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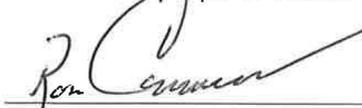
CLALLAM COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN 2022 REVISION – FOREWORD

The Comprehensive Emergency Management Plan (CEMP) for Clallam County is just one of many efforts to prepare people in Clallam County for emergencies, and is formatted to be consistent with the National Response Framework and the Washington State Comprehensive Emergency Management Plan in order to standardize plans throughout the state and to provide interoperability between local, state, and federal levels of government.

In 2019, the Emergency Management Section of the Clallam County Sheriff's Office undertook the challenge of completely rewriting the enduring CEMP up until that time. For many years, the contents and format was an effective publication in representing our community's response to emergencies. However, time changes many things, and the need for a fresh approach to how Clallam County responds to emergencies and disasters was needed.

With that in mind, a small panel of staff and volunteers set to work to rewrite the CEMP so that it better reflected our current state. Utilization of the affected department heads throughout county government and other subject matter experts were used to develop the new, updated plan. The commitment was stalled for a time as we activated our Emergency Operations Center to respond to the COVID-19 pandemic crisis, but we reassigned ourselves to this important task in the summer of 2021.

This CEMP is written to address the specific concerns and needs of communities throughout Clallam County and its government. It is anticipated that each City, Tribe, and agency in Clallam County has designated Emergency Management staff that prepare for, take mitigation actions against, respond to, and recover from an emergency or disaster event according to its own plans. However, when the emergency demands exceed available resources, County staff support them in coordinating assistance from other local, state and federal emergency management agencies. For this reason, this document is written with the considerations of our whole community and has accepted input from all our operational areas for the people of Clallam County.



Ron Cameron, Undersheriff

LETTER OF PROMULGATION

CLALLAM COUNTY
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN
2022 REVISION

This Comprehensive Emergency Management Plan (CEMP) for Clallam County has been developed in adherence to the requirements of Chapter 38.52 Revised Code of Washington (RCW). The CEMP supports the National Response Framework Plan (NRFP) and the National Incident Management System (NIMS).

The CEMP provides whole community guidance for mitigation, preparedness, planning, response and recovery through collaborative efforts and actions such as preparedness events, trainings, exercises, and joint response efforts to natural and manmade disasters. Its organizational structure provides the framework for our stakeholders and response partners to work together collectively with Clallam County regarding authorities, coordination of resources, functions and the individual responsibilities of local, state, federal, volunteer, private and public sector organizations.

County department heads and elected officials are reminded to become familiar with the CEMP contents to be prepared to coordinate their respective resources during an emergent event and allow for the continuation of services during and following such a disaster. The CEMP is a dynamic document that is continually updated to meet changing needs and best practices learned through trainings, exercises, and real world events. As such, requests for changes or modifications should be directed to the Clallam County Emergency Management Unit Program Coordinators.

Signed this 11th day of August 2022

Approved as to form



Mark Nichols, Prosecuting Attorney

BOARD OF COUNTY COMMISSIONERS



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Approval and Implementation

Record of Changes

Change Number YR-XXX	Date of Change MM/YYYY	Change Summary/Sections Affected	Position Name/Initials
22-001	April 12, 2022	Complete revision of plan	EOC Coordinator/AC
22-002	August 16, 2022	Promulgation by BOCC	EOC Coordinator/AC



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Revised 4/12/2022



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1. Introduction – Purpose, Scope, Situation Overview, and Assumptions

1.1. Purpose – This emergency management plan and program defines how we will carry out the duties of the government of Clallam County to meet the needs of our geographically unique community in the event of a major emergency or disaster.

We foster the whole community approach to preparedness and collaboration among government and non-government entities, the private sector, and our citizens to restore critical services and re-establish public health and order following a disaster. It is through this process of joint endeavor that we can reduce the impact of the emergency and make the best use of our strengths and resources.

1.2. Scope and Applicability – The Clallam County Comprehensive Emergency Management Plan (CEMP) addresses the disaster responsibilities of the personnel, services, equipment, supplies, and facilities of the offices and departments of Clallam County and the emergency roles of those political subdivisions, special purpose districts, quasi-municipal corporations, private sector organizations and commercial resources that participate in the overall program by agreement or understanding.

