Critical Task I.D.	**Critical Task Descriptions**
1	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.
2	Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and a transition to recovery.
3	Re-establish critical information networks, including cybersecurity information sharing networks, to inform situational awareness, enable incident response, and support the resilience of key systems.

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
1	Restore and sustain essential services (public and private) to maintain community functionality.
2	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.
4	Formalize partnerships with governmental and private sector emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Public Information & Warning	
Critical Task I.D.	**Critical Task Descriptions**
1	Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and the public to take protective actions.

EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Operational Communications	1	Assess for communication disruption to emergency responders, facilities, and outside agencies; report any disruptions to the City ECC	TFD - Tacoma Fire Communication Center (TFC) TPD (Tacoma Police Dispatch) All Support Agencies and external Support Agencies
	1, 2	Implement alternative communication methods, as necessary	All Stakeholders
	1, 2	Coordinate with Telecom carriers	Verizon, Sprint, AT&T, etc.
	1	Maintain primary frequency communications to receive and relay emergency calls. Use alternate methods of communications to relay emergency information when services are disrupted	Public Safety Answering Points (TFC, SS-911)
	3	Assess for communication disruptions within the City's radio, telecommunication, and corporate network; report any disruptions to the City ECC	COT IT (TFD IT, TPU IT, GG IT)
Infrastructure Systems	1, 2		
	2	Restore and maintain the City's radio, telecommunication, and corporate network, as well as mission-critical software applications; prioritization of restoration efforts may be directed by the City ECC	
		Restores and maintains City information systems and technology	
	2, 4	Assess for television and broadband disruptions within the Rainier Connect network; report any disruptions to the City ECC	Tacoma Public Utilities, Rainier Connect
	1, 2	Ensure the availability of 9-1-1 dispatch services	TFC, SS-911
		Assist in providing communication support for emergency responders	
	2	Ensure maintenance and restoration of the City website, social media and television functionalities	Media Communications Office
Operational Communications	1, 2	Facilitate an incident-specific call center Lead and coordinate citywide Pubic Information Officers (LE, FS, PW, etc.)	IT MCO, TacomaFIRST 311, Tacoma ECC
Public Information & Warning	1		

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 and ICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400.
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

800 MHz Radio: Frequency spectrum designated for public safety radio systems.

Alternate Communication Systems: Equipment or processes used to supplement normal communication when primary systems are down due to disaster or other disruption of service.

Broadband: A high-capacity transmission technique using a wide range of frequencies, which enables a large number of messages to be communicated simultaneously.

Corporate Network: City of Tacoma Internet and communications network and associated equipment.

Essential Elements of Information: FEMA guidelines for information collection for lifesaving needs, critical infrastructure, critical facilities, risk of damage, and individuals who have been displaced.

Ham Radio: Amateur radio network that can be used to communicate during a disaster when normal network operations are down.

EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS

Landline: Telecommunication connection by cable laid across land, typically either on poles or buried underground.

Mission-Critical Software Applications: Software program or suite of related programs that must function continuously in order for a business or department to maintain operations.

Offline Capabilities: Ability to maintain operations with limited or no access to the Internet and other routinely used communication systems.

Public Safety Answering Point (PSAP*)*: Call center responsible for answering calls to an emergency telephone number for police, fire, and ambulance services.

Satellite Telephone: Telephone that connects to a satellite link for use when cellular service is unavailable.

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

Primary Agency:

Public Works

Environmental Services

Support Agencies:

Planning and Development Services (PDS)

Safety Office

Tacoma Public Utilities - Water

Tacoma Information Technology Department (IT)

1. Purpose

Coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and recover from a disaster or an incident. To provide coordination and guidance for public works and engineering services to include debris removal, inspection of facilities for structural safety, and to issue contracts for the demolition of unsafe structures and the temporary repair of essential facilities. To coordinate and organize the needs related to the continuity of wastewater services, storm water management and flood control. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Shared Response and Recovery Mission Areas	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Support Core Capabilities	
Response Mission Area	
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

Support Core Capabilities	
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- RCW 38.52.110 -- The city council is directed to utilize the services, equipment and supplies of existing departments and offices, and all other municipal corporations organized under the law of the State of Washington. The officers and personnel of all such departments, offices and agencies are directed to cooperate upon request, notwithstanding any other provisions of law.
- Tacoma Municipal Code Chapter 1.10.070 - The Director of Utilities shall have direct responsibility for the emergency operations of the divisions of Tacoma Public Utilities
- State Environmental Policy Act (SEPA - Environmental Review) WAC 197-10-180 – Helps state and local agencies identify environmental impacts as a result of issuance of building permits.
- Hydraulics Act (Hydraulics Permit) RCW 75.20.100
- Forest Practices Act (Application for Forest Practices) RCW 76.09.060(2)
- Shorelines Management Act (Shorelines Permit) WAC 173-14-040(2),(3)
- Flood Control Zones by State (Permit for Improvement) RCW 86.16.080

3. Situation Overview

A disaster or major emergency causes damage and hazardous conditions related to roads, bridges, residences, public buildings, and utilities. The City of Tacoma Public Works Department will maintain city roadways and bridges to include signage and postings, as well as provide inspections and permit functions. Support will include construction management and inspection, emergency contracting, and technical advice and evaluations. Environmental Services provides City sanitary sewer, storm drainage and solid waste processing. Tacoma Public Utilities (Power, Water, and Rail) will maintain their respective utilities. If resources required to resume or maintain operation of critical functions exceeds the existing capabilities of the City, the Emergency Coordination Center (ECC) may activate existing MOUs/MOAs and request additional county and state assistance.

4. Concept of Operations

General

If an event causes significant disruption to critical infrastructure, the City ECC shall be activated by the City of Tacoma Emergency Management Duty Officer as authorized by the City of Tacoma Fire Chief. Representatives from primary and support agencies for ESF 3 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. External resources shall be coordinated directly with providers or through the Pierce County and/or Washington State Emergency Operations Center (EOC).

Functions include but are not limited to the following:

- Infrastructure protection and emergency repair
- Critical infrastructure reestablishment

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

- Engineering services and construction management
- Emergency contracting support for life-saving and life-sustaining services

It is the intention of the City of Tacoma:

- To provide public works services to land, facilities and utilities under City jurisdiction
- To respond to public works problems on private property only when City equipment or infrastructure (ex., a culvert) is the cause of the problem or when life or public health is threatened

If an event occurs during non-working hours or the previously mentioned buildings are unusable, Tacoma Public Works employees are instructed to follow their department's internal plan for reporting to work. When the immediate life safety needs of the employees are met, each Division will make an assessment of the situation, determine what resources are needed and what capabilities exist relevant to their operations. Field personnel are assigned designated locations for regroup and assessment/debriefing in the four sectors of the City. Information regarding the status of employees, equipment and facilities will be forwarded to the City ECC for appropriate action.

Restoration and repair of utilities, critical facilities, and transportation routes will be critical following a large-scale emergency or disaster. Public Works, Environmental Services, and Tacoma Public Utilities shall coordinate their efforts to provide the necessary personnel and equipment for service restoration.

The Public Works and Environmental Services departments will provide debris removal to open main arterial transportation routes and conduct rapid damage assessments for primary roads and bridges, as well as key facilities. These departments will also address the collection and disposal of garbage, as necessary. Tacoma Public Utilities (Power, Water, and Rail) will ensure the restoration and maintenance of its utilities and provide assistance to Public Works, as available.

Response outside the City by Tacoma Public Utilities will be dependent upon the location of the problem, as some of the facilities/equipment under their control are located outside the city limits. Emergency related projects may require an environmental impact study or permit before final project approval. In some emergency situations, environmental review and permits may be waived or orally approved as per the previously mentioned authorities.

Public Works personnel will coordinate with local engineering firms for additional assistance with inspection of buildings. Public Works assistance may be requested through existing mutual aid channels or through the ECC. Assistance may be obtained from the private sector at costs as outlined in Emergency Contracts and as provided for by RCW 38.52.390. The Public Works Department has mutual aid agreements with many cities, counties, and state agencies to acquire additional response resources.

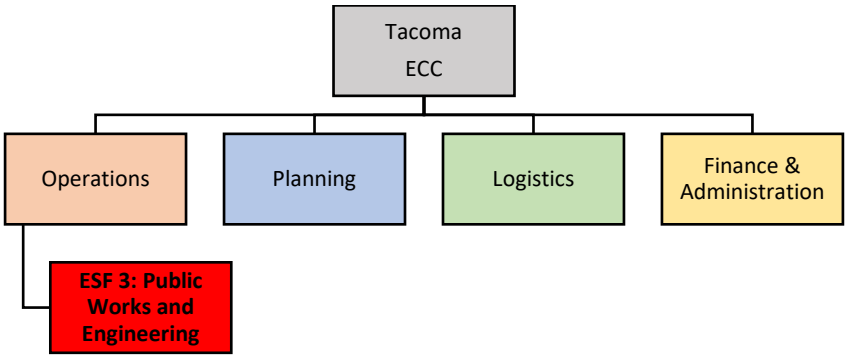
Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies make plans and have the necessary capabilities to function for hours, days, or even weeks until primary infrastructure can be restored. Necessary actions may include localized flood management, debris removal, or other actions that individuals can safely accomplish. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of critical infrastructure without discrimination based on assessed needs of the disaster response.

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

5. Organization

The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



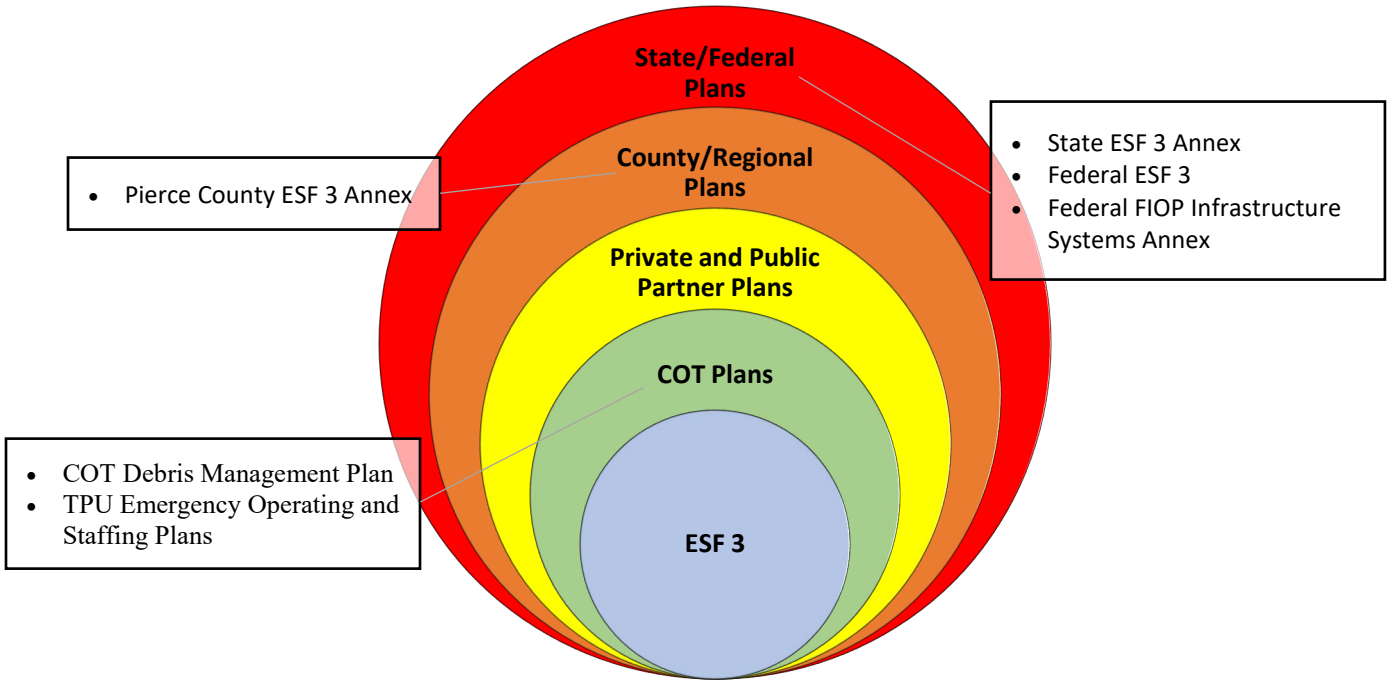
Management personnel and designated support staff are instructed to report to their respective work locations in accordance with each department's emergency operations plans.

Department / Division	Command and Control Location
Tacoma Public Works	747 Market Street, Tacoma Municipal Building
Engineering, BLUS, and Construction Divisions	747 Market Street, Tacoma Municipal Building
Streets and Grounds Division	2324 South C Street
Solid Waste Utility	3510 South Mullen Street
Sewer Utility	2201 Portland Avenue

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.



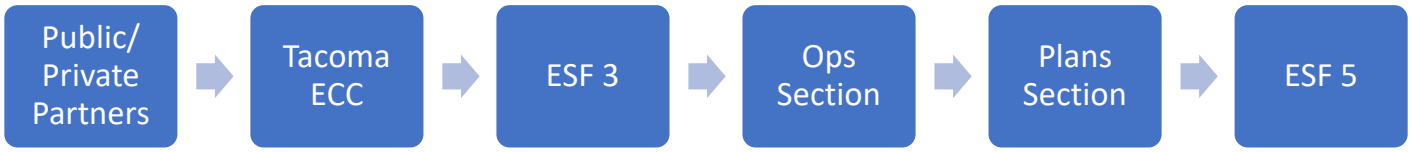
- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - City of Tacoma Debris Management Plan – Policy and procedures for emergency response involving snow and ice removal, flood response, removing slides and downed trees, and responding to other disaster assistance calls from Police, Fire, and citizens.
  - Tacoma Public Utilities Emergency Operating and Staffing Plans – Establishes operational policies, procedures, and staffing capabilities and expectations for emergency and disaster situations.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Pierce County ESF 3 Annex - Coordinates and organizes the public works and building inspection activities and resources of Pierce County government for the delivery of services, technical assistance, engineering expertise, construction management, and other support in response to an emergency or disaster.
  - State ESF 3 Annex – Coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and recover from a disaster or an incident.
  - Federal ESF 3 Annex – Assists the Department of Homeland Security (DHS) by coordinating and organizing the capabilities and resources of the Federal Government to facilitate the delivery

of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident requiring a coordinated Federal response.

- Federal Response FIOP Infrastructure Systems Annex – Discusses the Infrastructure Systems core capability's purpose to stabilizes critical infrastructure functions, minimizes health and safety threats, and efficiently restores and revitalizes systems and services to support a viable, resilient community.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Status and location of Public Works Planning and Response Teams (PRT)* • *Status of river gauge and levees* • *Status of debris removal; in particular, estimated total and percentage complete by county* • *Status of public water supply, including potential issues with respect to the restoration of non-operational systems and status of public wastewater systems* • *Status of critical public facilities, including the number of completed assessments* • *Status and location of the Local Government Liaison* • *Status of mission assignment for ESF #3 Lead* • *Limiting factors or shortfalls* • *Number and names of public water services facilities that are operational, non- operational, and out of contact* • *Number and names of waste water treatment plants that are operational, non- operational, and out of contact*

State EEI's	*Status (operational, damaged, destroyed, unknown) & Approximate restoration date for the following transportation areas:*
	• *Raw Water Supply*
	  ○ *Quantity of Water available*
	• *Raw Water Storage Systems and Facilities*
	  ○ *Quantity of Water available*
	• *Raw Water Transmission Systems and Facilities*
	• *Water Regulatory Oversight or Industry Organizations*
	• *Treated (finished) Water Storage Systems and Facilities*

	○ *Quantity of Water available* • *Treated Water Distribution Systems and Facilities* • *Wastewater Facility* • *Water Treatment Facility*
City EEI's	• *Hazardous debris issues affecting the transportation system* • *Reported or suspected hazardous material/toxic release incidents*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
1	Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
2	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.
3	Provide for the clearance, removal, and disposal of debris.

Critical Transportation	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
2	Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.
3	Clear debris from any route type (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.

Environmental Response/Health & Safety	
Critical Task I.D.	**Critical Task Descriptions**
3	Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
2	Enhance public and private resource and services support for an affected area.

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

Mass Care Service	
Critical Task I.D.	**Critical Task Descriptions**
1	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Environmental Response/Health & Safety	3	Assist with small-scale removal and response activities for hazardous waste situations	Environmental Services – Solid Waste
Critical Transportation	3	Provide assistance with debris clearing	
Infrastructure Systems	3		
Logistics and Supply Chain Management	2	Provide equipment and vehicles for emergency response	Environmental Services – Sewer Utility
		Provide skilled maintenance employees as needed	
		Provide use of tanker trucks for non-potable source of firefighting water	
		Provide limited source of light duty equipment and dump trucks	
		Provide technical advice and resources for emergency sewage disposal	
		Provide skilled maintenance employees as needed	
		Assist with rapid assessment of damage to sewer utility facilities when necessary	
		Provide and acquire light and heavy construction and emergency equipment, supplies and personnel as needed	Public Works – Engineering
Critical Transportation	3	Identify emergency routes in and out of the City and provide maps of same for City vehicles	
Infrastructure Systems	1	Provide control of traffic signals and flashers under City jurisdiction	
Logistics and Supply Chain Management	2	Provide traffic control signs and barricades	Public Works-Street Operations
		Provide light and heavy equipment and operators as available	

EMERGENCY SUPPORT FUNCTION 3:
PUBLIC WORKS & ENGINEERING

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Infrastructure Systems	1	Assist in directing flood management operations	
	3	Provide assistance with debris clearing, emergency protective measures, emergency and temporary repairs and/or construction	
Critical Transportation	1	Assist in coordination of damage assessment for main transportation routes	
Mass Care Services	1	Sanitation services and support to shelter operations	Public Works, Environmental Services, TPU-Water
Infrastructure Systems	2	Coordinate short and long-term water infrastructure solutions	Tacoma Public Utilities - Water
Logistics and Supply Chain Management	2	Coordinate procurement of incident specific resources and services	
Situational Assessment	1	Provides GIS mapping services as requested by the ECC for emergency management purposes	IT
Infrastructure Systems	2	Conducts immediate damage assessments and structural inspections of City facilities and key public buildings	Planning and Development Services
		Identifies the need for and coordinates the repair of City facilities and key public buildings	
Infrastructure Systems	1	Provide hazard assessments for on-site workers, including mitigations strategies, engineering controls, and PPE recommendations	Safety Office
	2		

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-300, ICS-400, ICS-700, ICS-800. Staff will regularly participate in additional exercises and trainings as coordinated by the Emergency Manager.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- ATC (Applied Technology Council) -20 Post Earthquake Evaluation of Buildings
- Community Lifelines Implementation Toolkit Version 1.0
- Disaster Relief Act
- FEMA 154 Rapid Visual Screening for Buildings for Potential Seismic Hazards
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

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

Response Priority Objectives: Planning and response activities will first address human and animal life safety and procurement and transportation of critical resources.

Reunification: The process by which unaccompanied minors and adults are accounted for and reunited with their parents, legal guardians, and families who have been displaced during a disaster.

EMERGENCY SUPPORT FUNCTION 4:
FIREFIGHTING

Primary Agency:

Tacoma Fire Department

Support Agencies:

Tacoma Police Department

Tacoma Water

Environmental Services

External Agencies:

Pierce County Fire Districts/Departments

South Sound 911

1. Purpose

Coordinates the support for the detection and suppression of fires. To provide coordination and guidance for firefighting operations in times of extreme emergency or disaster. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Fire Management & Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Environmental Response/Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Support Core Capabilities	
Response Mission Area	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Mass Search & Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security, Protection, & Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Public Health, Healthcare, & EMS	Provide lifesaving medical treatment via Emergency Medical Services and related operations, and avoid additional disease and injury by

EMERGENCY SUPPORT FUNCTION 4:
FIREFIGHTING

Support Core Capabilities	
	providing targeted public health, medical, and behavioral health support and products to all affected populations.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- City of Tacoma Municipal Code Title 3 – Details the authorities, capabilities, and chain of command for the City of Tacoma Fire Department.

3. Situation Overview

The departmental Continuity of Operation Plans (COOPs) outline the Situations that could tax the resources of the Fire Department include a large fire where many lives are threatened, or multiple simultaneous fires caused by a natural or manmade disaster. Damage may disrupt water service, making firefighting challenging. Transportation routes may be damaged and/or blocked by debris, making access difficult. The Fire Department utilizes engines, ladders, and telesquirts, each staffed with a minimum of three personnel, to establish an effective response force for urban and suburban fire situations. A number of the department's engines include on-board class A and/or B foam capability to better address industrial and transportation related fires. The department also operates a water tender and two fireboats.

4. Concept of Operations

General

Firefighting in Tacoma is handled by the Tacoma Fire Department. A typical fire response in Tacoma also includes at least one medic unit staffed with two firefighters, a safety officer, and two battalion chiefs for incident command. Functions include but are not limited to the following:

- Supporting wildland, rural, and urban firefighting operations.

Through existing mutual and automatic aid agreements, the firefighting resources of neighboring jurisdictions are also available. Calls to 911 for fire-related emergencies are received by South Sound 911 and transferred to the Tacoma Fire Department's communication (TFC). TFC then dispatches the closest, most appropriate fire resources to the incident. The Fire Department predetermines the type and number of units that are sent to various types of fires (i.e., residential, commercial, high-rise, etc.). The first arriving unit establishes command, provides a verbal size-up of the incident over the radio, and makes initial assignments for incident management. Upon arrival at the scene of an incident, the first arriving Battalion Chief assumes command when the unit currently in command is needed for other incident management tasks. For safety, all firefighters actively involved in fire attack operate in teams of at least two. Prior to the first two firefighters entering the structure for fire attack, there must be two firefighters outside of the structure fully equipped and capable of providing immediate rescue assistance to the initial two firefighters (OSHA "Two In/Two Out").

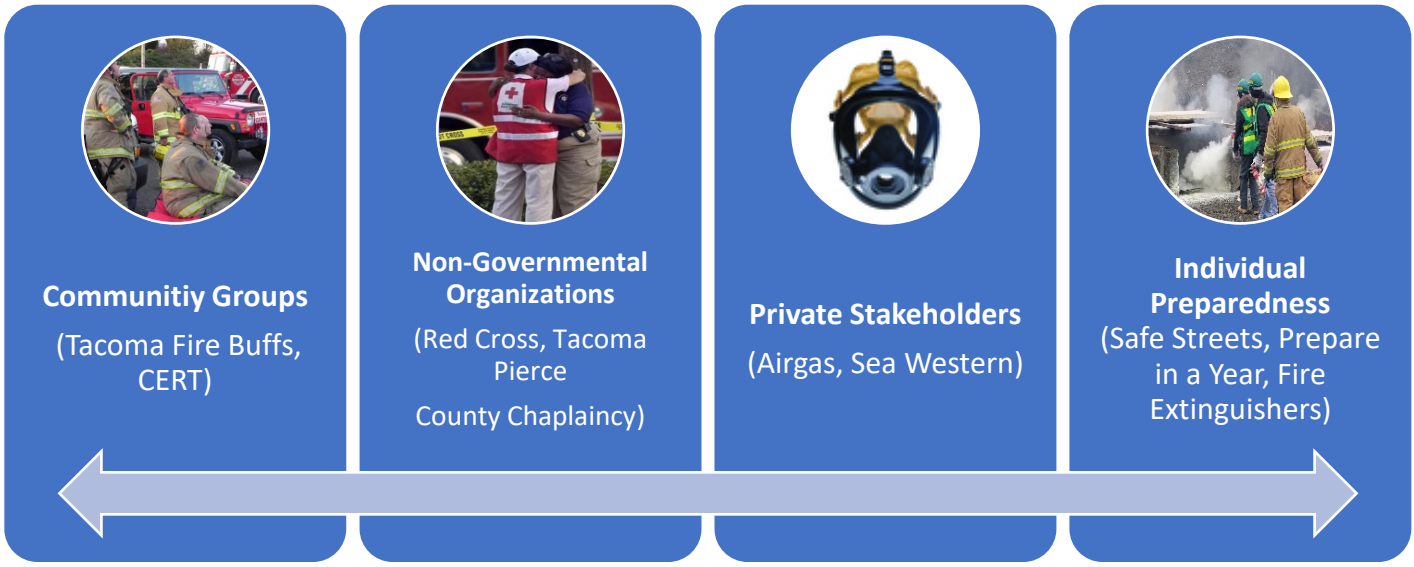
The Tacoma Fire Department is signatory to a county-wide mutual aid agreements with surrounding fire departments/districts. The Fire Department also participates in the Pierce County Fire Service Emergency Resource Plan and the South Puget Sound Regional Fire Defense Plan. These plans predetermine strike team and task force identification and coordination.