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

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

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

1.2.2. National Incident Management System – NIMS provides a nationwide template to enable Federal, State, local, and tribal governments, the private sector and non-governmental organizations to work together. NIMS represents a core set of doctrine, concept, principles, terminology, and organizational processes to foster collaboration at all levels.

The Clallam County CEMP uses the NIMS framework as a guide for planning, training, exercises, and operations coordination. This meets State and Federal requirements. The Incident Command System (ICS), the resource coordination and management module of the National Incident Management System, is recognized and employed by all local emergency management partner agencies involved in complex multi-agency and multi-jurisdiction operations.

1.2.3. Agency/Department EOP Format – Clallam County utilizes the Agency/Department EOP format that FEMA introduced in the Comprehensive Preparedness Guide 101. The plan's major elements are consistent with the requirements of state and federal law and best practices and are centered on the standards and expectations of the State of Washington Comprehensive Emergency Management Plan.

1.2.4. Basic Plan Structure – The Plan is divided into eleven sections:

- Section 1: Introduction – Purpose, Scope, Situation Overview, and Assumptions

This provides an overview of the emergency management plan and program and an outline of the concept of operations (this document).

- Section 2: Concept of Operations

This section defines the mechanism for coordination of multiple agencies organizations involved in the emergency or disaster; and explains the roles and responsibilities of the Emergency Operations Center and the CCEM Staff. This section also explains Whole Community involvement for the county.

- Section 3: Direction, Control, and Coordination

This section discusses how the first line response agencies, and their support services will conduct emergency operations under the overall coordination schematic.

- Section 4: Organization and Assignment



The section covers the organizational of hierarchy of the city, county, and emergency management, the CCEM Staff and the breakdown of Emergency Support Functions (ESFs).

- Section 5: Responsibilities

The section details responsibilities of local, state, federal, non–government, and individual agencies and organizations in emergencies and disasters.

- Section 6: Communications

This section provides description of the communications protocols and coordination procedures used between response organizations during emergencies and disasters. It includes the type of information needed, the source of the information, who uses the information, how the information is shared, the format for providing the information, and any specific times the information is needed.

- Section 7: Administration

This section explains administrative actions and procedures that must be performed during a disaster. These include preservation of files and detailed documentation of all actions taken during response and recovery.

- Section 8: Finance

This section addresses policy-level support for cost recovery and financial assistance.

- Section 9: Logistics

This section addresses policy-level for procurement, damage assessment, and coordination of short–term and long–term recovery. Declaration of Emergency, the enactment of emergency powers, and continuity of government are also outlined here.

- Section 10: Plan Development and Maintenance

This defines the ongoing process of training within the jurisdiction and the task of keeping this document up to date.

- Section 11: Authorities and References

This section includes a list of legal references and other documents that support the strategic concept of operations.

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

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

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

1.3. Situation Overview – Clallam County has an area of 2,671 square miles (932 square miles are ocean or Strait). Highway 101 is the only land supply route to/from the county. The eastern 30 miles are mostly farmland and prairie while the remaining county is heavily forested. Average temperatures range from 75°F in July to 33°F in January. Annual precipitation in the western part of the county is 35 inches but increases sharply as the elevation climbs into the Olympic Mountains (Upper Hoh Ranger Station, 110–120 inches).

The April 1, 2020, total population estimate for Clallam County was 77,155 (US Census). The majority of the population is concentrated in the central and eastern urban areas of the county.

Critical Emergency Management plans must consider:

- Clallam County is vulnerable to natural hazards such as earthquake, flood, landslide, severe storms, tsunami, wildland fire and disease.
- Clallam County is vulnerable to technological (human–caused) hazards associated with hazardous materials spills, Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) terrorism, active shooter situations, civil disturbances, transportation accidents, and urban wildland interface fire.
- Damage to infrastructure spanning geographic barriers may divide the County into isolated communities during a disaster or catastrophic event. These isolated communities are called micro–islands. CCEM organized these micro–islands into five Operational Areas. Each will report information and coordinate local response within their assigned micro–islands to the CCEM Staff.