EMERGENCY SUPPORT FUNCTION 4: FIREFIGHTING

In the event of a large fire (>1 alarm), the City ECC shall be activated. Representatives from primary and support agencies for ESF 4 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. External resources shall be coordinated directly with providers or through the Pierce County and/or Washington State EOC.

Whole Community Involvement

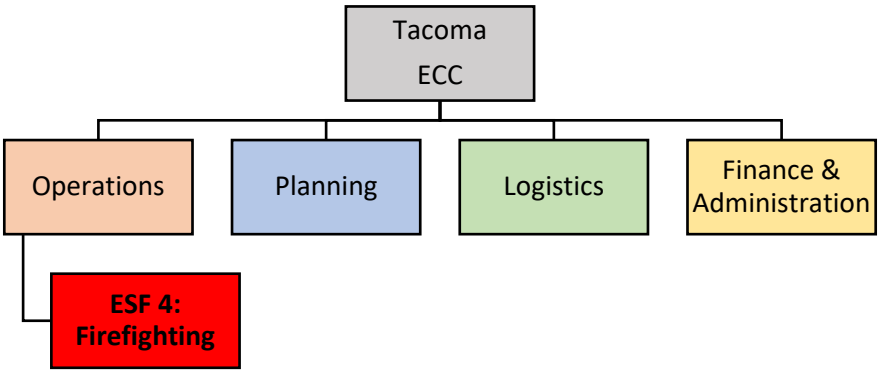
Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.



5. Organization

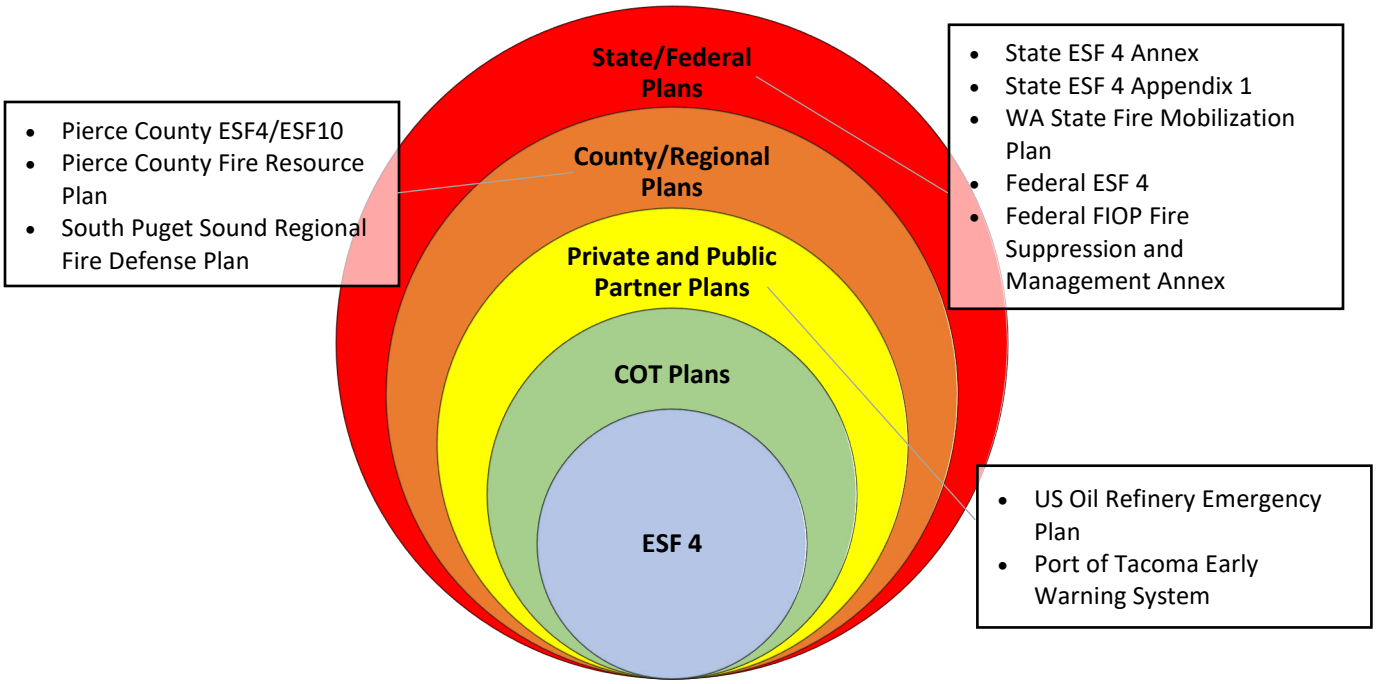
Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of Command and operational policies for external agencies may be found in each respective agency's emergency plan and procedures, published separately. The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):

EMERGENCY SUPPORT FUNCTION 4: FIREFIGHTING



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

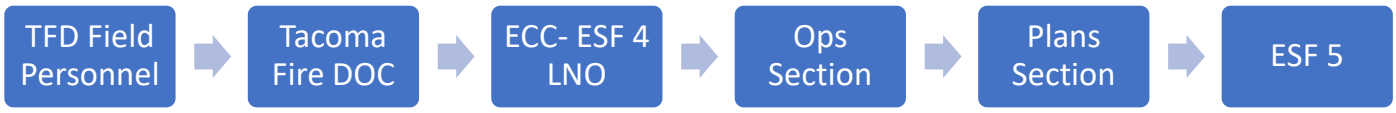


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Pierce County Fire Resource Plan – Developed for the purpose of deploying large numbers of fire service personnel for disasters or significant fire or EMS incidents.
  - South Puget Sound Regional Fire Defense Plan – For the purpose of requesting and coordinating regional fire resources. Incident commanders are required to utilize their local mutual aid resources and request local plan before requesting outside assistance.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.

- State ESF 4 Annex – To establish policies for the effective coordination of the detection and suppression of wildland, rural and urban fires resulting from natural, human caused or catastrophic events requiring fire response.
- State ESF 4, Deployment of Local Fire Resources Using Interstate or International Mutual Aid Appendix – Provides the guidelines and procedures for deployment of local jurisdiction fire resources outside of Washington State under the auspices of the Emergency Management Assistance Compact (EMAC) or the Pacific Northwest Emergency Management Arrangement (PNEMA).
- WA State Fire Services Resource Mobilization Plan – Provides a mechanism for fire service mobilizations, updated policies, and interagency relationships.
- Federal ESF 4 Annex – Manages and coordinates firefighting activities, including the detection and suppression of fires on Federal lands, and provides personnel, equipment, and supplies in support of State, tribal, and local agencies involved in wildland, rural, and urban firefighting operations.
- Federal FIOP, Fire Suppression and Management – Federal interagency partners will initiate and conduct firefighting operations based on the requirements of local, state, tribal, territorial, and insular area authorities.
- Port of Tacoma Early Warning System
- US Oil Refinery Emergency Plan

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI).

The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Number of ESF #4 staff deployed to the RRCC, EOC, JFO, and field* • *Current or expected mission assignments* • *Number, location, and role of pre-positioned ESF #4 resources* • *Number, location, and role of deployed ESF #4 resources* • *Limiting factors or shortfalls*
City EEI's	• *Location of fire* • *Percent of fire contained* • *Fire's rate and direction of spread* • *Weather conditions* • *Availability and resources of fire services* • *Safety hazards affecting operations* • *Requirements for Personal Protective Equipment (PPE)* • *Security issues or concerns* • *Reported or suspected hazardous material/toxic release incidents*

EMERGENCY SUPPORT FUNCTION 4:
FIREFIGHTING

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Fire management & Suppression	
Critical Task I.D.	**Critical Task Descriptions**
1	Provide traditional first response or initial attack firefighting services.
2	Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.
3	Ensure the coordinated deployment of appropriate local and regional fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.

Environmental Response/Health & Safety	
Critical Task I.D.	**Critical Task Descriptions**
1	Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.
2	Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
3	Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
4	Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
1	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.

Mass Search & Rescue Operations	
Critical Task I.D.	**Critical Task Descriptions**
1	Conduct search and rescue operations to locate and rescue persons in distress.

On-scene Security, Protection, & Law Enforcement	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish a safe and secure environment in an affected area.
2	Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

EMERGENCY SUPPORT FUNCTION 4: FIREFIGHTING

Public Health, Healthcare, & Emergency Medical Services	
Critical Task I.D.	**Critical Task Descriptions**
2	Complete triage and initial stabilization of casualties, and begin definitive care for those likely to survive their injuries and illnesses.

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Fire Management & Suppression	1, 2, 3	Provide suppression and control of fires	Fire
		Provide incident command at firefighting incidents	
Mass Search and Rescue Operations	1	Provide rescue operations and evacuation, when necessary	
Environmental Response/Health & Safety	2, 3, 4	Provide identification and mitigation of hazardous materials associated with fire	
	3, 4	Limit property damage and/or loss	
	1	Provide constant monitoring for safety during firefighting operations	
Public Health, Healthcare, & Emergency Medical Services	2	Provide emergency medical services, as required	
Situational Assessment	1, 2	Provide and monitor emergency communications for fire for firefighting incidents	
Environmental Response/Health & Safety	1	Contributes to mitigation efforts through fire and harbor code enforcement	
On-scene Security, Protection, & Law Enforcement	1, 2	Provide assistance with traffic control and/or evacuation at firefighting incidents	Police
Infrastructure Systems	1	Maintain the City's municipal hydrant system	Tacoma Water

EMERGENCY SUPPORT FUNCTION 4: FIREFIGHTING

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Fire Management & Suppression	3	Provides use of tanker trucks for source of non-potable water for fire fighting	Environmental Services

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

Telesquirts: Fire Engine with a 55 foot water-tower (aerial)

EMERGENCY SUPPORT FUNCTION 5:
INFORMATION & PLANNING

Primary Agency:

Tacoma Fire Department

Support Agencies:

All City Departments

Pierce Transit

External Agencies:

All agencies offering operational support
Amateur Radio
National Weather Service (Seattle)
Non-Governmental Entities
Public and Private Sector
Public Health
US Environmental Protection Agency
Washington State Department of Ecology
Washington State Department of Health
Washington State Department of Natural Resources
Washington State Military Department

1. Purpose

Supports and facilitates multiagency planning and coordination for operations involving incidents requiring federal coordination. To provide coordination and guidance for City of Tacoma efforts to prevent, mitigate, prepare for, respond to, and recover from a disaster or major emergency. ESF 5 focuses on the shared resources and coordination between City, County, Special Purpose Districts, State and Federal Governments, as well as the partnerships between private businesses and the public. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Support Core Capabilities	
Response Mission Area	
Logistics and Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community

Support Core Capabilities	
	staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Tacoma Municipal Code, Chapter 1.10.030 – Outlines guidance for record management procedures
- Tacoma Municipal Code, Chapter 1.10.070 – The City Manager shall have direct responsibility for the organization, administration, and operation of the City's emergency management program and for the emergency operations of departments of General Government.
- Tacoma Municipal Code, Chapter 1.10.090 – In the event of a proclamation of a disaster, the Mayor assumes the emergency powers.

3. Situation Overview

This plan considers the emergencies and disasters likely to impact the Tacoma area. These risks and hazards have been assessed and identified by Pierce County and Washington State emergency management organizations. A comprehensive examination of these natural and technological disasters can be found in the Pierce County Hazard Identification and Risk Analysis (published separately by Pierce County Emergency Management). This ESF covers emergency management roles and responsibilities in the City of Tacoma, defines the City's Emergency Management Team, and provides guidelines for activating and operating the City of Tacoma Emergency Coordination Center (ECC). Any disaster or large-scale emergency has the potential to cause serious damage to City of Tacoma infrastructure, making communication and transportation difficult, and impacting essential services to the citizens, businesses, and employees of Tacoma. Any of these types of disruptions may impact the delivery of emergency services, including emergency management.

4. Concept of Operations

General

Emergency Management, a fundamental function of government, is responsible for coordinating and supporting the overall activities of the City in relation to a large-scale emergency or disaster. The goal of emergency management is to ensure that the efforts and resources committed to incidents occurring in or impacting the City of Tacoma are coordinated, efficient and effective. Functions include but are not limited to the following:

- Deliberate and crisis action planning; and
- Information collection, analysis, visualization and dissemination.

The City Manager requests the City Council to declare an emergency in the City of Tacoma, to proclaim the existence, or threatened existence of a disaster and the termination thereof. If the City Council is not in session, the City Manager may issue such proclamation, subject to confirmation by the Council at the earliest practicable time. In the event of a disaster or large-scale emergency, the Administrator of Emergency Management or designee(s), through interdepartmental coordination at the Emergency Coordination Center, shall be responsible for:

- Notifying key personnel from other City departments or community agencies of the need for their involvement or presence at the Emergency Coordination Center

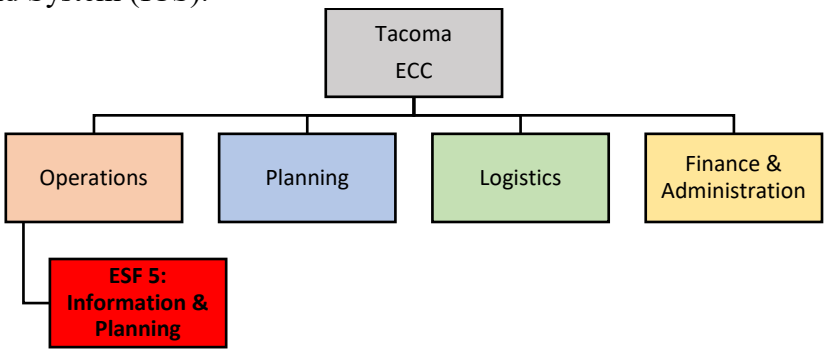
- Providing the link with the State of Washington Emergency Operations Center to identify situation reports, request outside resources, notify of local disaster declarations and coordinate efforts on a regional level
- Providing the link with other jurisdictions/agencies as needed, to ensure cooperation and coordination of efforts.

Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

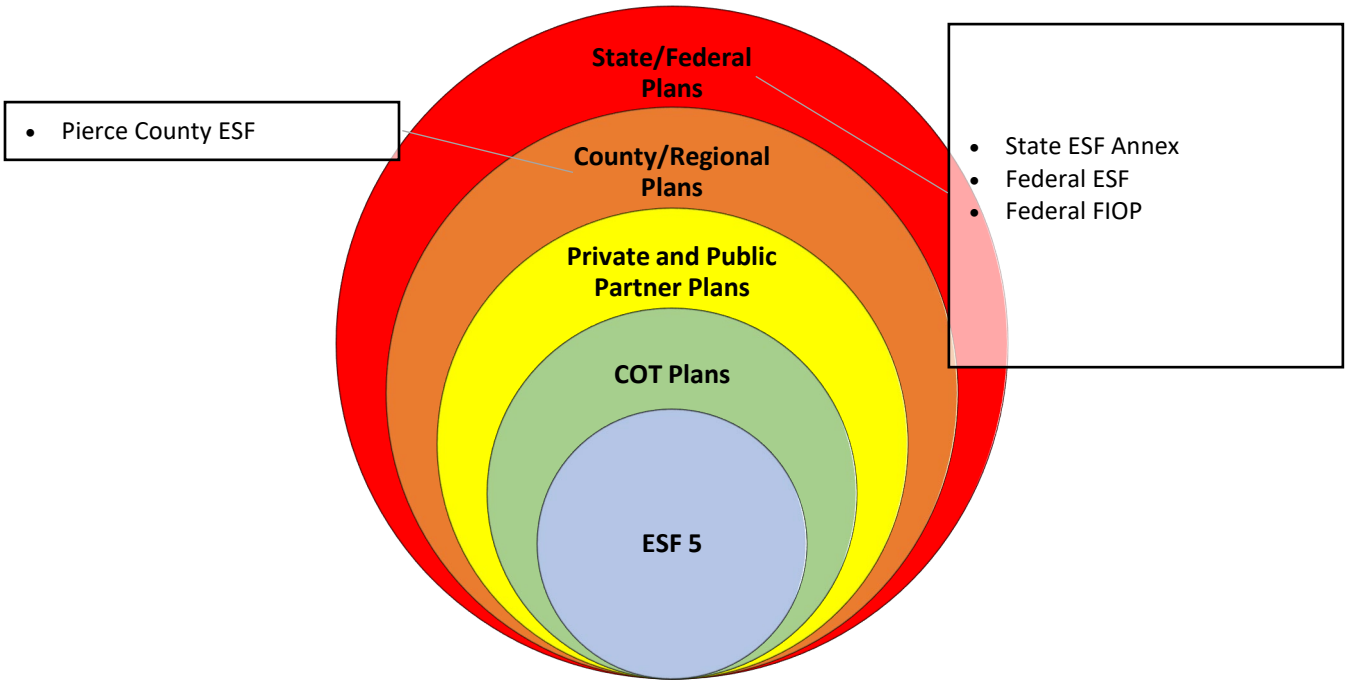
On a day-to-day basis, the Deputy Fire Chief of Administration or the Emergency Management Program Manager shall be the primary point of contact for emergency planning and preparedness. All City departments shall ensure continuity of government by designating individuals several levels down into their organization who are capable of directing and controlling the resources of their department in times of emergency. The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



EMERGENCY SUPPORT FUNCTION 5:
INFORMATION & PLANNING

6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

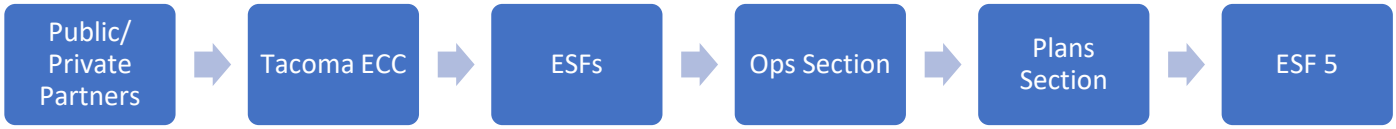


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.

  - State ESF 5 – ESF 5 serves as the coordination ESF for all state departments and agencies and nongovernmental organizations across the spectrum of domestic incident management including prevention, protection, response, recovery, and mitigation.
  - Federal ESF 5 – Collects, analyzes, processes, and disseminates information about a potential or actual incident, and conducts deliberate and crisis action planning activities to facilitate the overall activities in providing assistance to the whole community.
  - Federal FIOP – Describes how the Federal Government delivers core capabilities for the Response mission area.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request

all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Mission Assignments/Action Request Forms* • *Status of evacuee operations by bus, air, and rail* • *Situational awareness* • *Division Coordinator Reports/Security, Water, Energy, Academia, and Telephone Report* • *ESFs activated or on alert* • *Limiting factors or shortfalls* • *Status of animal populations/facilities* • *Animal impacts and risks to responders and the public* • *Status of animal response organizations and unmet animal needs* • *Preliminary Damage Assessment information and local impact assessment is provided by American Red Cross and other NGOs responding locally*
City EEI's	• *Status of government offices and schools* • *Status of continuity of government and continuity of operations* • *Mandatory or voluntary evacuation orders* • *Number of people to evacuate* • *Evacuation routes* • *Evacuation time frame* • *Risk to responders and evacuees* • *Food, water, shelter availability*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Planning	
Critical Task I.D.	**Critical Task Descriptions**
1	Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

EMERGENCY SUPPORT FUNCTION 5:
INFORMATION & PLANNING

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Planning	1	Develop Emergency Coordination Center Action Plans for incidents effecting the local jurisdiction	Fire
Operational Coordination	2	Lead for coordinating preparedness, planning, mitigation, training, exercises, public warning, ECC activations and local, state and federal response and recovery coordination by utilizing NIMS and ICS	
		Taking the lead in those functions which are critical to support and facilitate multi-agency planning and coordination for operations involving potential and actual Incidents of National Significance	
	2	Train and maintain ECC Team (Liaison from each City Department)	
	1, 2	Provide comprehensive decision making tools to the Policy Group	
Logistics and Supply Chain Management	1, 2	Coordinate and implement Mutual Aid Agreements and associated documents	
Situational Assessment	1, 2	Develop and maintain situational awareness	
	2	Ensures departmental emergency responders utilize current best practices and procedures for responding to an incident where people with disabilities and access/functional needs are present	Fire/Police
Operational Coordination	1	Activate the ECC to the level appropriate for the incident	City ECC

EMERGENCY SUPPORT FUNCTION 5: INFORMATION & PLANNING

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
	1, 2	Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event	
	2	Providing Tacoma's "Applicant's Agent," a staff person who will coordinate requests for state and local disaster reimbursement funding to the City	
Logistics and Supply Chain Management	1, 2	Provide resource coordination for the incident	
Operational Coordination	1, 2	Respond in their Emergency Support Function Capacity to the City ECC and provide response and recovery support to the ECC Manager and Policy Group	All Departments
Environmental Response/Health & Safety	1	Serves as the primary liaison with the State Department of Labor and Industries in all matters involving employees injuries, fatalities, inspections, and citations	Human Resources
		Reviews and advises on compliance with the State Department of Labor and Industries regulations	
Situational Assessment	2	Provides situational assessment reports to the City ECC from field observations of bus drives	Tacoma Public Schools/Pierce Transit

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 6:
Mass care, Emergency Assistance, Temporary Housing, & Human Services

Primary Agency:

Tacoma Neighborhood and Community Services
Tacoma Equity and Human Rights

Support Agencies:

Metro Parks
Tacoma Environmental Services
Tacoma Fire – Emergency Management
Tacoma Media Communication Office
Tacoma Police
Tacoma Public Works
Tacoma Public Library
Tacoma Public Utilities
Tacoma Venues and Events

External Agencies:

* American Red Cross (Primary)
Associated Ministries
Catholic Community Services
Green Cross
Humane Society of Tacoma-Pierce County
Pierce County Emergency Management
Pierce County Transit
Tacoma Housing Authority
Tacoma-Pierce County Chaplaincy
Tacoma-Pierce County Health Department
The Salvation Army
United Way 211
Washington State Animal Response Team (WASART)
Washington State Department of Social and Health Services
Washington State Emergency Management Department

1. Purpose

Coordinates the delivery of mass care and emergency assistance. To provide guidance and coordination to organizations for the provision of basic human needs and emotional/spiritual support to individuals impacted by disaster or major emergency. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities
Response Mission Area

EMERGENCY SUPPORT FUNCTION 6:
Mass care, Emergency Assistance, Temporary Housing, & Human Services

Primary Core Capabilities	
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Support Core Capabilities	
Response Mission Area	
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Title 49.60 RCW, Discrimination, Human Rights Commission – Mass care will be provided to all in need without regard to race, creed, color, national origin, 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
- Title VI of the Americans with Disabilities Act, the Civil Rights Act, the Fair Housing Act, and Senate Bill 5046 – Mass Care, Housing, and Human Services will be provided to the whole community as needed during emergencies and disasters. The whole community includes individuals with disabilities and others with access and functional needs, including those with Limited English Proficiency (LEP).
- Public Law 109-308, The Pets Evacuation and Transportation Standards (PETS) Act – Congregate shelters may allow the co-sheltering of pets. All companion animals and service animals (i.e., seeing-eye dogs) are allowed in shelters. Shelter arrangements will be made to provide for the care of pets.

3. Situation Overview

Any major disaster or emergency occurring in Tacoma, whether natural or man-made, has the potential to displace citizens and subsequently create a large-scale need for food, water, and/or shelter for at least 72 hours.

4. Concept of Operations

General

This ESF covers the provision of assistance and support to citizens requiring mass care and human services, such as food, water, and shelter, after a disaster or major emergency. It also addresses the needs of emergency workers, the provision of counseling and spiritual support, and sets the framework for coordination with faith-based and non-profit organizations that provide disaster relief. This ESF promotes

EMERGENCY SUPPORT FUNCTION 6:
Mass care, Emergency Assistance, Temporary Housing, & Human Services

the delivery of services and the implementation of programs to assist individuals, households, and families impacted by disasters in four primary functions: Mass care, emergency assistance, housing, and human services.

Functions include but are not limited to the following:

- Mass care
- Emergency assistance
- Temporary housing
- Human services

If a disaster or major emergency creates significant human services needs, the City ECC shall be activated. Representatives from primary and support agencies for ESF 6 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. Pierce County EOC, ESF 6 and/or Washington State EOC, ESF 6 shall be utilized to address all unmet resource needs for providing temporary emergency related assistance to individuals in need.

In the event of a disaster or major emergency where there is a need for large-scale food, water, or shelter, the American Red Cross shall be notified for assistance as early as possible. The City's Neighborhood and Community Services department shall work closely with American Red Cross to assist with disaster relief efforts. Neighborhood and Community Services shall also facilitate emergency utilization of City contracted and/or funded social service resources and ensure that temporary housing facilities include reasonable accommodations for those with special needs.

The American Red Cross, in cooperation with other volunteer groups (i.e., the Salvation Army, etc.), is the lead agency for managing the emergency shelter program in the City of Tacoma. This includes identification and inventory of shelters (including those equipped for people with disabilities and other vulnerable populations), opening and closing shelters, registration, medical care, feeding, reunification, and accounting for people occupying shelters. American Red Cross policy is to provide emergency shelter for 72 hours to all who have a need, including those with pets, service animals and other special needs. American Red Cross personnel are trained to communicate with, assess needs for, and provide services to people who have sensory, physical and cognitive impairments. The Tacoma-Pierce County Health Department will work with the American Red Cross to maintain public health standards at shelter locations.

The American Red Cross and City agencies will ensure that household pets and service animals are safely evacuated and sheltered. Accommodations may allow animals to shelter with their owners, in a separate area within the shelter, or at another facility as space and permissions allow. The Human Society of Tacoma – Pierce County and WASART may be utilized to assist evacuees with the care of pets. This may include setting up temporary shelter for pets adjacent to or near American Red Cross shelters.

When necessary, the City's public assembly facilities and libraries shall be utilized to provide temporary shelter to those impacted by the disaster. Any use of public assembly facilities or libraries shall include assistance, as necessary, from the City's Police department to provide security and good order. The City's Environmental Services department will provide supplemental sanitation facilities. The City ECC shall provide coordination for the use of private sector resources and volunteers. When the impact of a disaster or major emergency extends beyond the city limits, coordination with Pierce County Emergency Management shall be established to maximize utilization of available resources.

Spiritual support and counseling services for emergency workers shall be provided by the Tacoma-Pierce County Chaplaincy (TPCC). Other individuals or organizations who offer assistance in this area will be

referred to TPCC for screening and coordinated by Chaplaincy members. The Chaplaincy may establish a liaison at the City ECC during disaster operations. Additional counseling needs for first responders and City employees may be made available from City-contracted service providers (i.e., Employee Assistance Program, etc.). Spiritual support and counseling services for citizens shall be coordinated by Associated Ministries of Tacoma-Pierce County.

If a disaster or major emergency creates significant human services needs, the City ECC shall be activated. Representatives from primary and support agencies for ESF 6 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. Subsequent to a disaster or major emergency resulting in a need for temporary shelter, Neighborhood and Community Services will deploy its Assessment Team. Assessment Team officials are trained in ADA/AFN compliance and able to assist with identifying accessible shelters and the needs of vulnerable populations. The Assessment Team will report its findings to the Director of Neighborhood and Community Services who will make recommendations to the proper authority.

The Assessment Team shall consist of the Human Rights Division Manager, Human Services Division Manager, City ADA Coordinator, Child Care Supervisor, Administrative Assistant, and Senior Center Supervisor. Pierce County EOC, ESF 6 and/or Washington State EOC, ESF 6 shall be utilized to address all unmet resource needs for providing temporary emergency related assistance to individuals in need.

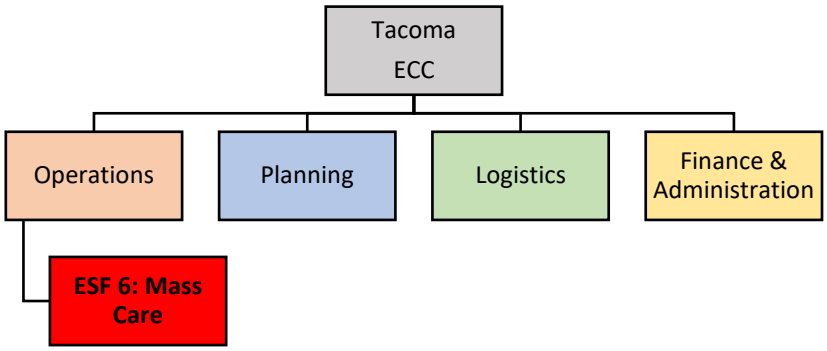
Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

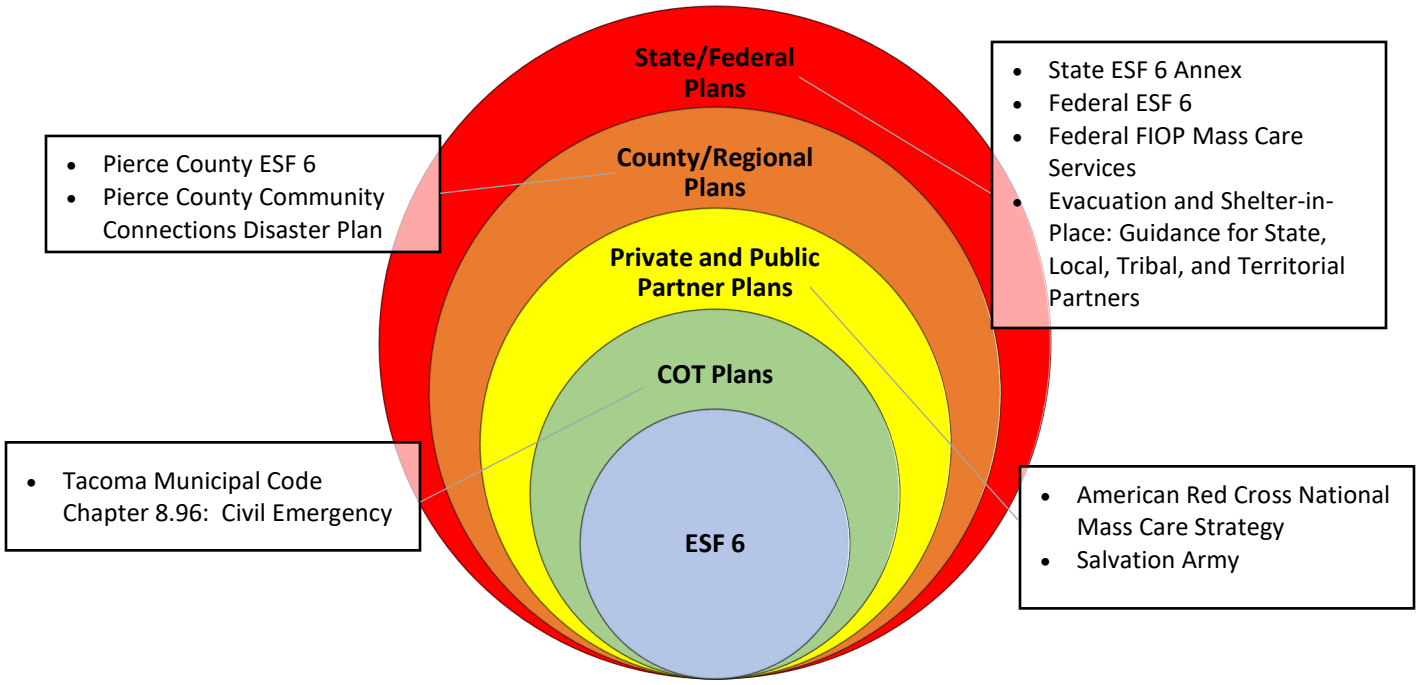
Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of Command and operational policies for external agencies may be found in each respective agency's emergency plan and

procedures, published separately. The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

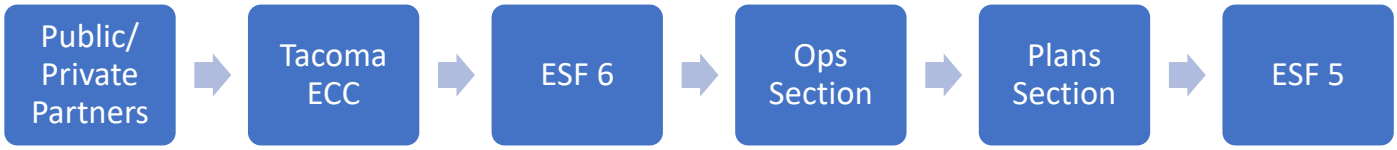


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Tacoma Municipal Code Chapter 8.96: Civil Emergency – Defines the role of the Mayor and process by which a Proclamation of Disaster can be issued.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - American Red Cross Mass Care Strategy – Collection of procedures and forms used to mass care operations including sheltering, family reunification, and emergency communication.

- State ESF 6 – Reflects the actual combined capabilities of agencies and organizations that cooperate at the state level to bring all available resources to provide life-sustaining support to individuals and households who survive emergencies and disasters.
- Federal ESF 6 – Coordinates and provides life-sustaining resources, essential services, and statutory programs when the needs of disaster survivors exceed local, state, tribal, territorial, and insular area government capabilities.
- Federal FIOP, Mass Care Services – Federal interagency partners coordinate and provide life-sustaining mass care resources, essential services, and statutory programs when the needs of all disaster survivors exceed local, state, tribal, territorial, and insular area resources.
- Pierce County Community Connections Disaster Plan – Outlines the roles and capabilities of regional partner agencies during disaster response and recovery.
- Planning Considerations – Evacuation and Shelter-in-Place: Guidance for State, Local, Tribal, and Territorial Partners – Summarizes characteristics that jurisdictions should consider when planning for evacuation and/or shelter-in-place operations.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Status of human and household pet shelters, people with disabilities and others with access and functional needs and people with different levels of LEP* • *Status of distribution of emergency supplies and reunification services* • *Status of feeding operations, including location, number of fixed sites and mobile units and the number of meals prepared and served on a daily basis* • *Potential requirements for sheltering, feeding, distribution of emergency supplies, reunification, access and functional needs support, household pets and service and assistance animals and evacuee support when these activities are occurring* • *Names of voluntary agencies assisting and their shortfalls/resources needed* • *Status and impact of unsolicited donations and messaging to address the problems* • *Percent of rental resources available* • *Number and status of Individual Assistance Preparedness actions* • *Number of Preliminary Damage Assessment teams on alert and deployed, the number of areas scheduled for assessment, and the number of assessments completed*

	• *Situational Awareness information reported by teams, including: geographic areas sustaining damage; qualitative descriptions of types of damage; and any reported social (e.g., looting), economic, and political impacts (e.g., tribal)* • *Limiting factors or shortfalls* • *Availability of resources to ensure the functional needs of individuals with disabilities, individuals with LEP, and others with access and functional needs*
City EEI's	• *Operating status of Points of Distribution (PODs)* • *Operating status of supermarkets, neighborhood markets, and grocery stores* • *Operating status of restaurants* • *Impacts to the food supply chain* • *Operating status of public and private water supply systems* • *Operating status of water control systems (e.g., dams, levees, storm drains)* • *Food/water health advisories* • *Requirements for emergency shelter* • *Number and location of open shelters* • *Current population in shelters* • *Transitional Sheltering Assistance options* • *Potential future sheltering requirements*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Mass Care Services	
Critical Task I.D.	**Critical Task Descriptions**
1	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
2	Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.
3	Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Public Information and Warning	
Critical Task I.D.	**Critical Task Descriptions**
1	Inform all affected segments of society of critical lifesaving and life-sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.
2	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.

EMERGENCY SUPPORT FUNCTION 6:
Mass care, Emergency Assistance, Temporary Housing, & Human Services

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Mass Care Services	1	Determine and assist the human services needs of the incident, including the total number of citizens in need	Neighborhood and Community Services
	1, 2	Coordinate with American Red Cross to provide services and/or resources	
	2	Deploy Assessment Team to identify accessible shelters and assist with meeting the needs of vulnerable populations	
	1, 2, 3	Request assistance from City contracted and/or funded social service resources	
		Coordinate with American Red Cross, Associated Ministries, Tacoma-Pierce County Chaplaincy, Humane Society, and/or Pierce County Emergency Management ESF 6 as well as WA State EMD ESF 6 for the acquisition of food, water, and shelter, as needed	Tacoma Fire – EM Pierce Co DEM TPU Tacoma PW
	2, 3	Coordinate shelter locations (opening, closing) with Pierce County Emergency Management	
	1	Coordinate activation of Functional Assessment Service Team to assist individuals with access and functional needs	
Public Information & Warning	1, 2	Coordinate assessment of effectiveness of operations and communications for people with disabilities through Pierce County FAST	
Mass Care Services	1, 3	Coordinate agreements with appropriate entities for applicable services, including temporary housing.	Tacoma Equity and Human Rights
Mass Care Services	1, 2	Lead agency for sheltering (identify, plan, coordinate, operate, staff and stock shelter operation facilities)	American Red Cross
		Deploy licensed mental health professionals in the event of a disaster for shelters, reunification sites, and distribution sites, in coordination with Neighborhood and Community Services	

		Provides emergency information and assistance that is accessible to multiple languages and the hear/speech impaired	
		Provides support for medical and mental health services	
Logistics & Supply Chain Management	1, 2	Assess shelter facilities and operations to meet ADA requirements and the access and functional needs of the population	
		Provide spiritual support to disaster survivors	Associated Ministries
		Provide care teams to aid disaster survivors in emergency shelters, at other service sites, and through the recovery process	
		Provide supplemental sanitation facilities for temporary shelters, when necessary	Environmental Services
Public Information & Warning	1, 2	Coordinate with ECC and ESF 15 to disseminate public messaging	Media and Communications Office
Mass Care Services	2	Upon request of the City ECC, provide access to and staffing for public assembly facilities to be utilized for temporary shelter	Tacoma Venue and Events
		Assist with the provision of temporary shelter	Tacoma Public Library
Mass Care Services	1	Coordinates and leverages resources to assist local government to address housing-related disaster needs	Tacoma Housing Authority
	3	Support disaster housing needs by issuing housing dollars via vouchers	
		Support existing housing and voucher programs	
		Support low-income housing options through Tacoma Housing Development Group	
	1, 3	Provide support to clients in THA facilities to include senior and disabled housing	
		Assess ATC-20 inspections of THA properties	
		Assess local housing needs and establish housing priorities	
	1, 2	Upon request of the City ECC, provide staffing and access to public library facilities to be utilized for temporary shelter	Tacoma Public Libraries
		Makes park facilities available as relocation areas for disaster operations, mass care, and temporary housing as necessary and available	Tacoma Metro Parks
		Provides buses as a means of expedient, temporary shelter	Pierce Transit
		Provides emergency feeding and limited emergency shelter for animals	

		Provides limited emergency care to pets brought to public shelters	Humane Society of Tacoma-Pierce County

Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

9. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

10. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 7:
Logistics

Primary Agency:
Tacoma Fire

Support Agencies:
Tacoma Environmental Services
Tacoma Finance
Tacoma Human Resources
Tacoma Legal
Tacoma Public Schools
Tacoma Venues and Events

External Agencies:
American Red Cross
Tacoma Metro Parks
Pierce County Emergency Management
Pierce Transit
Washington State Emergency Management

1. Purpose

Coordinates comprehensive incident resource planning, management, and sustainment capability to meet the needs of disaster survivors and responders. To provide coordination and guidance for emergency acquisition, staging, distribution, conservation and use of essential resources, whether human, financial, equipment or any other kind. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Support Core Capabilities	
Response Mission Area	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- TMC 1.06.250 – 1.06.279: Establishes policy related to general purchasing procedures, competitive solicitation requirements, governing body approval thresholds, and criteria for waiver of competitive solicitation – including emergency contracting procedures.

3. Situation Overview

If an emergency or a major disaster should happen in the City of Tacoma, it should be considered that the area surrounding may also be affected in an adverse manner. Whenever an area-wide disaster occurs, it is important to have procedures for equitable distribution of limited resources. The City's support and external agency's resources and capabilities will be severely impacted by a large-scale disaster. Every effort will be made to coordinate resource requests with local, state and federal entities to maximize the utilization of existing and requested resources.

4. Concept of Operations

General

When there has been a Proclamation of Emergency, the Mayor may invoke temporary controls on local resources and establish priorities. These resources may include, but not be limited to, fuel, food, shelter and other resources necessary for human needs. Any controls established will be in coordination with other jurisdictions. Departments will use their personnel to the maximum extent possible including use of personnel not assigned emergency responsibilities. City employees may be required to work either overtime or "out of class" when responding to a disaster and shall be compensated in accordance with existing rules and bargaining agreements. Requirements of the Fair Labor Standards Act (FLSA) shall apply.

Functions include but are not limited to the following:

- Comprehensive national incident logistics planning, management, and sustainment capability; and
- Resource support (e.g., facility space, office equipment and supplies, and contracting services).

It is the intention of the City of Tacoma:

- That when there has been a Proclamation of Emergency, the Mayor may invoke temporary controls on local resources and establish priorities. These resources may include, but not be limited to, fuel, food, shelter and other resources necessary for human needs. Any controls established will be in coordination with other jurisdictions.
- That departments will use their personnel to the maximum extent possible including use of personnel not assigned emergency responsibilities. City employees may be required to work either overtime or "out of class" when responding to a disaster and shall be compensated in accordance with existing rules and bargaining agreements. Requirements of the Fair Labor Standards Act (FLSA) shall apply.
- That when volunteers are used, initial coordination and supervision will be handled from the Emergency Coordination Center (ECC) or from a field command post
- That the City of Tacoma will facilitate coordination with responding military units during disaster operations by establishing liaison through the Emergency Coordination Center (ECC). Further, military assistance to civil authority is supplemental to local efforts and may come from any military base in the area, and military units responding to assist local authorities maintain their own chain of command and supervision.

Purchasing — Finance/Purchasing is the lead agency for coordinating emergency purchases and contracts. This may be done from the ECC or through normal purchasing procedures. Payment for such needs is the

responsibility of the requesting agency. If funds are not available, purchases shall be made in accordance with emergency purchasing policies.

Unrequested Resources — After a major disaster has occurred, it can be anticipated that unrequested resources may be sent to the City of Tacoma from outside the city. Information should be disseminated by the City ECC to send these resources to appropriate staging areas for sign in, assignment and distribution. It can be anticipated that in any disaster, a large number of persons from the local community will volunteer to assist. Staging areas may be designated and persons wishing to volunteer may be directed there for registration and assignments. Volunteers will be assigned to City personnel acting as supervisors, for assignment of tasks and supervision.

Human Resources — If an event occurs during non-working hours, designated essential Human Resources employees are instructed to report to their work location as identified in the Human Resources Continuity of Operations Plan. If, due to the circumstances, they cannot get to their normal work location, they should report to the nearest City of Tacoma facility to offer assistance.

Trained Volunteers — Trained volunteers from organized Search and Rescue Units and Disaster Assistance Council Members may provide initial additional emergency staffing resources for field operations. These organized volunteers may be used as team leaders and untrained volunteers assigned to them for specific task assignments.

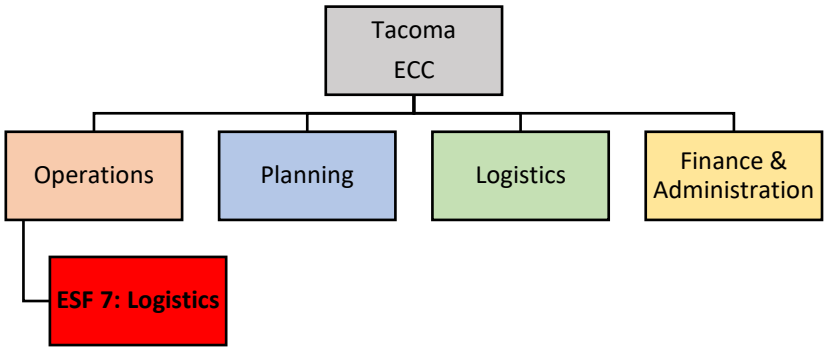
Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary capabilities to sustain life and sustain essential functions. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

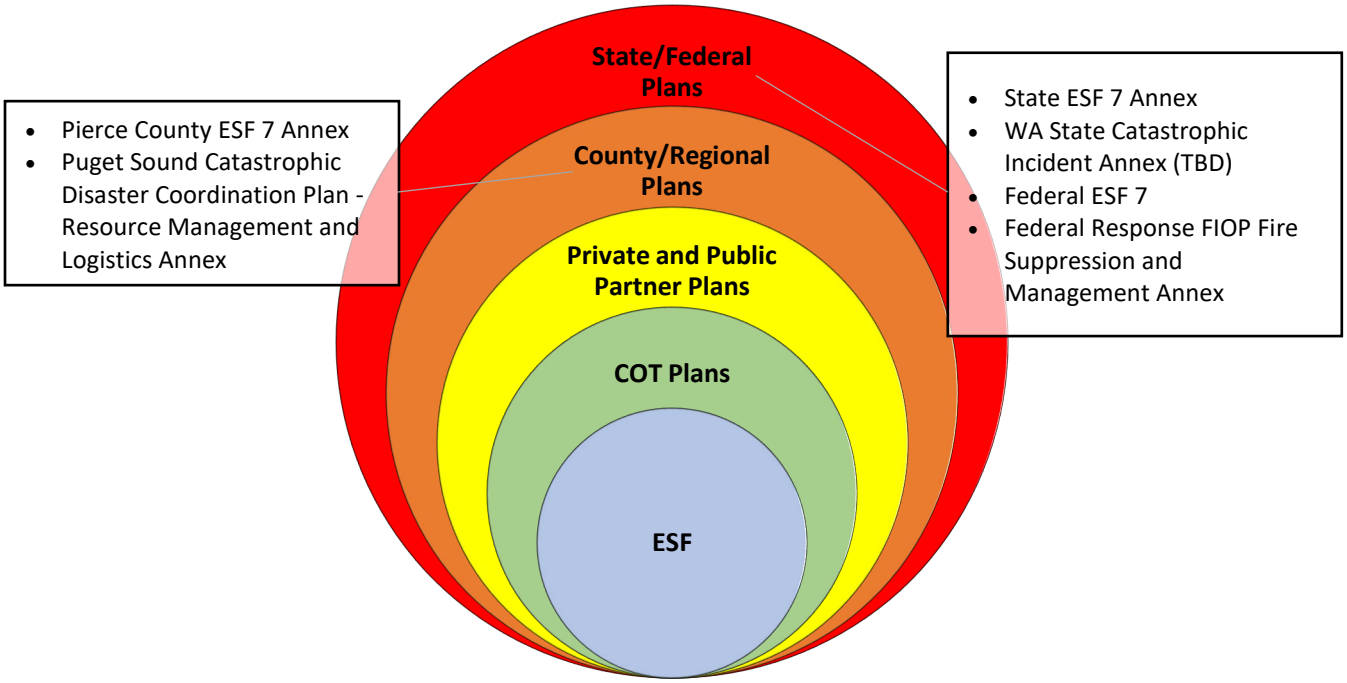
EMERGENCY SUPPORT FUNCTION 7:
Logistics

The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.