- *The Clallam County Multi-Jurisdiction Hazard Assessment (CCHA)* is published separately and provides additional information about the potential natural and human caused hazards found throughout the county. The CCHA is the basis for county/political subdivision emergency management plans and procedures. Table 1.1 provides a summary of these threats based on known risk. The dynamic and/or cascading variables of a catastrophic event may alter this assessment.
- *The State of Washington Hazard Identification Vulnerability Assessment (WA-HIVA)* provides additional information on potential natural and human-caused hazards that threaten the county and neighboring sources of mutual aid that must be considered during county emergency planning.

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

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

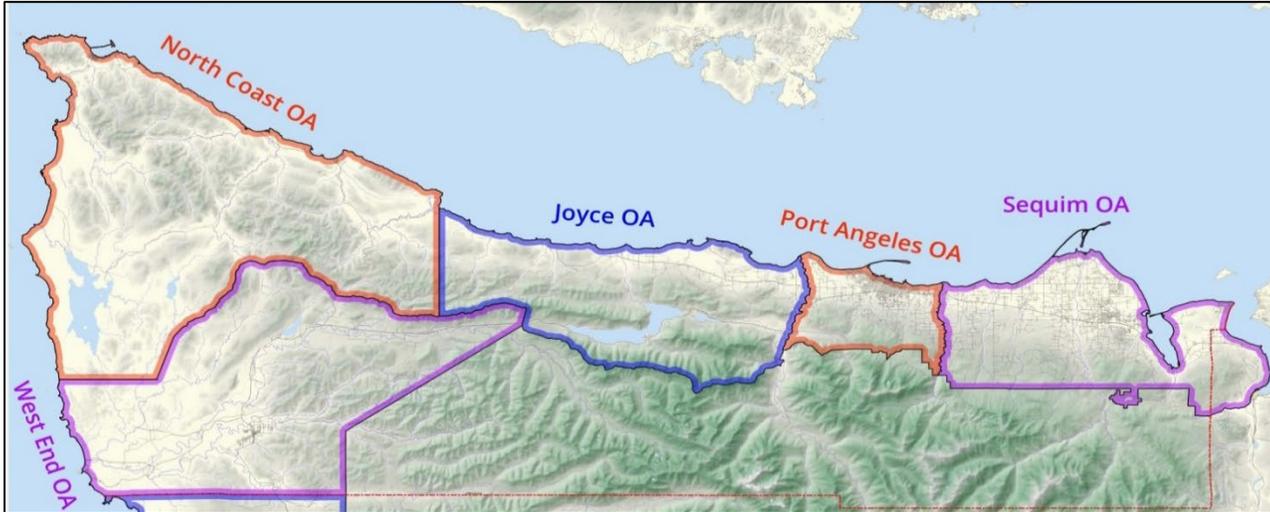
- Coordination Center (for primary direction and control point).
- A common emergency response coordinator agency (fire district) Point of Distribution (for distribution of critical supplies). More than one POD may be identified to cover geographic separation.
- Air transportation capabilities (landing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

Table 1.0 Clallam County Operational Areas

AREA	MICRO-ISLANDS IN THE OPERATIONAL AREA	COORDINATION CENTER
North Coast Operational Area	Neah Bay (via Makah Tribal Emergency Management), Shipwreck Point, Clallam Bay, Ozette and Pysht	Clallam Bay Fire Station
West End Operational Area	Hungry Bear, Beaver, Forks, La Push (via Quileute Tribal Emergency Management), West Jefferson County	CCFPD #1 & 6 Forks City Hall
Joyce Operational Area	Indian Valley, Pillar Point, Joyce, Lake Sutherland, Lake Crescent	CCFPD #4
Port Angeles Operational Area	Port Angeles East, Port Angeles West, Lower Elwha Klallam Tribe	Port Angeles Fire Department CCFPD #2
Sequim Operational Area	Deer Park, R Corner, Carlsborg, Sequim, Diamond Point Jamestown S’Klallam Tribe	Clallam County Fire District #3