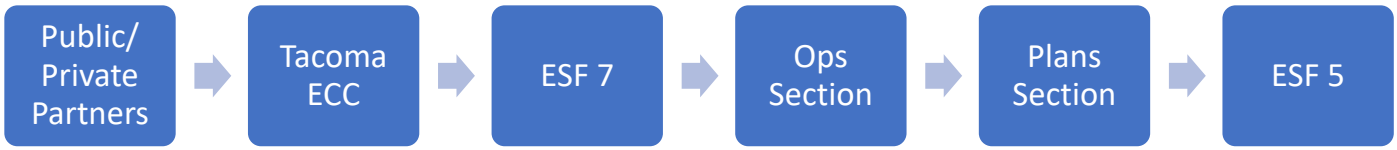
- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Pierce County ESF 7 - Provides coordinated logistic and resource support prior to, during, and/or following an emergency or disaster.
  - Puget Sound Catastrophic Disaster Coordination Plan - Resource Management and Logistics Annex: presents a strategy that encourages resource sharing and optimizes resource acquisition, allocation and deployment through increased communication, collaboration and standardization.

The recommendations are based on a gap analysis completed at the beginning of the project and subsequent research on best practices to fill those gaps.

- State ESF 7 Annex - Provides resource support to state agencies, tribal and local jurisdictions following an emergency or disaster.
- WA State Catastrophic Incident Annex – Addresses how Logistics and Supply Chain Management is considered for Critical Transportation; Mass Care Services; Public Health, Healthcare, EMS; Fatality Management Services; and Infrastructure Systems during a catastrophic incident.
- Federal ESF 7 – Integrates whole community logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capability and resources of Federal logistics partners, public and private stakeholders, and nongovernmental organizations (NGOs) in support of both responders and disaster survivors.
- Federal Response FIOP - Fire Suppression and Management Annex: Describes the delivery of the Fire Management and Suppression core capability which outlines how structural, wildland, and specialized firefighting capabilities are executed in order to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
- Washington State Mutual Aid Assistance System

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Location of ISBs* • *Location of Initial Operating Facility/Area Field Office (AFO)/Proposed AFOs/Disaster Recovery Centers* • *Identification of property leasing issues, if any, by General Services Administration (GSA) leasing specialists* • *Expected date of JFO/AFO opening* • *Status of Responder Support Base leasing* • *Identification of damages to Federal facilities and buildings* • *Identification of critical resource needs* • *Limiting factors or shortfalls*
City EEI's	• *Status of major roads and highways* • *Status of critical and noncritical bridges*

EMERGENCY SUPPORT FUNCTION 7:
Logistics

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Mass Care Services	
Critical Task I.D.	**Critical Task Descriptions**
1	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
2	Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Logistics and Supply Chain Management	2	Register Emergency Workers (volunteers, etc.)	ECC
		Coordinate with internal and external partners, for the acquisition of resources and services as needed	
	1	Provide resource coordination for the incident	
		Coordinate EMAC requests with State EMD	
Operational Coordination	2	Activate and provide adequate staffing for the City ECC	Fire
Logistics and Supply Chain Management	1	Provide staffing, as available, for assistance with resource allocation	
	1, 2	Track expenditures	Finance
	1, 2	Coordinate emergency and long-term contracts, procurements of supplies and equipment	
		Reviews emergency contract and documents for liability exposure considerations	

EMERGENCY SUPPORT FUNCTION 7:
Logistics

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
		Clarifies and interprets contracts	
		Time accounting	
		Process and track claims	
		Utilize FEMA expenditure tracking forms	
		Assists with the compilation of disaster related financial information	
		Coordinates emergency and disaster related purchases and expenditures	
		Serves as the primary coordinator for the collection of financial information necessary to apply for federal disaster assistance	
		Establish long-term staffing pattern for City employees	Human Resources and Legal
		Coordinate Payroll with Finance	
		Coordinate emergency hires or temporary personnel	
		Clarifies and interprets personnel rules	
		Assist in locating alternate facilities	Tacoma Venues and Events
Mass Care Services	2	Provide availability of facilities which may be used as temporary shelters	
Logistics and Supply Chain Management	2	Provides equipment and vehicles for emergency response	Tacoma Environmental Services
		Coordinates with other departments to act as a staging area for response	Tacoma Venue and Events
		Serves as a Community Point of Distribution (CPOD) for emergency response	
		Provides alternate facilities for City department operations, as available	
Logistics and Supply Chain Management	2	Approves the expenditure of funds to meet the needs of the emergency	Tacoma General Government and TPU
Logistics and Supply Chain Management & Mass Care Services	2	Acts as a primary contact for volunteer organizations active in disaster relief	American Red Cross
Logistics and Supply Chain Management	2	Makes park facilities available as staging areas for disaster operations as necessary and available	Tacoma Metro Parks
		Provides light duty emergency equipment	

EMERGENCY SUPPORT FUNCTION 7:
Logistics

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Logistics and Supply Chain Management	2	Provides transportation resources	Pierce Transit
		Provides busses, as needed and available, on a temporary rental or lease basis	Tacoma Public Schools

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- Contractor/Corporate Resource Contact Form
- National Preparedness Goal
- National Response Framework
- Unsolicited/Volunteer Resources Form
- Washington State Donations Offer Form
- Washington State Request for Resources or Assistance Form

11. Terms and Definitions

EMERGENCY SUPPORT FUNCTION 7:
Logistics

None

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Primary Agency:

Tacoma-Pierce County Health Department

Support Agencies:

Tacoma Fire

Tacoma Police

External Agencies:

American Red Cross
Disaster Medical Control Center
Franciscan Health System
Madigan Army Medical Center
MultiCare Health System
National Disaster Medical System
Pierce County Base Stations
Pierce County Fire Districts/Departments
Pierce County Medical Examiner
Pierce County Medical Society
Pierce Transit
Private Ambulance Services
Private Transportation Providers
South Sound 911
Tacoma-Pierce County Chaplaincy
Tacoma-Pierce County Humane Society

1. Purpose

Coordinates the mechanisms for assistance in response to an actual or potential public health and medical disaster or incident. To provide coordination and guidance for the management and care of individuals affected by public health hazards and to minimize the spread of disease or likelihood of injury. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Public Health, Healthcare, & EMS	Provide lifesaving medical treatment via Emergency Medical Services and related operations, and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Fatality Management Services	Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Support Core Capabilities	
Response Mission Area	
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Pierce County EMS Patient Care Protocols – Procedures and associated administrative policies for medical treatment of patients.
- TFD Policy 3510: Mass Casualty Incidents – Policy for Tacoma Fire Department and coordinating agencies used for management of mass casualty incidents.
- RCW 68.50.010 – Notify the medical examiner of the existence and location of fatalities and will not move or remove any remains without medical examiner authorization. Medical Examiner jurisdiction may include some cases of suspected contagious disease that may be a public health hazard.

- RCW 70.05 – The Director of Health or designee, as the county health officer, is authorized to implement control measures as necessary to control communicable disease exposure or contamination of food, water and environmental resources.

3. Situation Overview

The Pierce County Hazard Identification and Vulnerability Analysis (HIVA) and other assessments list the natural, technological and social emergencies that are potential life safety threats to City of Tacoma residents and the associated damage to property, the economy and the environment. The Threat Response System website has additional information on possible Weapons of Mass Destructions (WMD) targets within the City of Tacoma and surrounding Pierce County area. All listed hazards pose varying degrees of risk to health and medical conditions and services within the City of Tacoma and Pierce County.

- Natural, technological, biological and social emergencies or disasters can overwhelm local health and medical facilities and services, requiring emergency coordination of casualties
- Public health and medical facilities may be severely damaged, destroyed or rendered unusable
- Infrastructure (transportation, communication, utilities, etc.) may be damaged and impact the ability of local health and medical services to be effective
- Infrastructure damage and disruption may increase the potential for disease and injury
- Disruption of sanitation services and facilities, loss of power and massing of people in shelters may increase the potential for disease and injury
- Availability of medical care personnel may be limited due to injury, personal concerns/needs or limited access to work locations
- Medical facilities still operational after the emergency or disaster will be overwhelmed by the "worried well, walking wounded" and seriously injured victims in the aftermath of the occurrence
- Some forms of communicable disease may need ongoing tracking and identification before and during medical intervention
- Hospitals, long-term care facilities and other inpatient and outpatient facilities and pharmacies will rely on existing emergency service contracts with appropriate vendors for medical equipment, pharmaceuticals, linens and day-to-day supplies. These facilities are expected to plan and stock for seven days of self-sufficiency.
- The damage and destruction caused by an emergency or disaster will produce urgent needs for mental health crisis counseling and spiritual supports for disaster victims and emergency response personnel
- Publicly supported emergency medical, health and related services will be restored to normal operations during the recovery period as soon as possible and within the limitations and capabilities allowed by city government following the emergency or disaster
- Contamination of food and water supplies may increase the potential for disease and injury
- Recovery operations will include a public health assessment of food, water, and sanitation systems prior to approval for use by business or the public

Pierce County is divided into base station zones for day-to-day EMS operations, including trauma, with a base station hospital in each zone providing online medical control for pre-hospital care. In addition, the role of base station is assigned to a specific hospital for pediatric patients, as outlined below:

- Good Samaritan Hospital is the base station for the East Zone of Pierce County
- Madigan Army Medical Center is the base station for the West Zone of Pierce County
- Saint Anthony's Hospital is the base station for the Peninsula Area
- Mary Bridge Children's Hospital is the base station for all patients under 16 years of age

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

4. Concept of Operations

General

The TPCHD will be the primary lead in all health related emergencies. All other City of Tacoma response entities will support the TPCHD in their efforts. In a large-scale disaster, the City of Tacoma ECC will be activated and coordination between the City ECC and TPCHD EOC will occur.

Functions include but are not limited to the following:

- Public health
- Medical surge support, including patient movement
- Behavioral health services
- Mass fatality management
- Veterinary, medical, and public health services

The emergency management configuration within Pierce County provides for two primary emergency operations/coordination centers (EOC/ECC). The magnitude of the emergency or disaster could create the need for both EOCs/ECCs to open at a high operational capacity. If a mass casualty incident (MCI) occurs in the City of Tacoma, the Tacoma Fire Department (TFD) is the first responder agency responsible for establishing Incident Command. The Incident Commander will make the MCI determination and request ECC activation as necessary and appropriate. City of Tacoma ECC activation is likely to occur in a significant event that creates a large number of patients. If an MCI occurs in the greater Pierce County area, the Incident Commander from the "in charge" first responder agency will make the MCI determination and contact the Pierce County Department of Emergency Management (PCEM) for EOC activation as necessary and appropriate. The Pierce County EOC is highly likely to be activated for all major MCIs within Pierce County, regardless of jurisdiction. Identification of the lead EOC/ECC is dependent upon the incident location:

- If it is located within the City of Tacoma, the City ECC will be the lead organization
- If the event occurs outside the City but within Pierce County, Pierce County EOC will be the lead
- If there are multiple locations associated with a single incident, the Pierce County EOC will be the lead organization.

The role of the lead EOC/ECC is to facilitate:

- The overall coordination of emergency activities
- The establishment of overall incident priorities
- Coordination with other agencies and jurisdictions, including requests for state and federal resources
- Coordination of mutual aid and emergency medical transportation resource requests
- The collection, evaluation and dissemination of damage information and emergency public information
- The implementation of policy as needed

The non-lead EOC/ECC will focus on operations within their jurisdictional boundaries, and coordinate with and support the lead EOC/ECC operations. Representatives from support agencies will liaison with either or both EOCs according to their role in the incident as well as the need for emergency support functions.

ESF 8 primary and support agencies will maintain workable emergency operations plans that identify critical personnel and responsibilities, emergency Chain of Command, appropriate emergency notification procedures, alternate work locations, etc. Critical personnel and supporting agencies will be informed of their role prior to emergencies and disasters. ESF 8 agencies will coordinate emergency operations plans

with other ESF 8 agencies. ESF 8 agencies will establish Continuity of Operations Plans (COOP) procedures and lines of succession which are updated regularly. ESF 8 agencies will establish Chain of Command and mobilization procedures and update each regularly.

The Pierce County Medical Program Director (MPD) prospectively assigns each EMS agency to a base station for medical control. The Chain of Command for direction and guidance related to EMS is the Pierce County MPD, the TFD Medical Advisor, and the TFD Deputy Chief of Operations. Any one of these individuals, when acting on behalf of the Pierce County MPD, has the authority of the Pierce County MPD in matters of EMS coordination. Each base station and receiving center has a designated physician who is responsible for medical control in the absence of the Pierce County MPD. EMS providers will contact their assigned base station and/or the appropriate receiving center in accordance with the current Pierce County EMS Patient Care Protocols.

Good Samaritan Hospital is the Disaster Medical Control Center (DMCC) for Tacoma and Pierce County. Madigan Army Medical Center is the alternate. Hospitals within the Franciscan and MultiCare Health Systems will operate as receiving centers. EMS personnel transport patients to these facilities based on chief complaint and criticality, hospital specialty and/or hospital capability. Good Samaritan may under certain circumstances (e.g., communications system failure) transfer its DMCC responsibilities to Madigan Army Medical Center (Pierce County alternate), or in the absence of Madigan availability to the King County DMCC

- After the decision to transfer is made, Good Samaritan shall as soon as possible notify the TPCHD Medical Group of the decision. The TPCHD Medical Group shall then:
    a) Notify the appropriate EOC
    b) Notify all EMS agencies and area hospitals
    c) Advise the appropriate EOC once all the notifications are complete
- Good Samaritan will maintain a current and operational methodology to carry out this notification process

The Pierce County Medical Examiner has independent authority in all cities/towns and all unincorporated areas of Pierce County, with the exclusive jurisdiction over human remains in all unnatural or unlawful civilian deaths, individuals who come to their death suddenly when in apparent good health without medical attendance within 36 hours preceding death, and all unclaimed bodies. The deaths of military reservists or active duty military personnel are the shared jurisdiction of the military (and/or the Armed Forces Medical Examiner) and the Pierce County Medical Examiner, defaulting to the Pierce County Medical Examiner if military jurisdiction is not assumed. Madigan Army Medical Center (MAMC) is the military Western Region Medical Command and Primary Patient Reception Center as identified in the National Disaster Medical System (NDMS). MAMC ensures resources are available to provide medical services following a disaster that overwhelms local health care resources, establishes a single, integrated national medical response capability to assist state and local authorities in dealing with the medical and health effects of major disasters, and requests for NDMS resources are coordinated through the TPCHD Medical Group and communicated to the EOC.

Whole Community Involvement

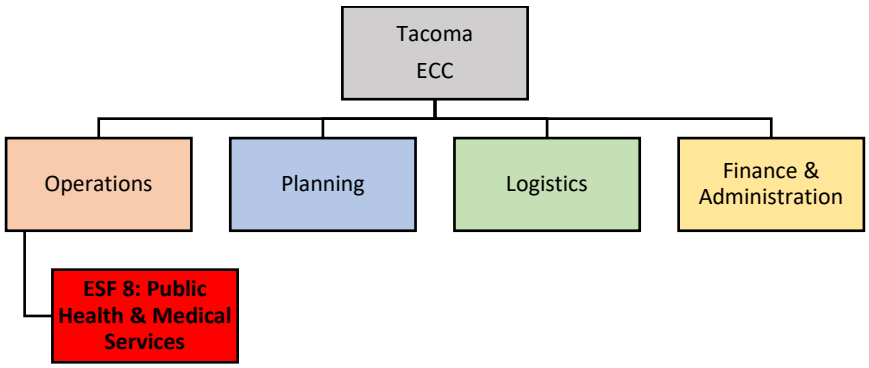
Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable.

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

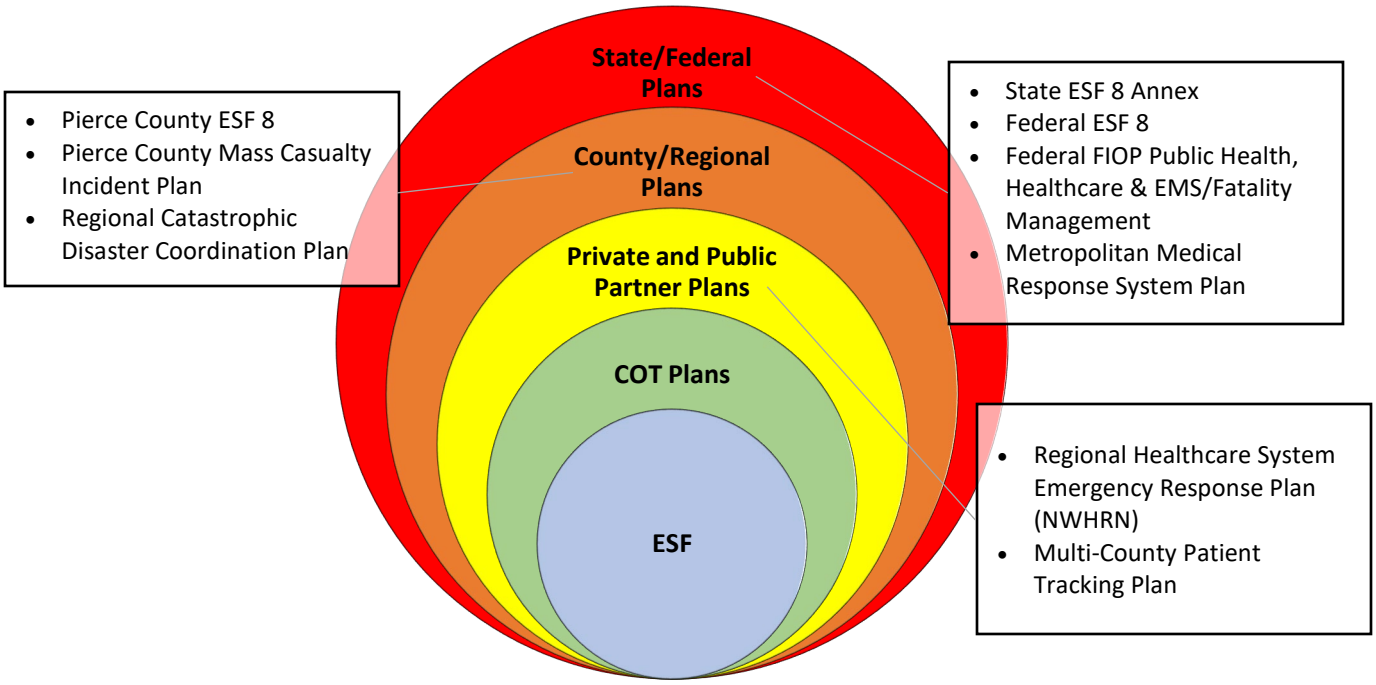
Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of Command and operational policies for external agencies may be found in each respective agency's emergency plan and procedures, published separately. The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

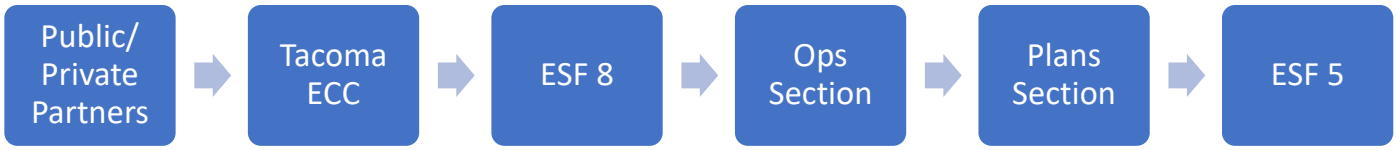


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Metropolitan Medical Response System (MMRS) Plan – The Metropolitan Medical Response System (MMRS) plan will be activated as needed to supplement field operational resources when weapons of mass destruction cause the emergency or disaster.
  - Federal ESF 8 – NDMS is a federally coordinated system that augments the nation's emergency medical response capabilities. The NDMS establishes a single, integrated national medical response capability for assisting state and local authorities in dealing with the medical and health effects of major peacetime disasters.
  - Federal FIOP, Public Health/Healthcare/EMS and Fatality Management – Federal interagency partners will be initiating and providing lifesaving medical treatment by completing triage and initial stabilization of casualties and beginning definitive care for those likely to survive their injuries following an incident, delivering medical countermeasures, completing health assessments, identifying recovery processes, returning medical surge resources to pre-incident levels, and establish and maintain requested recovery operations, morgue operations (postmortem activities), Victim identification center Operations (ante mortem activities), and release of human remains/final disposition and provide counseling for the bereaved..
  - State ESF 8 – Delivers critical response capability when and where it is needed to save lives and to minimize morbidity during a crisis.
  - Pierce County Fire Chiefs Mass Casualty Incident Plan – The purpose of a county wide adopted plan for mass casualty incidents is to achieve overall understanding of personnel assisting neighboring departments.
  - Regional Healthcare System Emergency Response Plan – Provides a concept of operations for a coordinated healthcare response to a natural, technological, or human caused disaster in King, Kitsap, and/or Pierce counties.

- Regional Catastrophic Disaster Coordination Plan – Includes issue-specific Annexes and Toolkits to assist coordination of planning, response, and recovery from regional catastrophic incidents and disasters.
- Multi-County Patient Tracking Plan – Details process for patient identification, documentation of location and conditions, and family reunification.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Number of total medical facilities in the impact zone* • *Name and location of medical facilities operating on generator power* • *Name and location of medical facilities evacuated* • *Number and location of medical needs shelters operating* • *Name and location of closed medical facilities (unable to provide services)* • *Location of medical evacuation airports* • *Number of medical evacuations* • *Location of ESF #8 resources (personnel/teams and equipment)* • *Location of Department of Health and Human Services (HHS) Incident Response Coordination Teams* • *Location of Federal Medical Stations* • *Number of ESF #8 patient encounters* • *Number of State reported fatalities* • *Location of temporary morgue facilities* • *Limiting factors or shortfalls*
City EEI's	• *Status of acute medical care facilities (e.g., level 1 trauma center)* • *Status of chronic medical care facilities (e.g., long term care centers)* • *Status of primary care and behavioral health facilities* • *Status of home health agencies* • *Status of VA Health System resources in the affected area* • *Status of pharmaceutical supply chain* • *Status of state and local EMS systems* • *Active patient evacuations* • *Future patient evacuations* • *Status of state and local health departments* • *Public health advisories* • *Availability of mortuary and post-mortuary services*

	• *Availability of transportation, storage and disposal resources* • *Status of body recovery and processing* • *Descendant's family assistance*
Disaster Medical Control Center	*Damage Assessment Information* • *Patients* • *Facilities* • *Personnel* • *Communications Capability* • *Pharmaceuticals* • *Supplies and Equipment* • *Bed Space* • *Resource Requirements*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Public Health, Healthcare, & EMS	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver medical countermeasures to exposed populations.
2	Complete triage and initial stabilization of casualties, and begin definitive care for those likely to survive their injuries and illnesses.
3	Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Fatality Management Services	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.
2	Mitigate hazards from remains, facilitate care to survivors, and return remains for final disposition.

Public Information & Warning	
Critical Task I.D.	**Critical Task Descriptions**
1	Inform all affected segments of society of critical lifesaving and life-sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.
2	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

Critical Transportation	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
2	Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

Environmental Response/Health & Safety	
Critical Task I.D.	**Critical Task Descriptions**
1	Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.
2	Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Mass Care Services	
Critical Task I.D.	**Critical Task Descriptions**
1	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.

Operational Communications	
Critical Task I.D.	**Critical Task Descriptions**
1	Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Public Health, Healthcare, & EMS	1, 2	Disease control measures including examination, testing, treatment, vaccination, decontamination, isolation and /or quarantine	Tacoma-Pierce County Health Department
	1	Implement quarantine policies as necessary to protect public health	
		Control and prevent the spread of dangerous, contagious or infectious diseases	
		Deliver medical countermeasures to exposed populations	
	1, 2, 3	Prioritize and manage health and medical resources during the incident to include Strategic National Stockpile (SNS) assets	
		Activate community level health and medical surge capacities	
	3	TPCHD will ensure all facilities operating under ESF 6 and ESF 8 meet public health standards	
		Coordinate emergency sanitation support	
		Monitor and assure safe food and drinking water supply	
		Acts as advisor to Fire Department on personnel protection, public health, assessments of the situation and environmental impacts, and identification of unknown products, in the event of a hazardous materials incident	
Operational Communication	1	Provide 24-hour duty officer coverage in support of public health and medical response activities	
Operational Coordination	1, 2	Establish an Area Medical Command to evaluate, prioritize and coordinate emergency resource requests	
Critical Transportation	2	Coordinate patient evacuation from medical and long term care facilities	
	2	Inter-facility transfer of inpatients to accommodate incoming pre-hospital patients will be coordinated by the TPCHD Medical Group	

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Logistics & Supply Chain Management	1, 2	Receive and process registered emergency workers for use as emergency response organization staff in support of the Medical System response	
Public Information & Warning	1	Disseminate emergency notification and additional information to partners and public	
	1, 2	Inform the public as to the cause, nature and prevention of disease and disability as well as the preservation, promotion and improvement of health	
Operational Coordination	1	Establish incident command for on–scene operations	Tacoma Fire / EMS
Operational Communication	1	Initiate contact with Disaster Medical Coordination Center (DMCC)	
Public Health, Healthcare, & EMS	1, 2	Provide BLS, ALS and/or field decontamination of patients as necessary and appropriate	
		Personnel unable to report to designated work location will report to the nearest operational TFD fire station and offer assistance within the parameters of license or certification	
	1, 2, 3	Identify and coordinate medical resources, including mutual aid requests, deployment of MMRS resources and/or regional and state pre-hospital patient care resources	
Mass Care Services	1	Identify potential sites and support staff for temporary emergency clinics, emergency care at shelters and congregate care facilities	
Critical Transportation	2	Coordinate emergency Medical transportation resources	
Environmental Response/Health & Safety	1, 2	Conduct field decontamination as needed before transport to area hospitals	Tacoma Fire Department
	1	Stress Management Awareness Response Team (SMART) provides defusing and debriefings to TFD personnel upon request	
Environmental Response/Health & Safety	1	Provides stress management, and emotional and spiritual support at the incident site to civilians and emergency workers, and first responders	Tacoma-Pierce County Chaplaincy
		Coordinate on-scene interaction with family members of victims and emergency response personnel	
Environmental Response/Health & Safety	2	Enforce quarantine restrictions as requested by TPCHD	Tacoma Police
Critical Transportation	2	Assist in contacting and transporting critical hospital personnel as requested and as resources allow	

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Operational Coordination	1, 2	Provide countywide hospital coordination in the event of an all-hazards incident or a disaster	Disaster Medical Control Center
Public Health, Healthcare, & EMS	2	Determine and coordinate patient disposition	
Logistics & Supply Chain Management	1	Coordinate initial requests for resources from field personnel until Area Command is established by the TPCHD Medical Group which will coordinate with the City ECC	
	1, 2	Determine allocation of MMRS pharmaceuticals and equipment and coordinate with on-scene medical officers in the event of a multiple site incident where those resources are required	
Operational Communication	1	Act as the conduit for notification and coordinated communication between the local health care systems.	
Situational Assessment	1, 2	Monitor pre-hospital and emergency department capacity, notifying the ECC when local capacity is exceeded	
Critical Transportation	2	Determine need for forward movement of patients and coordinate related activities accordingly	
Public Health, Healthcare, & EMS	1, 2, 3	Manage "surge capacity" to accommodate a large influx of patients in accordance with both established hospital-specific and county-wide disaster response/MCI protocols	Local Healthcare Systems (Franciscan, MultiCare, Good Samaritan)
	1, 2	Perform patient triage to expedite access to appropriate definitive treatment at system hospitals and affiliated treatment facilities	
Environmental Response/Health & Safety	1, 2	Provide a safe environment to include: a) Decontamination b) Secure ingress and egress (facility lockdown) c) Adequate supplies and equipment d) Coordination of care and resources with other health care systems e) Protection of staff	
Logistics & Supply Chain Management	1, 2	Assist in blood procurement for community needs	
	1, 2	Re-supplies field responders and field treatment and triage sites with consumable medical supplies when no other supply sources are available	
Operational Coordination	1, 2	Each hospital will notify the TPCHD Medical Group and the EOC when its command center is operational and provide a liaison as requested	
Operational Communication	1	The Medical Group, via its hospital representative, and hospital command centers will establish and	

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
		maintain direct communication throughout the incident	
Situational Assessment	2	Monitor health care system treatment capacity over the course of the incident and notify the TPCHD Medical Group and the EOC if and when that capacity is exceeded	
	1, 2	Assess internal damage assessment and report status related to the EEIs in this ESF to the DMCC and/or TPCHD Hospital representative and City ECC	
Public Health, Healthcare, & EMS	1, 2	Provides emergency medical triage, treatment and transport in coordination with the Incident Commander, DMCC, and or the Field Care Unit in the TPCHD Medical Group	Pierce County Medical Examiner
Fatality Management	1	Respond to incident scenes in accordance with the Disaster Plan for a Multiple Fatality Incident to include: a) Location, safeguarding, recovery, transport and examination of human remains b) Identifying, safeguarding and documenting physical and trace evidence c) Transferring evidence with written documentation of the chain of custody d) Identifying, safeguarding, documenting and transferring personal property of the deceased	
		Employ multiple methods of identifying the dead as needed including, but not limited to, dental, fingerprint and DNA	
		Coordinate necessary operations with the Washington State Patrol Latent Print and Missing Persons Units, area funeral directors, federal disaster mortuary response team (DMORT), the Washington State Dental Association and other associated agencies and organizations	
		Establish temporary morgue site(s)	
	2	Establish a family assistance center	
Public Information & Warning	2	Disseminate information to the media and the general public	
Public Health, Healthcare, & EMS	3	Notify county and state of employee fatalities	Safety Office
Fatality Management	2		

EMERGENCY SUPPORT FUNCTION 8:
PUBLIC HEALTH AND MEDICAL SERVICES

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Fatality Management	2	Provide hazard assessments for on-site workers, including mitigations strategies, PPE recommendations, and inform employee families of benefit information	
Environmental Response/Health & Safety	1	For employee safety aspect only: Collect worker compensation information, provide accident investigation for serious employee injuries, and inform employee families of benefit information	
Public Information & Warning	2	Advise on protective measures by researching CDC, HHS, DOH, and L&I guidance	
Logistics & Supply Chain Management	1, 2	Provides support for medical and mental health services	American Red Cross
		Provides emergency medical transportation and additional EMS resources	Private Ambulance Services
		Serves as an alternate supplier of consumable medical supplies when no other supply resource is available	
		Assists in procuring physician services	Pierce County Medical Society
		Provides information to member physicians on current emergency response policy and procedures	
		Provides information and/or services for the disposal of dead animals	Tacoma-Pierce County Humane Society

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- American Public Health Association Guidelines
- Centers for Disease Control Guidelines
- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 9:
SEARCH AND RESCUE

Primary Agency:
Police

Support Agencies:
Fire
Fire – Emergency Management

External Agencies:
Pierce County Search and Rescue Council
Tacoma-Pierce County Chaplaincy

1. Purpose

Coordinates the rapid deployment of search and rescue resources to provide specialized life-saving assistance. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Mass Search and Rescue	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Support Core Capabilities	
Response Mission Area	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- RCW 38.52.400 – Search and rescue activities – Powers and duties of local officials: Establishes that the chief law enforcement officer of each political subdivision is responsible for local search and rescue activities. Operations shall be in accordance with state and local operations plans adopted by the elected governing body of each local political subdivision.
- RCW 68.50 – Human remains: When search and rescue activities result in the discovery of a deceased person or search and rescue workers assist in the recovery of human remains, the chief law enforcement officer of the political subdivision shall insure compliance with this RCW.

- WAC 118-40: Emergency Worker Program – Outlines rules pertaining to the use, classes, scope, conditions of duty and training of emergency workers and compensation of emergency workers' claims.

3. Situation Overview

Search and rescue resources come into play in any type of emergency or disaster that requires finding and/or removing people from danger or harm. Tacoma's urban setting puts the city at risk of needing urban search and rescue efforts following a major disaster, such as an earthquake. Additionally, the city's largest park, Point Defiance, includes a large wooded area with perilous cliffs along the surrounding waters edge. This park is frequented by thousands of visitors each year, creating a high potential for children or adults to find themselves in need of search and rescue resources. Search and rescue resources will be needed not only during times of disaster, but on a day-to-day basis for recreational incidents, lost and missing persons, and other types of search and rescue operations.

4. Concept of Operations

General

Search and rescue is defined by state law (RCW 38.52) as the act of searching for, and rescuing, any person who is lost, injured or killed in the out of doors, or as a result of a man-made or natural disaster. Extensive rescue operations shall be a team effort of law enforcement, fire services, volunteers, other agencies and the private sector, with the Police Department providing overall command, control and coordination. Functions include but are not limited to the following:

- Structural collapse (urban) search and rescue
- Maritime/coastal/waterborne search and rescue
- Land search and rescue

It is the intent of the City of Tacoma:

- To recognize and use Search and Rescue Standards adopted by Pierce County and Washington State Department of Emergency Management.

Resources and expertise may be drawn from the capabilities of the Puget Sound Urban Search and Rescue Task Force. Sponsored by Pierce County and made up of public agencies from Seattle, King and Pierce Counties, and the City of Tacoma, this Task Force is one of FEMA's 28 teams in the National Urban Rescue System.

The primary source of support personnel for search and rescue comes from volunteers, particularly the Pierce County Search and Rescue Council. Commissioned police officers trained in Search and Rescue procedures coordinate and supervise the volunteers. The City may also use other special search and rescue resources. Due to the specific training and equipment required for locating and extricating victims in structure fires, collapse and marine search and rescue operations, these responsibilities may be shared or delegated to the Tacoma Fire Department. The Public Works Department, Street Maintenance Division is the lead agency to provide heavy equipment. The Public Works Buildings Division is the lead agency to provide technical advice concerning structures.

If additional urban search and rescue resources are needed, they may be acquired through mutual aid from neighboring jurisdictions. If neighboring jurisdiction resources are unavailable, a request can be made to the WA State EOC for additional resources through the National Urban Search and Rescue Response System. These assets would be brought into the nearest serviceable airfield and staged in Pierce County for

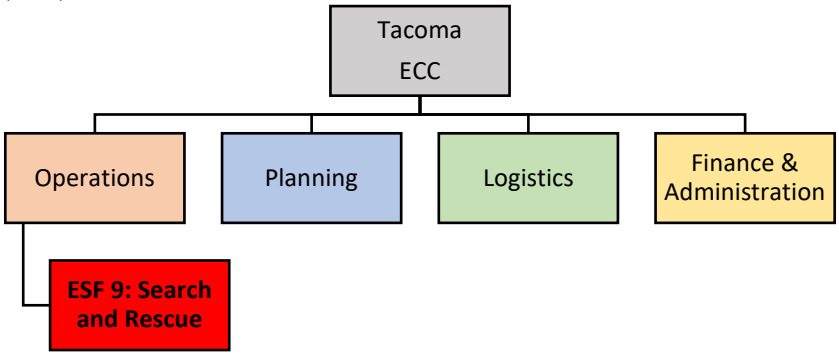
assignment. Support for these Task Forces may be provided by the State Military Department under the scope of the State Search and Rescue Plan.

Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

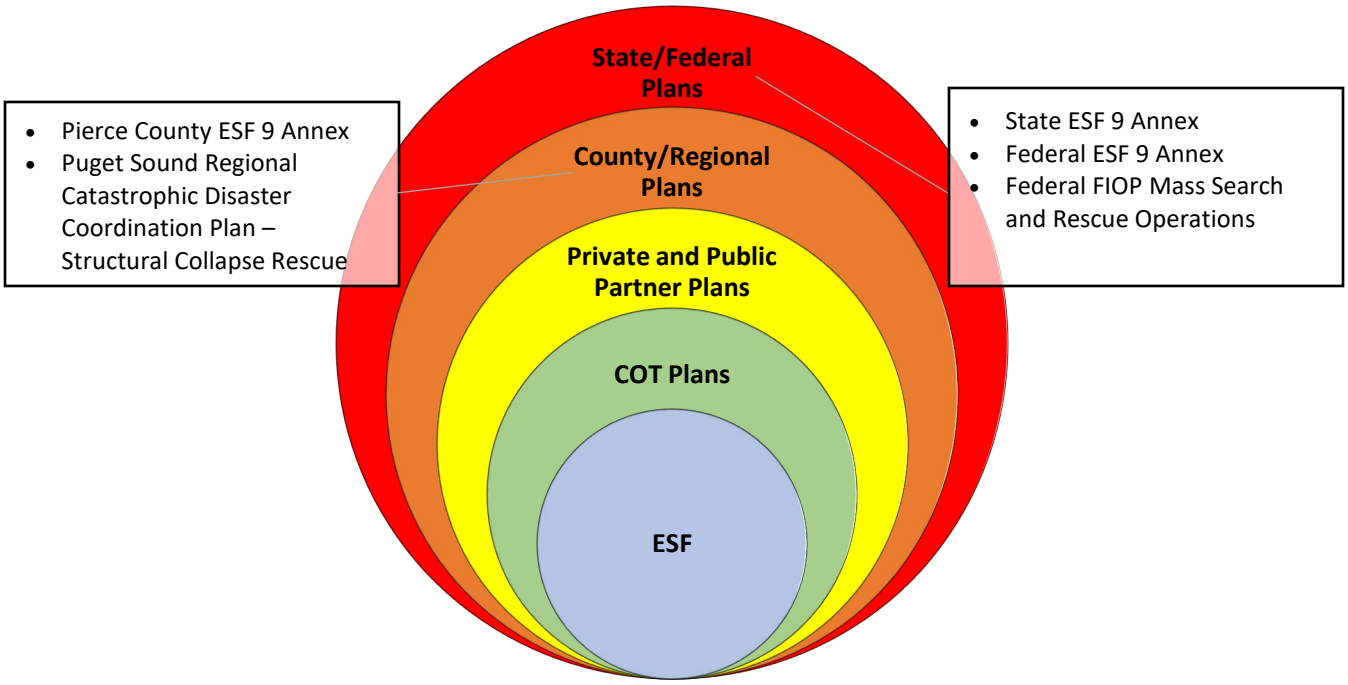
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

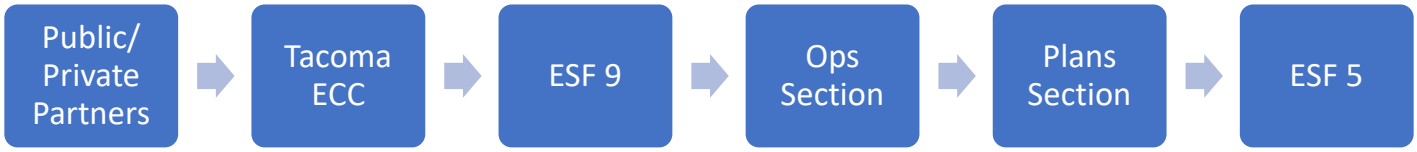
EMERGENCY SUPPORT FUNCTION 9:
SEARCH AND RESCUE



- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Pierce County ESF 9 Annex – Provide guidance for search and rescue (SAR) operations.
  - Puget Sound Regional Catastrophic Disaster Coordination Plan – Structural Collapse Rescue: A comprehensive plan to facilitate an effective response to structural collapse incidents.
  - State ESF 9 Annex – Provides for the coordination and effective utilization of all available resources in the conduct of Search and Rescue (SAR) operations.
  - Federal ESF 9 Annex – Rapidly deploys Federal SAR resources to provide lifesaving assistance to State, tribal, and local authorities, to include local SAR Coordinators and Mission Coordinators, when there is an actual or anticipated request for Federal SAR assistance.
  - Federal Response FIOP – Describes the delivery of the Mass Search and Rescue (SAR) Operations core capability to deliver SAR capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma

EMERGENCY SUPPORT FUNCTION 9:
SEARCH AND RESCUE

ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI).

The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Type, assignment, resources, and status of Federal SAR resources* • *Status of SAR missions, including number of rescues, number of areas completed, and number of current counties or areas of operations* • *Limiting factors or shortfalls*
City EEI's	• *Number and location of missing survivors* • *Life threatening hazards to responders and survivors* • *Availability and resources of search and rescue teams* • *Status of animal assists, structural assessments, and shelter in place*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Mass Search and Rescue	
Critical Task I.D.	**Critical Task Descriptions**
1	Conduct search and rescue operations to locate and rescue persons in distress.
2	Initiate community-based search and rescue support operations across a wide, geographically dispersed area.
3	Ensure the synchronized deployment of local and regional teams to reinforce ongoing search and rescue efforts and transition to recovery.

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

EMERGENCY SUPPORT FUNCTION 9:
SEARCH AND RESCUE

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Mass Search and Rescue Operations	1, 2	Provide command, control and coordination of search and rescue operations	Police
Operational Coordination			
Mass Search and Rescue Operations	3	Provide resource coordination for the incident	Fire-EM
Operational Coordination	2		
Mass Search and Rescue Operations	1	Provide search and rescue resources for locating and extricating victims in structure fires, collapse and marine search and rescue operations	Fire

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0

- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

Primary Agency:

Fire

Support Agencies:

Police
Tacoma-Pierce County Health Department
Environmental Services
Safety Office

External Agencies:

BNSF
FBI
Pierce County Local Emergency Planning Committee
Private Hazardous Materials Clean Up Contractors
Regulated Facilities/Responsible Party
United States Environmental Protection Agency (EPA)
Washington State Department of Ecology
Washington State Military Department (10th CST)
Washington State Patrol

1. Purpose

Coordinates support in response to an actual or potential discharge and/or release of oil or hazardous materials. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Environmental Response/Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Support Core Capabilities	
Response Mission Area	
On-Scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Public Health, Healthcare, and Emergency Medical Services	Provide lifesaving medical treatment via Emergency Medical Services and related operations, and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

Support Core Capabilities	
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Logistics and Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Chapter 118-40 WAC – Hazardous Chemical Emergency Response Planning
- Pierce County Hazard Identification and Risk Analysis (HIRA)
- Public Law 99-499 – Superfund Amendment and Reauthorization Act (SARA)
- SARA Title III – Emergency Planning and Community Right-to-Know Act (EPCRA

3. Situation Overview

Potentially disastrous hazardous materials situations in Tacoma are varied and numerous, but could include such scenarios as an explosion or release from a chemical company, a transportation accident involving a hazardous substance or an act of terrorism which threatens our population.

Hazardous materials incidents can occur anywhere at any time as identified in the Pierce County Hazard Identification and Risk Assessment (HIRA). There are a large number of regulated hazardous materials may be transported via road, rail lines, pipelines, waterways and through flight paths. Upon initial assessment, some incidents may not have obvious impacts on life, property or the environment. However, they may have subtle long-term consequences for human health and the environment. Hazardous materials incidents may have different characteristics and require adaptable response due to the nature of their volatility, complexity and size. Occupants of residences and businesses could be required to evacuate or shelter in place. Hazardous materials incidents encompass a wide variety of potential situations and hazards, some of which are fires, spills, transportation accidents, flammability, radioactivity, corrosiveness, explosive ability, and reactivity. Each incident is unique and requires all emergency response personnel to approach with caution.

Recognition, identification and stabilization of an incident are the primary goals. Recovery and cleanup are the responsibility of the shipper, spiller and/or owner.

4. Concept of Operations

General

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

The Tacoma Fire Department has been designated an Incident Command agency and is responsible for incidents involving hazardous materials during the critical and containment stages. The Hazardous Materials Response Team will provide technical expertise, equipment and assistance at the incident and shall advise the Incident Commander. The Tacoma Police Department would be the lead agency if the event involves terrorism.

Functions include but are not limited to the following:

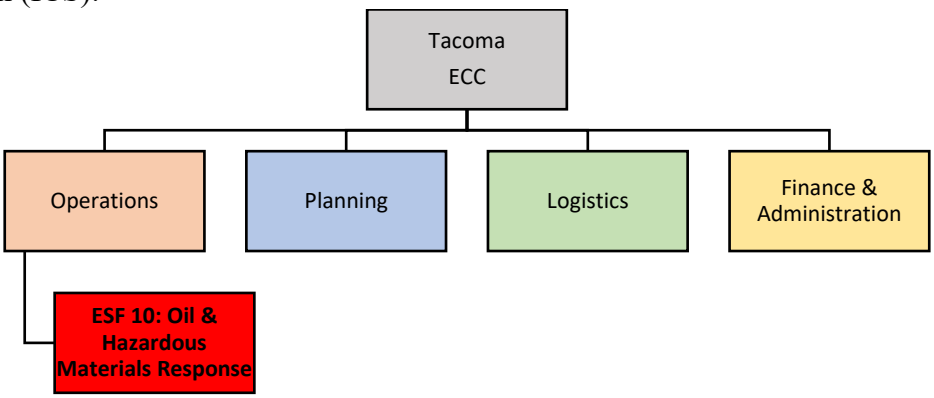
- Environmental assessment of the nature and extent of oil and hazardous materials contamination; and
- Environmental decontamination and cleanup, including buildings/structures and management of contaminated waste.

Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

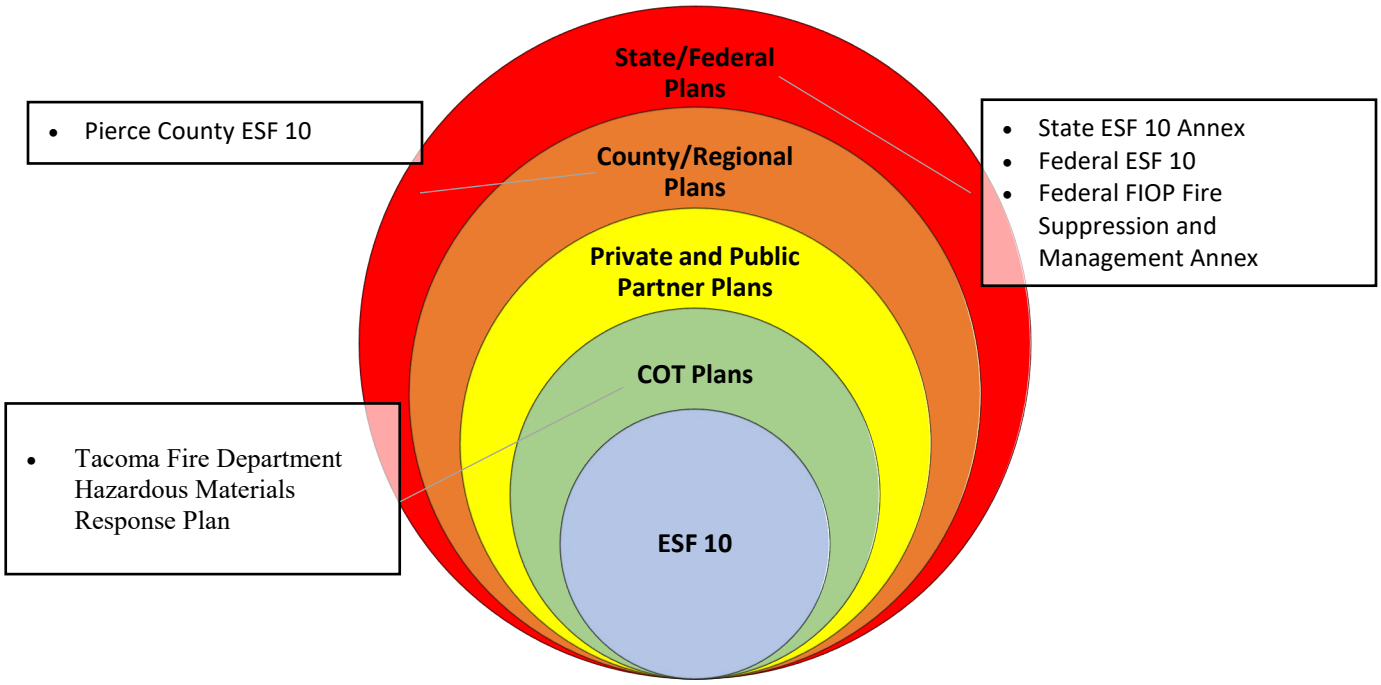
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

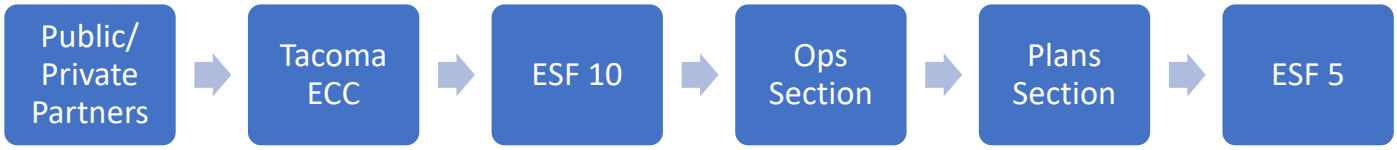
EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE



- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Tacoma Fire Department Hazardous Materials Response Plan –

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Type and status of ESF #10 resource deployments* • *Status of significant oil or hazardous material releases* • *Number of oil and hazardous materials leaks, spills, or releases or threatened releases from facilities, vessels, pipelines, rail, and any other sources*

	• *Extent of oil and hazardous materials facilities (includes offshore facilities) or mobile facilities damaged, destroyed, or without power* • *Nature and extent of actual or potential environmental contamination and its environmental contamination and impacts, as appropriate* • *Limiting factors or shortfalls*
City EEI's	• *Weather conditions* • *Status of hazardous material facilities* • *Amount, type, and containment procedures of hazardous materials* • *Reported or suspected hazardous material/toxic release incidents* • *Status of hazardous material supply chain* • *Debris issues affecting the transportation system* • *Status of debris clearance operations* • *Reported or suspected hazardous material/toxic release incidents* • *Actual or potential radiological or nuclear incidents* • *Monitoring actions planned or underway for HAZMAT incidents*

8. Responsibilities

The City of Tacoma and support agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Environmental Response / Health and Safety	
Critical Task I.D.	**Critical Task Description**
1	Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.
2	Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
3	Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
4	Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

On-Scene Security, Protection, and Law Enforcement	
Critical Task I.D.	**Critical Task Description**
1	Establish a safe and secure environment in an affected area.
2	Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

Operational Coordination	
Critical Task I.D.	**Critical Task Description**
1	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

Public Health, Healthcare, and Emergency Medical Services	
Critical Task I.D.	**Critical Task Description**
1	Deliver medical countermeasures to exposed populations.
2	Complete triage and initial stabilization of casualties, and begin definitive care for those likely to survive their injuries and illnesses.
3	Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Mass Care Services	
Critical Task I.D.	**Critical Task Description**
2	Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.

Logistics and Supply Chain Management	
Critical Task I.D.	**Critical Task Description**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Public Information and Warning	
Critical Task I.D.	**Critical Task Description**
1	Inform all affected segments of society of critical lifesaving and life-sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.
2	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Environmental Response /	3	Respond to hazardous materials incidents	Fire / Hazardous Materials Team
	1, 2, 3, 4	Provide technical expertise, equipment, and assistance	

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Health & Safety	3	Conduct sampling of potential Hazardous Material	
	1	Implement Personal Protective Actions	
Mass Care Services	2	Coordinate evacuation or shelter in place measures as needed based on hazard	
On-Scene Security, Protection, and Law Enforcement	1, 2	Assist law enforcement in crime scene preservation	
Operational Coordination	1, 2	Coordinate with representatives from the impacted jurisdiction's Emergency Management Agency and/or the Pierce County Emergency Management	
On-Scene Security, Protection, and Law Enforcement	2	Coordinate with state and federal law enforcement on crime scene investigation if substance is illegal or of explosive nature	Tacoma Police
On-Scene Security, Protection, and Law Enforcement	2	Activate Bomb Squad if on-scene explosive hazard	
On-Scene Security, Protection, and Law Enforcement	1	Provide road closure, crowd control and detours for incident	
Logistics and Supply Chain Management	2	Coordinate Sample transport with WSP	
Operational Coordination	1	Coordinate spill response for storm drain and sanitary sewer system contamination	Environmental Services
Environmental Response / Health & Safety	1	For employee safety aspect only: Provide hazard assessments for on-site workers, including mitigations strategies, engineering controls, and PPE recommendations related to chemicals	Safety Office
Environmental Response / Health & Safety	1	For employee safety aspect only: Provide chemical exposure analysis, air quality testing, worker negative exposure assessments, and post-exposure medical monitoring/surveillance activities	
Public Health, Healthcare, and	2		

EMERGENCY SUPPORT FUNCTION 10:
OIL AND HAZARDOUS MATERIALS RESPONSE

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Emergency Medical Services			
Public Information & Warning	2	Advise on protective measures by researching CDC, HHS, DOH, and L&I guidance	
Public Health, Healthcare, and Emergency Medical Services	1, 2, 3	Take such measures as the Health Officer deems necessary to promote and protect the public's health	Tacoma-Pierce County Health Department
Environmental Response / Health & Safety	2	Direct the closure of contaminated sites, as necessary	
Public Information and Warning	1, 2	Provide information to the public on the health effects of, and how to avoid contamination from a hazardous materials release as needed	
Public Health, Healthcare, and Emergency Medical Services	3	Make a final determination on when contamination no longer poses a public health risk	
		Initiate actions to reopen sites once contaminated when the threat is properly mitigated	
Environmental Response / Health & Safety	2, 3, 4	Assess the public health and property implications of a hazardous materials incident and take appropriate actions	
Logistics and Supply Chain Management	2	In conjunction with the Washington State Departments of Ecology and Health, assist water and sewer utilities in the investigation and mitigation of impacts from the effects of a hazardous materials incident	
		Assist the Fire Department to identify cleanup and disposal contractors, in the event of a hazardous materials incident	

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.

- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
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Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

12. References and Supporting Plans

TFD Standard Operating Procedures

The following policies and documents contribute to the development and execution of this ESF:

- 40 CFR Part 355 - Emergency Planning and Notification
- 40 CFR Part 370 - Hazardous Chemical Report: Community Right-to-Know
- Chapter 118-40 WAC - Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting
- Chapter 173-340 WAC MTCA
- Chapter 296-305-03002 WAC – Safety Standards for Firefighters-Hazmat
- Chapter 296-824 WAC - Emergency Response-Hazmat Response
- NFPA 1081: Standard for Industrial Fire Brigade Member Professional Qualifications
- NFPA 1500: Standard on Fire Department Occupational Safety and Health Program
- NFPA 1982: Standard on Personal Alert Safety Systems (PASS)
- NFPA 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents
- NFPA 473: Standard for Competencies for EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incident
- Pierce County code 2.118.030: Powers and Duties

- RCW 70.05.070 - Powers and Duties of the Local Health Officer
- RCW 70.105D - Hazardous Waste Cleanup-Model Toxics Control Act
- RCW 70.119A - Public Water Systems
- RCW 70.136 - Hazardous materials incidents
- RCW 70.136.030 - Incident Command Agencies - Designation by Political Subdivisions
- RCW 90.56.020 - Director Responsible for Spill Response (Department of Ecology)
- RCW 38.52.070 - Local Organizations and Joint Local Organizations Authorized - Establishment, Operation - Emergency Powers, Procedures
- SARA Title III (Public Law 99-499)
- U.S. Code: Title 42, Chapter 116, Section 11003a-g - Comprehensive Emergency Response Plans

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

Primary Agency:

Neighborhood and Community Services
Tacoma Water

Support Agencies:

Environmental Services
Finance
Metro Parks
Planning and Development Services
Safety Office

External Agencies:

American Red Cross
Food and Drug Administration (FDA)
Pierce County Emergency Management
Salvation Army
Tacoma-Pierce County Health Department
Tacoma-Pierce County Humane Society
United States Department of Agriculture (USDA)
Washington Department of Ecology (WDOE)
Washington State Animal Response Team (WASART)
Washington State Department of Agriculture (WSDA)
Washington State Department of Archaeology and Historical Preservation
Washington State Department of Social and Health Services (WSDSHS)
Washington State Emergency Management Division

1. Purpose

Coordinates a variety of functions designed to protect the Nation's food supply, respond to pest and disease incidents impacting agriculture, and protect natural and cultural resources. To provide coordination and guidance for the emergency use and security of food and potable water, ensure the safety and well-being of animals, and provide protection for natural and cultural resources and historic properties. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Environmental Response/Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Support Core Capabilities	
Response Mission Area	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

Support Core Capabilities	
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Shared Response and Recovery Mission Areas	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- National Historic Preservation Act, Section 106 - requires Federal agencies to take into account the effects of their undertakings on historic properties and to provide the Advisory Council on Historic Preservation (ACHP) with a reasonable opportunity to comment.
- RCW 16.36 Animal Health – These laws set forth the laws for importation and health requirements of certain imported animals. It also allows the director to establish inspection procedures for the transportation of animals. A section provides that it is unlawful for a person to bring an animal into Washington state without first securing a certificate of veterinary inspection, reviewed by the state veterinarian of the state of origin, verifying that the animal meets the Washington state animal health
- RCW 17.24 Insect Pests and Plant Diseases – This chapter provides a strong system for the exclusion of plant and bee pests and diseases through regulation of movement and quarantines of infested areas to protect the forest, agricultural, horticultural, floricultural, and apiary industries of the state; plants and shrubs within the state; and the environment of the state from the impact of insect pests, plant pathogens, noxious weeds, and bee pests and the public and private costs that result when these infestations become established.
- RCW 43.23 Department of Agriculture – The Department of Agriculture carries out a broad spectrum of activities that benefit the producers, distributors and consumers of food and agricultural products. The department protects public health and safety through its regulation of food producers, processors and distributors, and its regulation of pesticide and fertilizer use. The department seeks to protect the state's natural resources, its agricultural industry and the public through surveillance, control, and/or eradication of selected plant pests and diseases and animal diseases in Washington state. The department works to facilitate the orderly movement of agricultural products in domestic and international markets by providing timely and accurate official inspection and certification of grain, fruits, vegetables, nursery stock, seeds, livestock and other agricultural commodities. The department combats hunger and improves health among low-income individuals and families by supporting nutritious food distribution, food banks and tribal food voucher programs. The department assists with the development of agricultural markets and to guarantee marketplace equity for businesses and consumers.

3. Situation Overview

During many types of hazardous conditions, it is difficult or impossible to move goods in and out of the area. After a disaster, there may be a shortage of food and water and special provisions will need to be

made for health and safety. Businesses where animals are integral to operations (such as production agriculture, zoos/exhibitors, research facilities, breeders, animal welfare agencies/sanctuaries, and veterinary hospitals) should be encouraged to have contingency plans in place for animals housed in the facility, in the event of a disaster or emergency. Nonprofit networks, such as the American Veterinary Medical Association and the Association of Zoos and Aquariums/Zoo Animal Health Network, can provide information on contingency planning for veterinary facilities, zoos, and other congregate animal facilities.

4. Concept of Operations

General

Disaster, combined with adverse weather or disease, may impact the availability food supply and disrupt distribution networks. Should this condition exist, it would be necessary to work with the food commodity industry to effectively manage the distribution of existing inventories of food and water.

Functions include but are not limited to the following:

- Nutrition assistance
- Agricultural disease and pest response
- Technical expertise, coordination, and support of animal and agricultural emergency management
- Meat, poultry, and processed egg products safety and defense
- Natural and cultural resources and historic properties protection

Most animal and agriculture emergency response resources and assets are owned or controlled by the private sector and non-governmental organizations (NGOs). WSDA has a limited capacity of resources and will rely heavily on NGO and private industry contribution. Animal and agricultural health responses will be conducted in collaboration with county, state, and federal authorities and private industries. Local, state, federal, and/or tribal, authorities will need to inspect agricultural production facilities and distributors following a disaster to determine their capacity to operate safely and to ensure they do not pose a risk to public health and the environment. Actions taken during an emergency threatening the environment or cultural and historic resources will be done in collaboration with the appropriate local, state, and tribal agencies.

Businesses where animals are integral to operations (such as production agriculture, zoos/exhibitors, research facilities, breeders, animal welfare agencies/sanctuaries, and veterinary hospitals) should be encouraged to have contingency plans in place for animals housed in the facility, in the event of a disaster or emergency. Nonprofit networks, such as the American Veterinary Medical Association (AVMA) and the Association of Zoos and Aquariums/Zoo Animal Health Network, can provide information on contingency planning for veterinary facilities, zoos, and other congregate animal facilities.

The City ECC, in conjunction with representatives from the food supply industry will establish plans for this function. The U.S. Department of Agriculture (USDA) is responsible for the distribution of the nation's food supply and the preservation of agricultural resources in a national emergency.

The Tacoma-Pierce County Health Department is the lead agency for the coordination of public health services which have a relationship with agriculture services (e.g. vector control; examination of food and water supplies for contamination; inspection of food preparation vendors for adherence to health standards; emergency sanitation standards).

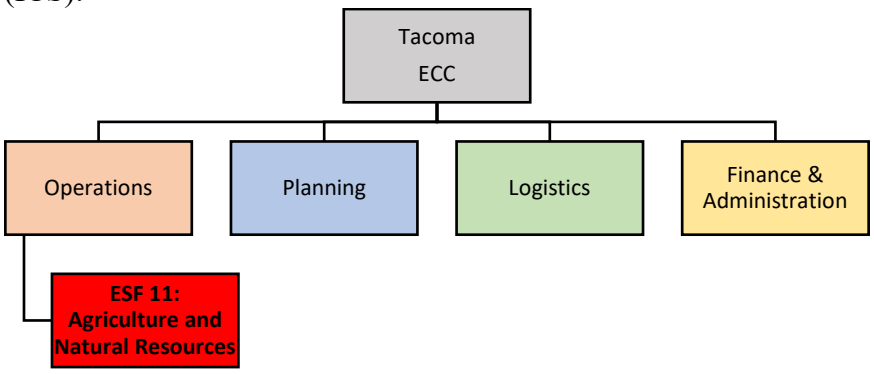
EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

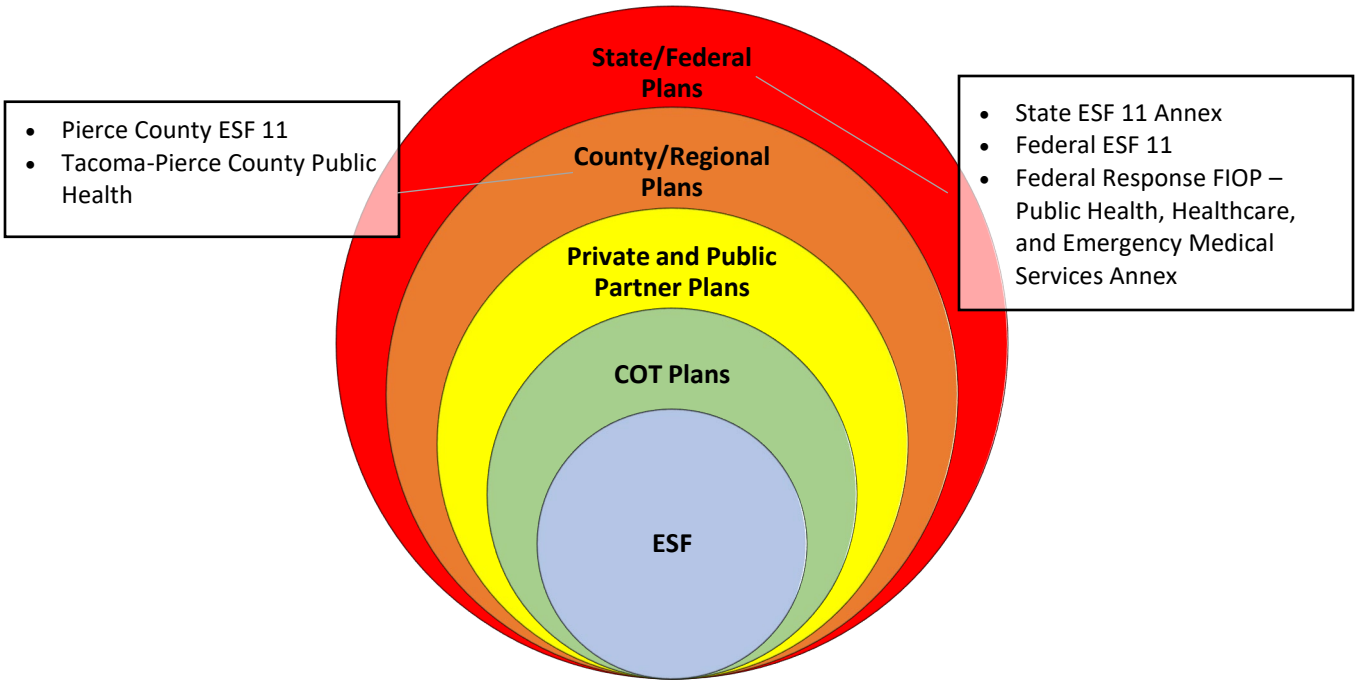
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

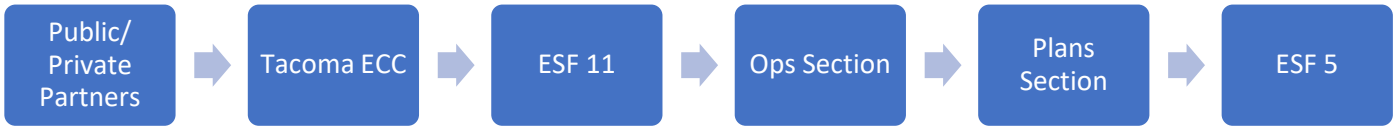


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - State ESF 11 – (1) Organizes and coordinates state support for the protection of the state's agriculture and natural and cultural resources during state-wide emergencies. (2) Works with local, state, and tribal entities during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; ensure safety and defense of the state's food and feed supply; and ensure the protection of natural and cultural resources and historic properties
  - Federal ESF 11 – (1) Organizes and coordinates Federal support for the protection of the Nation's agricultural and natural and cultural resources during national emergencies. (2) Works during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise, coordination and support of animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of natural and cultural resources and historic properties.
  - Federal Response FIOP – Public Health, Healthcare, and Emergency Medical Services Annex – Outlines the delivery of the Public Health, Healthcare, and Emergency Medical Services core capability. Discusses how the federal ESF 11 is used to respond to health-related issues centered around animal and plant diseases.
  - Pierce County ESF 11 - Supports County, local and tribal authorities to address: (1) emergency provision of nutritional assistance; (2) coordinate to control and eradicate an outbreak of a highly contagious or economically devastating animal/zoonotic disease, highly infective exotic plant disease, or economically devastating plant pest infestation; (3) assurance of food safety and food security; (4) protection of natural and cultural resources and historic properties (NCH) resources prior to, during, and/or after an Incident of National Significance.

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Status of distribution of U.S. Department of Agriculture (USDA) Foods for congregate and/or household feeding* • *Status of delivery of USDA Disaster Supplemental Nutrition Assistance Program* • *Status of procurement and delivery of infant formula and baby food to supplement FEMA's infant/toddler kits* • *Status of response operations by USDA Food Safety and Inspection Service* • *Status of Department of the Interior natural and cultural resources and historic properties response and/or preparation efforts to assist states and/or FEMA* • *Status of other ESF #11 operations in support of FEMA/state response efforts* • *Limiting factors or shortfalls*
City EEI's	• *Status of area agriculture* • *Status of food stock* • *Food safety*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Environmental Response/Health & Safety	
Critical Task I.D.	**Critical Task Descriptions**
1	Identify, assess, and mitigate worker health and safety hazards, and disseminate health and safety guidance and resources to response and recovery workers.
2	Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

Environmental Response/Health & Safety	
Critical Task I.D.	**Critical Task Descriptions**
3	Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.
4	Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
3	Provide for the clearance, removal, and disposal of debris.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Mass Care Services	
Critical Task I.D.	**Critical Task Descriptions**
1	Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Logistics & Supply Chain Management	1, 2	Coordinate the identification and utilization of existing food and water resources	Fire/EM Neighborhood and

EMERGENCY SUPPORT FUNCTION 11:
AGRICULTURE AND NATURAL RESOURCES

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
		Acquire and secure food and water resources from local, state and federal entities	Community Services Metro Parks
		Provide facilities and/or space for Community Point of Distribution Site set up in Tacoma Neighborhoods	
		Coordinate delivery of CPOD supplies from state staging area to local jurisdiction	
Environmental Response/Health & Safety	1, 2, 3, 4	Coordinate debris management plan and associated contractors	Environmental Services
Infrastructure Systems	3		
Operational Coordination	2	Track and document resource hours and incident expenditures	Finance
Environmental Response/Health & Safety	1	For employee safety aspect only: Provide hazard assessments for on-site workers, including mitigations strategies, engineering controls, and PPE recommendations	Safety Office
	4	Identify and coordinate emergency related activities pertaining to cultural resources and historical preservation	Planning and Development Services
	2, 4	Manage, monitor, or provide technical assistance on emergency stabilization of shorelines, riparian buffer zones, and hillsides	
	4	Provides information and/or services for the disposal of dead animals	Tacoma-Pierce County Humane Society
Logistics & Supply Chain Management	2	Act as advisor to Fire Department on personnel protection, public health, assessments of the situation and environmental impacts, and identification of unknown products, in the event of a hazardous materials incident	Tacoma-Pierce County Health Department

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,

- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

Primary Agency:

Tacoma Public Utilities - Power
Puget Sound Energy

Support Agencies:

Tacoma Fire Department
Tacoma Police Department

External Agencies:

Other Energy/Utility Providers

1. Purpose

Facilitates the reestablishment of damaged energy systems and components, and provides technical expertise during an incident involving radiological/nuclear materials. To provide for effective use of available electric power and natural gas to meet essential needs, and to facilitate restoration of energy systems affected by an emergency or disaster. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Shared Response and Recovery Mission Areas	
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Support Core Capabilities	
Response Mission Area	
Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- City Resolution No 38804, adopted December 17, 2013; and
- Pierce County Code 2.118.040 B

3. Situation Overview

Any number of incidents can disrupt utility service in Tacoma. The most frequent cause of power outages is vehicles hitting poles or transformers and animals such as rodents and birds making contact with conductors. During inclement weather, wind, ice and snowstorms often cause downed branches, trees,

power and communication lines. Underground electrical and gas utilities can be damaged during construction activities, causing disruption to service. A worst- case scenario might be a Cascadia-level earthquake, causing serious damage to transportation and utility infrastructure. Damage to roads, access to fuel, injuries and other issues will impact employee availability requiring creative use of available Tacoma Power and Puget Sound Energy (PSE) Emergency Response Plan resources.