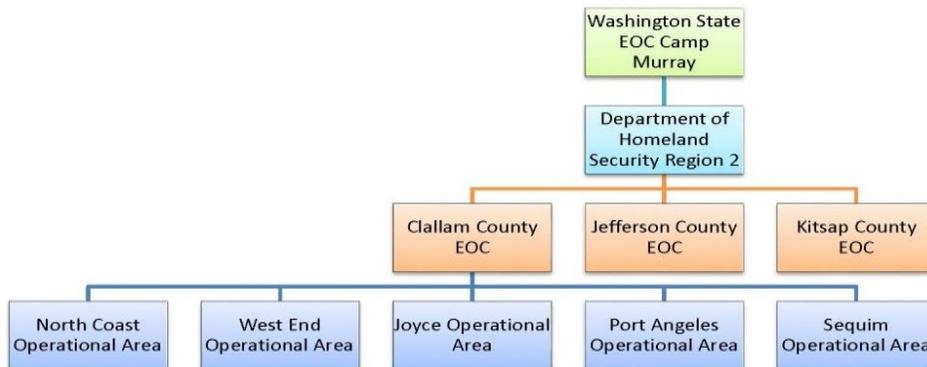


Figure 1.0 Map of Clallam County Operational Areas



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

Figure 1.1 Organization Chart for Clallam County Operational Area Implementation



1.3.2. Mutual Aid Agreements (MOU/MOA) – Clallam County Fire and Hospital Districts have agreements with Jefferson County for providing Fire and EMS response to the Gardiner area. Forks Community Hospital provides EMS service to part of western Jefferson County.

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

1.3.3. Hazard Analysis Summary – The following tables show a brief summary of hazards that threaten Clallam County.



Table 1.1 – Color Code Definitions for Table 1.2

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

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

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



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

- Local resources may be overwhelmed, damaged, or otherwise limited in their ability to respond as planned. It may not be possible to meet all needs under all circumstances.
- The lack of funds or a shortage of resources may limit the ability to conduct emergency operations as planned.
- The inability to disseminate local warnings may result in some citizens not receiving emergency information. This plan relies heavily on the capabilities of the State and Federal governments and the news media.
- Geographic isolation or impaired access may limit or prevent timely delivery of outside aid. Resources and time may constrain the ability of the program to meet all objectives, and require prioritization of planning, response, and recovery efforts.

2. Concept of Operations

2.1. General Concepts

2.1.1. Plan Activation – Depending on the nature and scope of the incident, CCEM Staff coordinates community warnings and alerts, supports field operations as needed, stands up an emergency operations center for overall coordination of response, facilitates damage assessment, and supports the coordination of restoration and recovery following a major disaster. CCEM is the primary conduit for state and federal disaster assistance and provides the pivot point for multi-agency multi-jurisdictional collaboration.

2.1.2. Emergency Operations Center (EOC) – The EOC is a dedicated facility for the joint agency coordination of overall response and recovery according to this plan and is located at the Clallam County Courthouse 223 E 4th Street in Port Angeles.

An Alternate Emergency Operations Center (A-EOC) is established at the Port Angeles Fire Station at 102 E 5th St in Port Angeles. Continuity of Operations under a wide range of conditions requires robustness of the physical plant.

2.1.3. CCEM Staff – The CCEM Staff is established to provide overall coordination and support. It is a combination of Emergency Management staff, partner agency representatives, and trained volunteers. The team is organized according to the Incident Command System (ICS) consistent with the NIMS compliance requirement. The CCEM Staff acts as a coordinating body to aid and assist Unified Command (UC) by providing central coordination for regional incidents, and while acting in support for site-specific events. The Emergency Manager leads the CCEM Staff. CCEM Staff may be expanded to meet the nature and scope of the incident.

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

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

2.1.5. Internal Control Retained – Each partner organization retains its own identity and internal control. There is no intent in this plan to subordinate any entity. Coordination and support through the CCEM Staff in the EOC is voluntary and undertaken by agreement in the best interest of the community.

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

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

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



2.2. Whole Community Involvement – The “Whole Community” includes individuals, families, and households; communities; the private and nonprofit sectors; faith-based organizations; and local, tribal, state, and federal governments. The “Whole Community” is defined in the National Preparedness Goal as follows: “[A] focus on enabling the participation in national preparedness activities of a wider range of participants from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of Federal, state, tribal and local governmental partners in order to foster better coordination and working relationships.” Involving the “Whole Community” is a means by which Washington State residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and, determine the best ways to organize and strengthen their assets, capacities, and interests. The “Whole Community” approach in Washington State attempts to engage the full capacity of the public, private and nonprofit sectors. This includes businesses, faith-based and organizations that serve people with disabilities, and the general public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), and people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.