4. Concept of Operations

General

This ESF covers the maintenance and restoration of City of Tacoma energy capabilities, to include electricity and natural gas. These systems are owned, operated, and serviced by City of Tacoma departments, Puget Sound Energy, Tacoma Power, private agencies, and supporting governmental entities.

Functions include but are not limited to the following:

- Energy infrastructure assessment, repair, and reestablishment
- Energy industry utilities coordination
- Energy forecast

Tacoma Power and PSE plan for various scalable damage scenarios when determining their incident response. Annual training exercises are held and are often based on worst-case scenarios. The aforementioned "Hazards and Conditions" incidents enable the exercise of scalable plans on a daily/weekly basis. Not all incidents require the activation of the Incident Command Structure (ICS). These incidents are handled through the utilities control centers.

After safety needs are met, Tacoma Power prioritizes the work that will get the most customers back in power the fastest.

- **Perform initial assessment:** We determine the location and nature of the outage. Based on those factors, we send out appropriate crews and equipment.
- **Protect public safety:** We clear live power lines and repair equipment that poses a safety hazard. Public health and safety facilities, such as hospitals, clinics and utilities (water, sewer, natural gas and telephone) get first priority.
- **Repair transmission lines:** Transmission lines supply power from generating facilities, like dams, to one or more substations. They rarely fail, but it is possible. Since trouble on a transmission line affects thousands of customers, it gets attention first.
- **Repair substations:** We survey any substations involved in the outage to check for abnormalities. If we can fix the issue at the substation, we can get power back on for a large number of customers. Substations act as a distribution and switching station.
- **Repair feeder lines:** Feeders are like arterial streets. We patrol the individual lines, working our way down the system from the substation. This is often how we find limbs and trees on lines. Feeder lines serve 1,000 to 3,000 customers and are usually the lines affected when you hear of a power outage on the news.
- **Repair tap lines:** Tap lines move power from feeder lines to individual streets. They feed pockets of 20 to 30 homes each.
- **Restore power to individual homes or businesses:** This task takes the longest. Sometimes damage can occur on the service line between your house and the transformer on the pole. This may be why your neighbor has power but you do not. This is why we may need you to report your outage multiple times through a multi-day restoration effort as we work our way through the system.

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

The City of Tacoma Emergency Coordination Center may establish liaison with such energy and utility providers to coordinate disaster and emergency needs and services.

Tacoma Power restoration will be managed from the Tacoma Power Energy Control Center and the TPU Emergency Operations Center (Formerly Click! Annex A).
When the immediate life safety needs of the employees are met, each Division will make an assessment of what has happened, what can be done, and what is needed as it relates to their operations. Specific information needed is the status of employees, equipment and facilities. This information is then reported to the Director and the Executive Management Team.

In the event of a major event during working hours, the Emergency Response Team, under the general direction of the Utilities Safety Officer, shall be responsible for the immediate needs of Tacoma Public Utilities staff and the safe evacuation or relocation of employees.

If a catastrophic incident occurs during non-working hours, Tacoma Public Utilities employees are instructed to check on their families and homes, ensure family is safe and their living situation secure, then to report to their normal work location for assignment. If, due to the circumstances, they cannot get to their normal work location at the North or South Service Center, they should report to the Service Center they can reach or to the nearest fire station or other City of Tacoma facility to offer assistance.

Policy level coordination with the Mayor and the City Manager, as well as operational coordination of status reports and needs assessments are accomplished through the City of Tacoma Emergency Coordination Center (ECC). The Director, or his designee, is responsible for establishing liaison with the ECC for either policy level, operations level, or public affairs coordination. The Power System Control Manager and the Community/Media Services Manager, or their respective designees automatically report to the ECC to initiate coordination. The ECC will coordinate resources, establish priorities, assess and document damages and provide information to the public. The ECC may initiate information programs to keep the public informed of utility status and any restrictions.

The Director of Emergency Management may advise Tacoma Public Utilities or other public or private utilities operating in the City of Tacoma of federal or state restrictions, or any emergency restrictions or operating policies established by City government. The ECC may also coordinate with the Emergency Resources Management Organization if activated by the Governor.

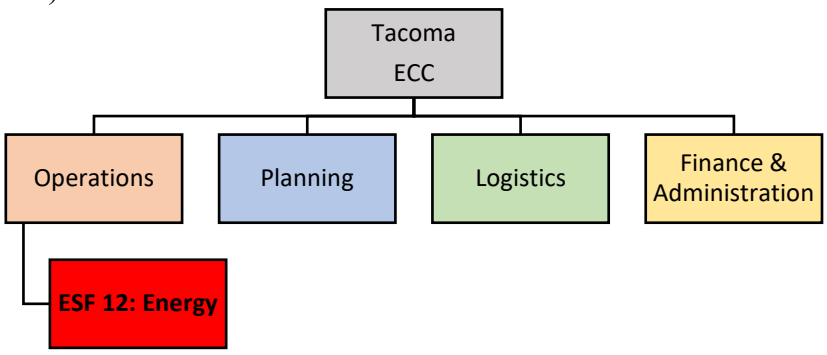
Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary capabilities to alternative power sources including generators, batteries, and/or solar methods for hours, days, or even weeks until primary infrastructure can be restored. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of critical infrastructure and energy systems without discrimination based on assessed needs of the disaster response.

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

5. Organization

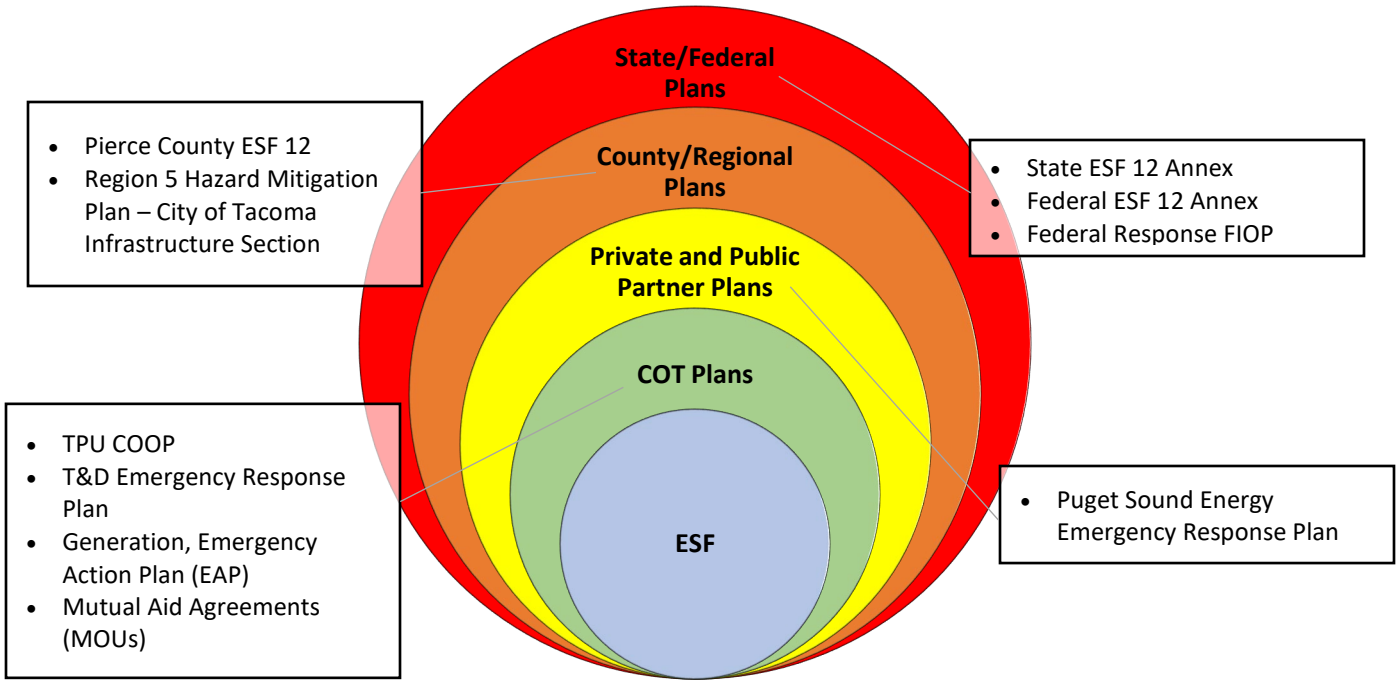
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

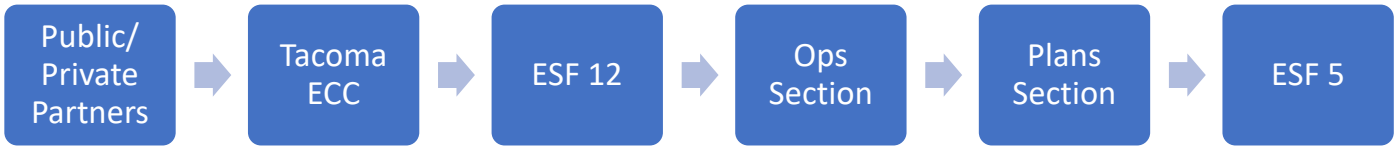


- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Transmission and Distribution Emergency Response Plan - The T&D Emergency Response Plan (ERP) is a formal document that identifies and defines specific roles and actions that would be taken following an event to repair critical infrastructure and restore power as quickly as possible to our customers
  - Generation Emergency Action Plan (EAP) – The Generation Emergency Action Plan (EAP) is a formal document that identifies potential emergency conditions at a dam and specifies preplanned actions to be followed to minimize property damage and loss of life.
  - Mutual Aid Agreements (MOUs): Formal agreements with other energy and utility partners that allows Tacoma Power to acquire additional resources such as equipment and personnel to aid in the response to an event
  - TPU COOP – Establishes planning details and guidance for Tacoma Public Utilities to continue Mission Essential Functions (MEF) and Essential Supporting Activities (ESA) under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on TPU's mission, personnel, resources, and facilities.
  - Puget Sound Energy System Restoration Plan – Establishes a comprehensive framework for responding to incidents. Provides regional response partners a summary of how PSE responds to emergency incidents.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Pierce County ESF 12 Annex - Provides for effective use of available electric power, natural gas and petroleum products to meet essential needs, and to facilitate restoration of energy systems affected by an emergency or disaster.

- Region 5 Hazard Mitigation Plan 2013-2018 Update; City of Tacoma Infrastructure Section – Describes vulnerability in terms of the types and numbers of existing and future buildings, infrastructure, and critical facilities located in the identified hazard areas.
- State ESF 12 Annex - Provide for the effective use of available electric power, natural gas and petroleum products required to meet essential needs and to facilitate restoration of energy systems affected by an emergency or disaster.
- Federal ESF 12 Annex – (1) Facilitates the restoration of damaged energy systems and components when activated by the Secretary of Homeland Security for incidents requiring a coordinated Federal response. (2) Under Department of Energy (DOE) leadership, ESF #12 is an integral part of the larger DOE responsibility of maintaining continuous and reliable energy supplies for the United States through preventive measures and restoration and recovery actions.
- Federal Response FIOP - Describe the delivery of the Infrastructure Systems core capability to stabilize critical infrastructure functions, minimizes health and safety threats, and efficiently restores and revitalizes systems and services to support a viable, resilient community.
- Federal Energy Regulatory Commission
- NERC

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Status of repair crews; number, type, location* • *Current status of electrical power, including number and location of customers without power* • *Timetable for power restoration* • *Limiting factors or shortfalls* • *Provide infrastructure status, as applicable, to include refineries offline, impacts to pumping stations, natural gas and petroleum pipelines, platform status and evacuations, shut in production numbers, and potential impacts to coal transport*
State EEI's	*Disaster Impact Numbers related to:* • *Number of customers without electricity* • *Number of customers without natural gas* • *Number of customers without access to petroleum* • *Number of energy facilities/systems needing inspection* • *Status of repair crews; number, type, location*

	• *Factors which will limit disaster response or repair*
	Status (operational, damaged, destroyed, unknown), Approximate restoration date, and Limitations or obstacles to restoration related to:
	• *Electricity Generation Facilities*
	• *Electricity Transmission Facilities*
	• *Electricity Distribution Facilities*
	• *Liquefied Natural Gas (LNG) Plants*
	• *Natural Gas Processing Facilities*
	• *Natural Gas Storage Facilities*
	  o *Quantity and location of natural gas available*
	• *Natural Gas Transportation Systems/Facilities*
	• *Natural Gas Distribution Facilities*
	  o *Location and status of new and/or temporary fuel distribution points*
	• *Crude Oil Storage Facilities*
	  o *Quantity of crude oil available*
	• *Petroleum Processing Refineries*
	  o *Quantity of refined product available*
	• *Petroleum Product Storage*
	  o *Quantity and location of refined product available*
	• *Petroleum Product Transportation Systems/Facilities*
	  o *Location and Status of New and/or Temporary Fuel Distribution Points*
	• *Consumption and Distribution*
	  o *Consumption rate of natural gas and/or petroleum product*
	  o *How much natural gas and/or petroleum product is being requested by emergency response personnel?*

City EEI's	• *Status of electrical power generation and distribution facilities* • *Number of people and locations without power* • *Estimated time to restoration of power* • *Number of electrically dependent persons (e.g., medical equipment) affected* • *Status of nuclear power plants* • *Status of nuclear power plants within 10 miles* • *Status of natural gas and fuel pipelines in the affected area* • *Status of critical facilities* • *Availability of temporary power resources* • *Status of commercial fuel stations* • *Responder fuel availability* • *Status of critical fuel facilities* • *Status of fuel supply line*

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Infrastructure Systems	
Critical Task I.D.	**Critical Task Descriptions**
2	Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.
4	Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.

Logistics & Supply Chain Management	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.
2	Enhance public and private resource and services support for an affected area.

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Infrastructure Systems	2	Distribution automation and feeder sectionalizing	Tacoma Public Utilities - Power
		Dispatch personnel and equipment to repair utility infrastructure	
		Restore services	
	4	Coordinate with Mutual Aid Partners, other Energy/Utility Partners for the acquisition of additional resources	
Logistics & Supply Chain	1, 2	Provide emergency power and fuel support per TPU Fuel Plan	

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Management	1	Assist in traffic control	Tacoma Police Department
		Provide detours	
		Respond to Fires	Tacoma Fire Department
		Assist in establishing safety zone perimeter	
Infrastructure Systems	4	Provide resources and services through Tacoma Power's MOUs	Other Energy / Utilities Provides
Situational Assessment	1, 2	Regularly report status updates to ECC for purposes of response coordination, resource requests, and distribution of situational reports	All Departments

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
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- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
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- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

EMERGENCY SUPPORT FUNCTION 12:
ENERGY

11. Terms and Definitions

DOC: Departmental Operations Center

Energy: Includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components.

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY

Primary Agency:
Tacoma Police Department

Support Agencies:
Tacoma Fire Department

External Agencies:
Pierce County Emergency Management
Pierce County Sheriff
Pierce Transit
Private Transportation Agencies
Sound Transit
South Sound 911
Tacoma Public Schools
US National Guard
Washington State Department of Transportation
Washington State Patrol

1. Purpose

Coordinates the integration of public safety and security capabilities and resources to support the full range of incident management activities. To provide coordination and guidance for law enforcement in response to large-scale emergencies and disasters. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
On-scene Security, Protection, & Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Support Core Capabilities	
Response Mission Area	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
Mass Search & Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

2. Authorities and Policies

- Tacoma Municipal Code: Title 7

3. Situation Overview

Any large-scale emergency or disaster, natural or man-made, holds potential for causing disruption and the need for control and coordination by law enforcement to ensure the safety and security of our citizens. This document gives guidance for when an incident goes beyond the normal day to day field operations of law enforcement. Such incidents could be stand-alone situations or the result of a larger disaster.

4. Concept of Operations

General

During an emergency or disaster, the need for public safety and security will increase. The Tacoma Police Department (TPD) is the lead in public safety and security related response and recovery efforts. Such disruptions can include the need for law enforcement, criminal investigation, crowd or traffic control, Explosive Ordinance and Detection Team, Special Weapons and Tactics, evacuations and/or search and rescue operations. Coordination between the Police Department and other law enforcement agencies is facilitated by the State Mutual Aid Assistance Act. This allows law enforcement personnel respond to another jurisdiction upon request and for jurisdictions to develop more specific agreements for special circumstances. Functions include but are not limited to the following:

- Facility and resource security;
- Security planning and technical resource assistance;
- Public safety and security support; and
- Support to access, traffic, and crowd control.

It is the intention of the City of Tacoma:

- That upon the occurrence of a major disaster, field units will assess the incident and report to the established Incident Command
- That appropriate Incident Command System (ICS) information will be communicated to the Police liaison in the City of Tacoma Emergency Coordination Center (ECC)
- That Police Department personnel sent to assist other jurisdictions will integrate into the established ICS as outlined in the National Incident Management System (NIMS) protocols
- That other jurisdiction's personnel who respond to requests for assistance from the City of Tacoma will be interoperable

When the scope of an event requires going beyond normal field operations, the Tacoma Police Department will respond in the following manner:

Incident Command will be established and the incident will be managed by identified objectives, based on the priorities of life safety, scene stabilization, and property/environmental preservation.

Field information will be relayed by the Incident Commander, or designee, to the Police Liaison in the ECC or to the ECC Manager depending on the established position at the time.

Policy level coordination may be accomplished with the City's Policy Group at the City Emergency Coordination Center (ECC)

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY

The Tacoma Police Command Duty Officer (CDO) or Shift Commander is responsible for establishing liaison with the ECC to provide coordination of law enforcement activities with other response functions. The CDO/Shift Commander may report to the ECC, or assign a designee, depending upon the situation. Coordination may be required at the policy, supervisory, or operations level depending upon the size and scope of the event and what level of city management personnel report to the ECC.

The Police Department Public Information Officer (PIO) is the lead for media and public information services relating to the Police Department. This may be coordinated with the City Emergency Public Information Officer from the ECC or Joint Information Center (JIC), if necessary.

If required, off-duty personnel will be recalled to duty through normal methods. If it is apparent that a major incident has occurred that disrupts normal communications channels, off-duty personnel are instructed to make contact with their supervisor for instructions. If they cannot make contact, they are instructed to report to the nearest Police or City facility to offer assistance and receive instructions.

Requests for additional assistance beyond what Tacoma Public Utilities can handle shall be first accomplished through existing mutual aid agreements with other providers. The City ECC shall be kept informed of these requests and may help coordinate outside resources if needed.

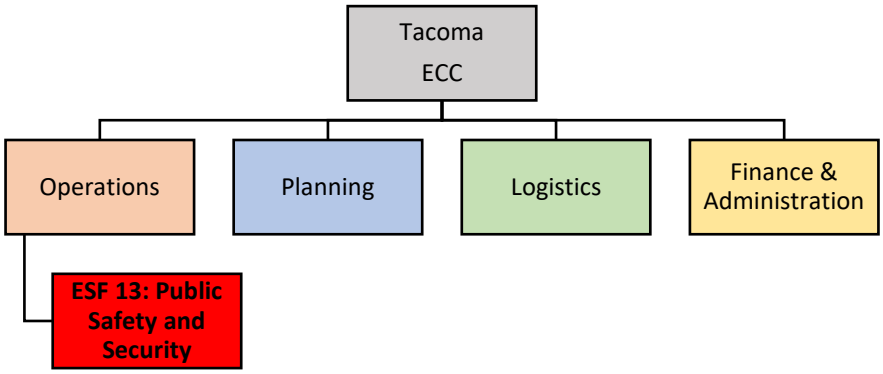
Whole Community Involvement

Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

5. Organization

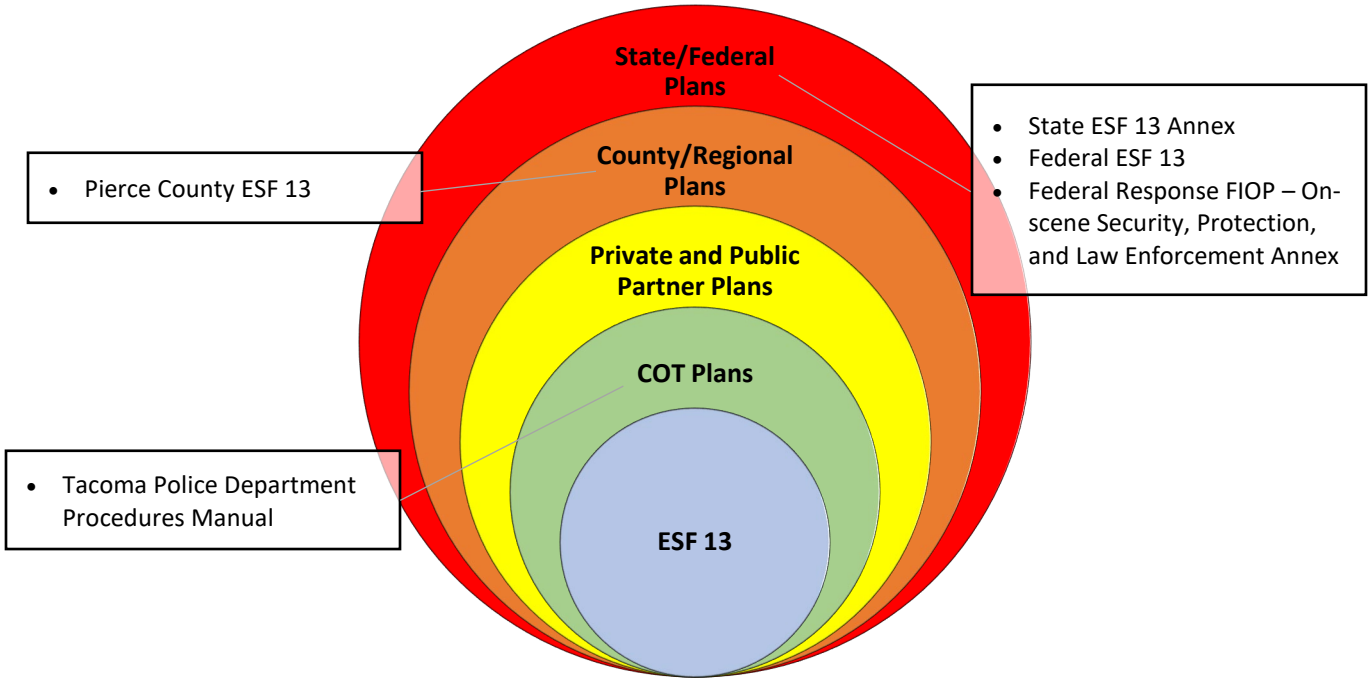
The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.