2.2.1. Statement of Non-Discrimination – The Clallam County Charter states, "In the exercise of its powers or in the performance of its duties, the County shall ensure that no person is discriminated against because of race, creed, political ideology, color, national origin, sex, marital status, sexual orientation, age, the presence of any sensory, mental or physical handicap, or any other basis not reasonably related to the accomplishment of a legitimate governmental purpose, and shall take whatever affirmative action necessary to accomplish this purpose as defined in the state and federal constitutions and applicable court interpretations." (Clallam County Home Rule Charter, Article X, Personnel System, Section 10.30: Nondiscrimination)

Clallam County complies with the Americans with Disabilities Act (ADA) when requested to make an accommodation. The Americans with Disabilities Act (ADA) is a federal law enacted in 1990 that prohibits discrimination against individuals with disabilities in employment, public accommodations and state and local government operations and services. Under the ADA, anyone who has a physical or mental impairment substantially limiting one or more major life activities, has a record of such impairment or is regarded as having such impairment; is considered a person with a disability. In terms of employment, the law defines a qualified individual with a disability as a person who can perform the essential functions of the job with or without a reasonable accommodation. Under the ADA, it is unlawful to discriminate in employment against individuals with disabilities or to refuse to reasonably accommodate the known disability of an otherwise qualified individual, unless to do so causes an undue hardship. Clallam County will ensure that there is no discrimination against a qualified individual with a disability in the programs, services or activities it provides.

Clallam County is an equal opportunity employer and does not discriminate in hiring or employment on the basis of race, color, creed, religion, gender, national origin, ancestry, age, marital status, pregnancy, veteran status, physical, mental or sensory disability, sexual orientation, gender identity, or any other basis protected by federal, state or local law.

Clallam County abides by the principles of the Age Discrimination in Employment Act (ADEA) and does not unlawfully discriminate on the basis of age.

2.2.2. Populations with Access and Functional Needs (AFN) – Emergency preparedness programs address the needs of all its citizens, including those with access and functional needs. These citizens are disproportionately vulnerable and require reasonable accommodation in all elements of the program. Examples of these conditions include provisions to notify people with auditory impairments or cognitive disabilities, assistance with evacuation and transportation, provision of temporary housing shelters with ADA accommodations and assistance with recovery after a disaster.

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



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

2.2.3. People with Access and Functional Needs Identified – People with access and functional needs include those who may need additional assistance in an emergency because of reduced mobility, dependency on medical technology, impaired vision or hearing, fragile age, or other factors. This may include persons who are at a high risk from harm due to a significant limitation in their personal care or self-protection abilities. For some, loss of support due to power or communications outages, or transportation and supply disruptions, may be the only risk factor.

CCEM works with agencies, multiple groups, caregivers and service providers and Non-Governmental Organizations (NGOs) to plan and prepare for the needs of the whole community.

2.2.4. Accommodating the Unique Needs of Children in a Disaster – The needs of children, particularly post-disaster, including reunification of children with families, childcare services, identification of special resources, lead coordinating agency identification, post-disaster counseling, and other support services. Coordination of this is done with local schools and other agencies working with children.

2.2.5. Identification of Needs for Household Pets and Service Animals – CCEM works with several animal welfare groups within the county to plan and prepare for handling animals in a disaster. Efforts to evacuate and shelter pets will be conducted in conjunction with the evacuation of their owners when it can be safely accomplished. Whenever possible, animals should be sheltered in close proximity to their owners to meet the requirements of the Pets and Evacuation and Sheltering Standards of 2006, PL. 109-308. (SEE ESF #11-5)

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

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

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

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

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

3. Direction, Control, and Coordination

3.1. General – Responsibilities of the Multi-Agency Coordination Team

- Information Collection and Evaluation – Establishing and sustaining an information management system in the EOC that provides for collection, processing, tracking, display, and retention of operational information.
- Strategic Planning – Coordination of global strategic planning to guide and measure progress toward overall emergency response and recovery goals and objectives.
- Common Operational Picture – Assembling, codifying, and displaying of the status of infrastructure, assessment of public and private damage, and overall impact of emergency conditions.
- Overall Inter-Agency Coordination – A process for multi-agency and multi-jurisdictional coordination and collaboration.
- Broad Scale Incident Priorities – A system for prioritization of scarce resources according to a strategic plan.
- Comprehensive Resource Management – General materiel support to the emergency response and recovery agencies; acquisition, staging, delivery and tracking of essential resources.
- Public Information – Establishment and coordination of a joint agency emergency public information network.
- Coordination of State and Federal Relief – The principal point of contact for state assistance and federal disaster relief.