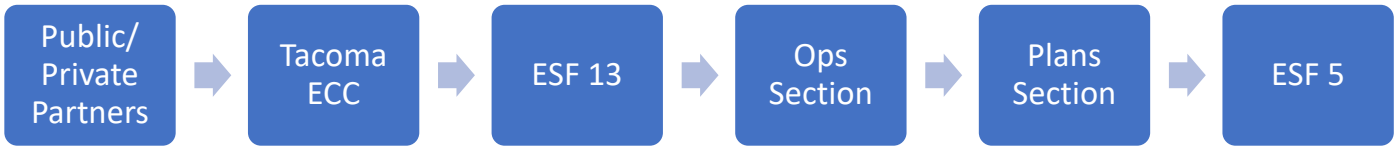
- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  - Tacoma Police Department Procedures Manual – The Tacoma Police Department has established an all-hazards contingency plan to respond to man-made and natural disasters, pandemics, civil disturbances, mass arrests, bomb threats, hostage/barricaded person situations, acts of terrorism, and other unusual incidents. Police will coordinate with the Emergency Coordination Center (ECC) as appropriate for the type and complexity of the incident.

- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY

- Pierce County ESF 13 - Integrates county capabilities and resources to support a full range of incident management activities associated with incidents having the potential or actual threat to public safety and security.
- State ESF 13 – (1) Facilitates the integration of State-level public safety, law enforcement, and security resources into incident management activities that require State-level assistance. (2) In addition, ESF-13 interfaces with Federal ESF-13 counterparts when the situation warrants Federal law enforcement assistance.
- Federal ESF 13 - Provides Federal public safety and security assistance to local, state, tribal, territorial, and Federal organizations overwhelmed by the results of an actual or anticipated natural/manmade disaster or an act of terrorism.
- Federal Response FIOP – Describes the delivery of the On-scene Security, Protection, and Law Enforcement core capability which ensures a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Number of officers, deputies, agents, or others assigned to public safety and security duties* • *Identification of agencies actively engaged and number of active personnel from each* • *Status of shelter security provided* • *Status of responder support Base Camp Security, if provided* • *Limiting factors or shortfalls*
City EEI's	• *Evacuation routes* • *Force protection and security for staff* • *Security assessments at external facilities* • *Damaged law enforcement or correctional facilities* • *Curfew*

8. Responsibilities

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

On-scene Security, Protection, & Law Enforcement	
Critical Task I.D.	**Critical Task Descriptions**
1	Establish a safe and secure environment in an affected area.
2	Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
2	Enhance and maintain command, control, and coordination structures consistent with the National Incident Management System (NIMS) to meet basic human needs, stabilize the incident, and transition to recovery.

Mass Search & Rescue Operations	
Critical Task I.D.	**Critical Task Descriptions**
1	Conduct search and rescue operations to locate and rescue persons in distress.
2	Initiate community-based search and rescue support operations across a wide, geographically dispersed area.
3	Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.

Situational Assessment	
Critical Task I.D.	**Critical Task Descriptions**
1	Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2	Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
On-scene Security, Protection, & Law Enforcement	1, 2	Provide Law Enforcement Services	Tacoma Police
		Take immediate steps towards life safety and preservation of property	
		Upon request, provide security and maintenance of good order in public assembly facilities, libraries, or other facilities utilized for temporary shelter	
		Security support for local health care systems and	

EMERGENCY SUPPORT FUNCTION 13:
PUBLIC SAFETY AND SECURITY

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
		affiliated clinics as resources allow	
		Provide security for temporary morgue sites	
	1	On scene crowd and traffic control, law enforcement and crime scene investigations	
	2	Designate primary and secondary evacuation routes	
	1	Provide on-scene security for community and first responders	
Operational Coordination	2	Coordinate with WA State Patrol and WA State DOT to establish alternate routes when any disruption of State or Interstate highways occurs within the City	
Situational Assessment	1, 2	Coordinate law enforcement incident-specific data and situational assessment (report to Fusion Center and ECC)	
Mass Search & Rescue Operations	1, 2, 3	Deliver search and rescue capabilities	
On-scene Security, Protection, & Law Enforcement	2	Provide assistance for other emergency management activities, including evacuation and environmental protection	Tacoma Fire
	2	Coordinate crime scene protection	

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
- Copies of forms and plans, such as the CEMP, are available in hard-copy and electronic formats at the ECC. ESF representatives should come with applicable COOPs and SOPs.
- Training requirements: All ECC staff will complete the following FEMA classes online or in a classroom setting: ICS-100, ICS-200, ICS-700 andICS-800. Selected management staff will be required to also obtain ICS-300, ICS-400,
- Exercise requirements: All departments will conduct department specific drills as required by industry specific mandates. All ECC Staff will participate in scheduled ECC Table Top Exercises (TTX) and Functional or Full Scale Exercises provided by City Emergency Management.
- Access control to systems: Access to the ECC and many City of Tacoma facilities require a key card, photo identification, or special permissions as applicable. Staff without pre-authorization will be escorted by authorized staff.
- I.D. Process: All City of Tacoma staff are issued photo identification cards
- WA State Emergency Management Division WebEOC

Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- DHS Crisis Event Response and Recovery Access (CERRA) Framework
- FEMA Planning Considerations Evacuation and Shelter-in-Place
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

None

EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS

Primary Agency:

Media and Communications Office
City Manager's Office

Support Agencies:

Tacoma Fire Department
Tacoma Police Department
Tacoma Public Utilities
Tacoma-Pierce County Health Department
Safety Office

External Agencies:

Broadcast and Cable Television Networks
Other Agency Public Information Officers
Local Radio Stations
Pierce County Emergency Management
Washington State Emergency Management

1. Purpose

Coordinates the release of accurate, coordinated, timely, and accessible public information to affected audiences, including the government, media, NGOs, and the private sector. Works closely with state and local officials to ensure outreach to the whole community. To provide coordination and guidance for accurate and timely dissemination of information to areas, citizens, first responders, government, media, tribes, and the private sector impacted by emergency or disaster. The City of Tacoma will make every reasonable effort to respond effectively and efficiently based upon the situation, information and resources available at the time and in accordance with federal Core Capabilities.

Primary Core Capabilities	
Response Mission Area	
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Support Core Capabilities	
Response Mission Area	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

2. Authorities and Policies

The following policies were used to develop this ESF and may be used in coordination for response activities:

- Senate Bill 5046, adapting RCW 38.52 – State agencies that are required to provide public notices informing communities about public health, safety, and welfare risks must provide those notices in a foreign language if at least five percent of residents, or 500 residents, whichever is fewer, in the city,

town, or county speak that foreign language and are of limited English proficiency (LEP). Under a state of emergency, state agencies must provide notices, information, and services in languages represented by an affected area's demographic data. The emergency management organization of each Political Subdivision must maintain updated demographic data for its jurisdiction as well as information on the languages represented within the community. During emergencies, emergency management departments must provide written notices, verbal notices, and radio or television public service announcements in languages, other than English, represented by their communities. Agencies must implement these notice requirements within existing funds.

3. Situation Overview

Under normal circumstances, the City communicates with the public through TV Tacoma Channel 12 and on City Post, which airs on Channel 77/Comcast and on Channel 21/Click and the City's website. An emergency or disaster has the potential to adversely impact the City's ability to coordinate public information through the above-mentioned systems. The City's ability to provide health and safety information to the citizens and communicate with first responders, governments, media, tribes, and the private sector may be disrupted. Based on the size and duration of the emergency, alternate public information methods may need to be implemented. Public Information to the community may become a primary objective. Rumors or misinformation can cause unnecessary distress and provoke counterproductive public actions, to include impediment of response and recovery efforts.

- Identify the "Significant Population Segments" (i.e. 5% or 1000 residents, whichever is less) that apply to this plan
    - Describe how you engaged those community members in the development of this communications planning
- Discuss the frequency with which LEP individuals encounter the need for notifications of life-safety information during an emergency
- Describe the nature and importance of the local emergency management program to provide life-safety notifications

4. Concept of Operations

General

Public information sharing is of paramount importance. Timely and accurate public information releases and updates help to protect people's health and safety and will assist in managing expectations and minimize the physiological impact on the community. The City's Media and Communications Office coordinates the City's public information releases. The City of Tacoma will strive to provide accurate and timeline information to the public and employees, including during a major emergency or disaster, and communication that is equally effective for all citizens, including people with access and functional needs, to the extent possible using normal communication systems as much as possible. Functions include but are not limited to the following:

- Public affairs and the Joint Information Center;
- Intergovernmental (local, state, tribal, territorial, nongovernmental, and private sector) affairs; and
- Congressional affairs.

The City will issue warnings to citizens as necessary using available resources, which may include the Emergency Alert System (EAS), NOAA Weather Radio, the National Warning System (NAWAS) and the Everbridge Notification System, depending on the type and scale of emergency.

EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS

Translated and recorded instructional messages for numerous emergency alert and warning scenarios are available in English and translated into written and audio formats in the following languages per assessment parameters of the State Office of Financial Management: Spanish, Cambodian (Khmer), Russian, Ukrainian, Chinese (Traditional and Simplified), Vietnamese, German, Tagalog, and Samoan. These messages are available in video for American Sign Language (ASL). Technological capabilities present some challenges for the timely dissemination of messages in all available languages and formats. City and county Emergency Management maintain lists of community partners and translation/interpreter services that may be contacted to assist with dissemination of emergency messaging in multiple languages. The City collaborates with county and state partners to ensure that Public Information policies and practices meet state and federal requirements and serve the community to the extent possible.

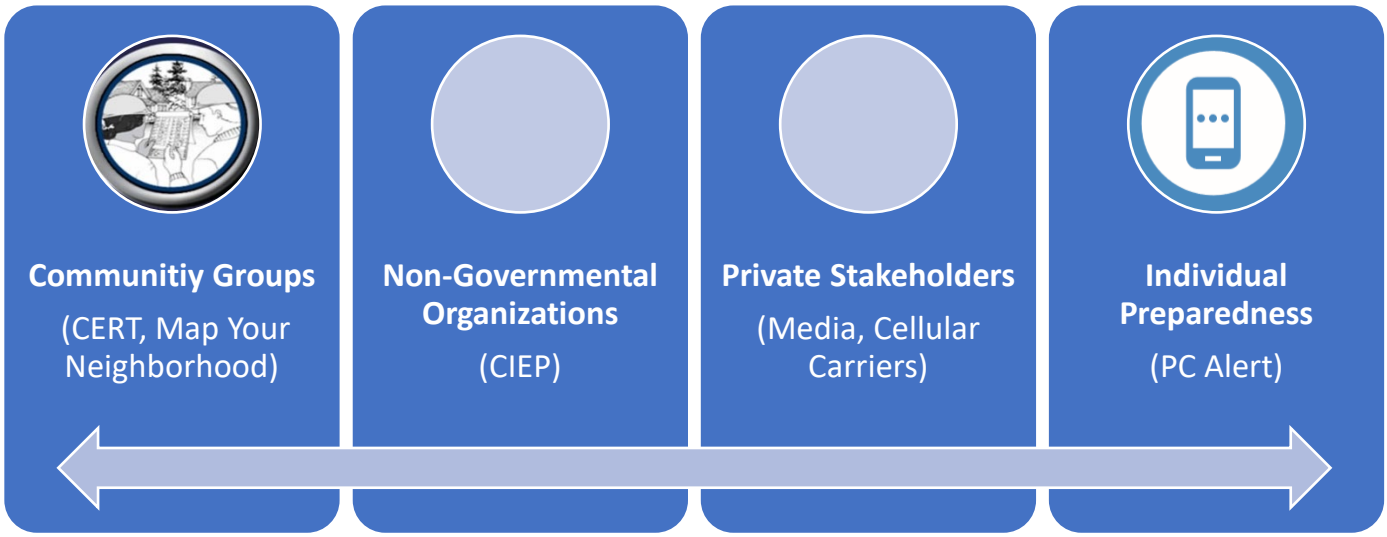
The Media and Communications Office makes notification to City employees and citizens, through appropriate media channels, of service interruptions and/or office closures. A list of pre-identified PIOs, by city departments and divisions, is maintained by the Media and Communications Office. The Media and Communications Office may also activate the Emergency Alert System (EAS), when necessary, which allows audio messages to go out over all cable TV channels on both Comcast and Click cable systems. Additionally, the Fire Department operates the City's Public Emergency Warning System, which provides an area-wide audible alert with emergency instructions to individuals in the tide flat area who are outdoors or in loud industrial environments.

The City of Tacoma Emergency Coordination Center (ECC) maintains and updates coordinated and approved messages on the City's Emergency Management Hotline 253-896-2862 that provides disaster information to citizens. The City ECC also establishes and maintains ESF 15 activation and makes the determination if Joint Information Center (JIC) activation is required. The JIC serves as a central point for the media to receive coordinated, verified and approved information, i.e. press releases, press conferences etc. The Lead Public Information Officer (PIO) coordinates activities between the City ECC PIO section and applicable City Department/Division PIOs, as well as county, state and federal PIOs. Public safety agencies and volunteer organizations communicate with the City ECC PIO section as needed.

Whole Community Involvement

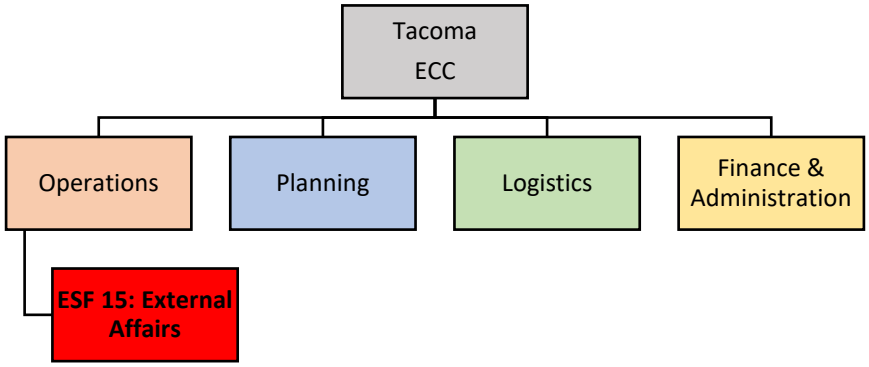
Following a disaster or major emergency, effective response will require preparedness and the engagement of the public and stakeholders throughout the region. Residents, businesses, and other public or private agencies are encouraged through the form of public education outreach, to make plans and have the necessary skills and resources for family preparedness and business continuity. Partnerships, memorandums of understanding (MOUs), and mutual aid agreements are pre-established and will be utilized as applicable. The City of Tacoma will prioritize restoration of essential services without discrimination based on assessed needs of the disaster response.

EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS



5. Organization

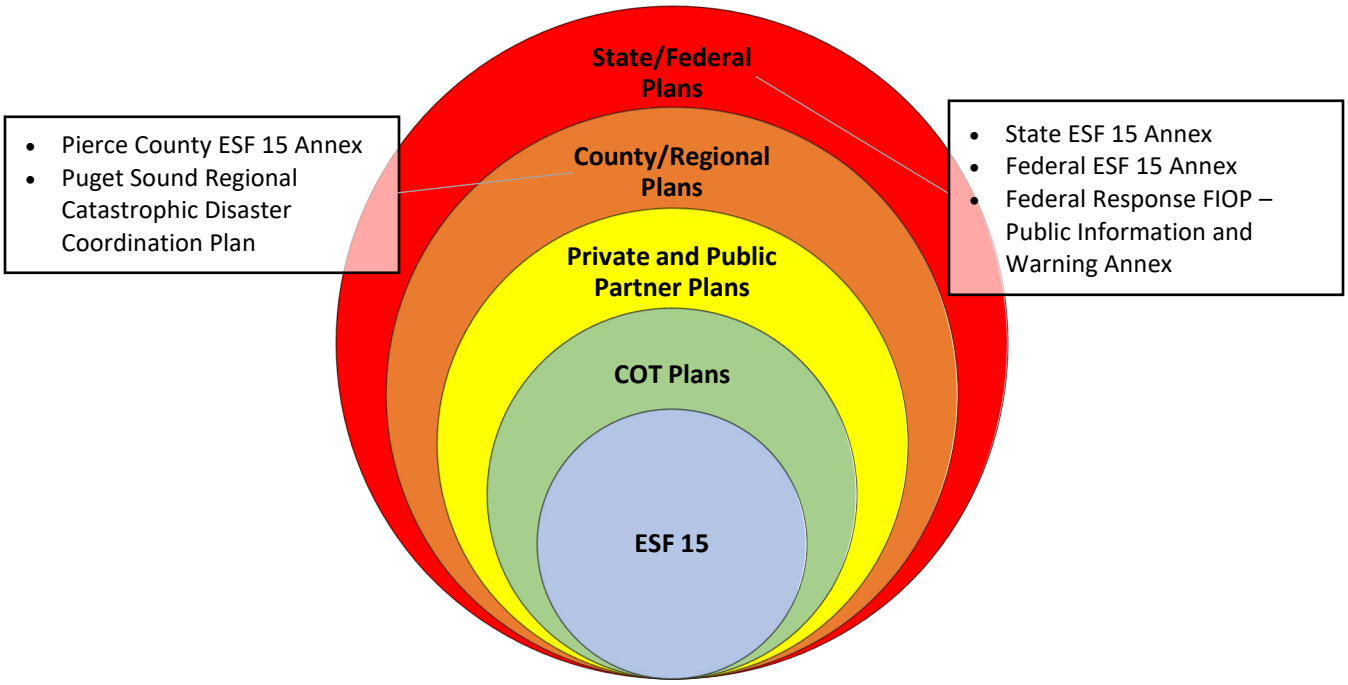
Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of Command and operational policies for external agencies may be found in each respective agency's emergency plan and procedures, published separately. The City of Tacoma follows the National Incident Management System (NIMS)/Incident Command System (ICS):



6. Direction, Control, & Coordination

Horizontal and vertical information sharing ensures that all stakeholders are integrated and aware of the needs at the state, tribal, territorial, and jurisdictional level.

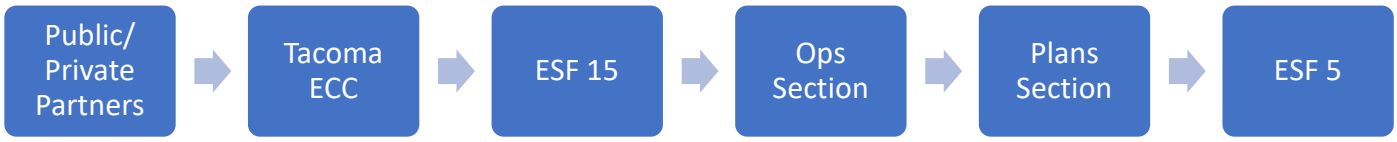
EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS



- Horizontal Integration - ensures regional plans are coordinated and communicated between response partners.
  -
- Vertical Integration - outlines ownership and responsibilities of communication systems between partners.
  - Pierce County ESF 15 – (1) Ensures that sufficient assets are mobilized during emergencies or disasters to provide accurate, coordinated and timely information to impacted communities and populace, first responders, governments, media, tribes, and private sectors, including those with alternate communication needs (e.g. limited English proficiency and deaf and hard of hearing). (2) To provide resource support and mechanisms to implement the Pierce County Joint Information Center (JIC) Plan and supplementing first responder public information officers' operations with JIC resources.
  - Puget Sound Regional Catastrophic Disaster Coordination Plan – This plan contains various elements which should integrate with External Affairs during a large-scale or catastrophic disaster.
  - State ESF 15 – Describes how the State will communicate accurate, accessible, and timely information to the public and various stakeholders during emergencies and declared disasters. ESF 15 provides information about the incident, state response activities, and available recovery programs. It also addresses information on state activities and programs that is incorrect or that could potentially undermine confidence in state emergency efforts.
  - Federal ESF 15 – Describes how federal agencies will provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children; those with disabilities and others with access and functional needs, and individuals with limited English proficiency.
  - Federal Response FIOP – Public Information and Warning Annex: Describes the Public Information and Warning core capability which delivers coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding

any threat or hazard and, as appropriate, the actions being taken and the assistance made available.

7. Information Collection, Analysis, & Dissemination



Information from field reports, data, social media monitoring, and other sources are collected, verified, and approved by the ECC. The ECC ensures accurate and timely dissemination to stakeholders. City of Tacoma ECC will request all departments and associated response partners to provide Essential Elements of Information (EEI). The EEIs for the ESF will address the following, as applicable:

Level	*Essential Element of Information*
Federal EEI's	• *Media monitoring reports and situational awareness* • *Advance notice and updates on relevant congressional hearings and actions* • *Updates from Disaster Survivor Assistance Teams (DSAT) teams, including the status of teams, the areas of deployment, and a summary of field reports, including common needs and observations* • *Limiting factors or shortfalls* • *Status of communications infrastructure in impacted areas*
City EEI's	• *Alerts, Warnings, and Messages* • *Public health advisories* • *Availability of communications equipment* • *Status of the emergency alert system (e.g., TV, radio, cable, cell)* • *Status of public safety radio communications* • *Options for dissemination of information to the whole community* • *External affairs and media communication*

8. Responsibilities

The City of Tacoma and coordinating agencies will take actions in accordance with FEMA's guidelines in the Response Mission Area. The following tables will outline the applicable Core Capabilities and associated Critical Tasks that these actions in this ESF should support:

Public Information & Warning	
Critical Task I.D.	**Critical Task Descriptions**
1	Inform all affected segments of society of critical lifesaving and life-sustaining information by all means necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.

EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS

Public Information & Warning	
Critical Task I.D.	**Critical Task Descriptions**
2	Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions, and facilitate the transition to recovery.

Operational Coordination	
Critical Task I.D.	**Critical Task Descriptions**
1	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.

Response Mission Area			
Core Capability	**Critical Task I.D.**	**Activity/Action**	**Organization(s) Name**
Public Information & Warning	1, 2	Coordinate incoming and outgoing public information data through the City ECC	Media and Communications Office
		Develop, review, and coordinate approval process for outgoing public information, to include press releases, press conference material, etc.	
		Coordinate with local PIOs and local media outlets to disseminate information and manage rumor control	
Operational Coordination	1	Coordinate and provide appropriate staff to the JIC	
	1	Maintain communication between the JIC and City ECC	
Operational Coordination	1	Provide guidance and direction regarding the content of messaging to the public	City Manager's Office
Public Information & Warning	1, 2	Activate the Public Emergency Warning System with appropriate messaging, for emergencies or disaster affect the tide flat area	Tacoma Fire-EM
		Provide assistance with public information through departmental PIO	
		Provide assistance with public information through departmental PIO	Tacoma Police
		Provide assistance with public information through TPU PIO	Tacoma Public Utilities
		Coordination and dissemination of health and wellness public alerts and messaging	Tacoma-Pierce County Health Department
Public Information & Warning	2	Provide accurate information related to protective actions for emergency/response personnel to maintain safety	Safety Office

EMERGENCY SUPPORT FUNCTION 15:
EXTERNAL AFFAIRS

9. Resource Requirements

Micro-level (ECC)

- The ECC is co-located with the FCC and shares the robust and redundant communications infrastructure. The ECC houses and maintains several desktop computers, software, Internet, ham radio, NOAA radio, 800 MHz radios, satellite telephone with data, landline telephones, broadcast and cable television, a printer/scanner/fax machine, and offline capabilities.
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Macro-level (Emergency-wide)

- City departments should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF
- As a minimum, all departments should expect to sustain emergency operations for 72 hours and have other resources programmed for use up to 14 days
- External Partner Liaisons to City ECC

10. References and Supporting Guidance

- Community Lifelines Implementation Toolkit Version 1.0
- National Preparedness Goal
- National Response Framework

11. Terms and Definitions

CIEP: Coalition of Inclusive Emergency Planning