- Coordination of Local Government – Provides staff and guidance to county and city officials during the emergency and early-stage recovery process.

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

3.2. Horizontal Integration – Horizontal Integration of the CEMP occurs within the political subdivision, elected board or municipal corporation leadership level. Authorities listed in the organizational chart above require each Chair to coordinate emergency plans within all departments of their respective organizations. Emergencies are best handled at this local level until it exhausts all resources. CCEM, in accordance with NIMS, cannot respond to a request for assistance until that occurs.

3.3. Vertical Integration – Vertical Integration occurs in 2 ways:

- Mutual aid – Mutual aid is a request for specific vertical resources when the emergency does not require activation of the EOC.
- WAEMD Resource Requests – Disaster assistance is a request for specific resources submitted through WebEOC.

3.4. Unity of Effort Through Core Capabilities – Clallam County coordinates with multiple agencies to present preparedness programs, training and exercises to promote a resilient whole community.



Table 3.0: Emergency Support Functions (ESF) assigned to Primary and Support Agencies by Core Capability

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



	Public Health/Healthcare, EMS	C	S	P	S	S	S	P	S	S	S	
	Situational Assessment	S	P	P	P	S	P	P	P	p	S	
RECOVERY	Planning	P	S	S	S	S	S	S	S	S	S	
	Public Information & Warning	S	S	S	S	S	S	S	S	S	S	
	Operational Coordination	P	S	S	S	S	S	S	S	S	S	
	Infrastructure Systems	C	N/A	N/A	S	S	S	S	S	S	S	
	Economic Recovery	C	N/A	N/A	S	S	S	S	S	S	S	
	Health & Social Services	C	N/A	N/A	S	S	S	S	S	S	S	
	Housing	C	N/A	N/A	N/A	S	S	S	S	S	S	
	Natural & Cultural Resources	C	N/A	N/A	N/A	S	S	S	S	S	S	

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

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

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

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

3.7.1. Threats and Hazards Identification – CCEM makes strong use of in-house resources and those provided by Washington State EMD. The county utilizes numerous Federal, State, Local and Tribal resources to create many of the displays used to educate the public about where vulnerabilities and risks lie.

3.7.2. Mitigation Overview – The 2019 Clallam County Multi-Jurisdiction Hazard Assessment was adopted in November 2019 and presents the county’s current mitigation plan. The updated Hazard information is included in this 2021 CEMP and ESFs.

3.7.3. Long-Term Vulnerability Reduction – The agencies responsible for each operational area in Clallam County constantly takes steps to ensure the long-term safety of its citizens through public information campaigns, workshops, and infrastructure projects designed to improve survivability in the event of a disaster scenario.

3.8. Common Response and Recovery – County and participating political subdivision personnel, services, and equipment are a part of the local emergency management system. Washington State law directs the heads of governments to utilize those assets, along with those of the other municipal corporations and special districts, to the “maximum extent practicable”. It is the responsibility of CCEM to assist them in developing the internal procedures necessary for execution of their emergency duties as identified in this plan.

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

3.9. Response Mission Infrastructure System – The County’s Department of Public Works maintains county owned infrastructure. It is dedicated to road maintenance, wastewater treatment, solid waste management, and surface water management. County Parks and Facilities are responsible for the maintenance of county buildings.

3.9.1. Public Works Surge Capacity and Disaster Strategy – The County Departments of Public Works is signatory to the Washington State Public Works Emergency Response Mutual Aid Plan. Overall coordination



of Public Works activities is accomplished through representation on the CCEM Staff. (Public Works unit when activated).

3.9.2. Water Distribution Systems – Private wells, a public utility district and some independent private water systems, make up the majority of the household water sources in the county.

3.9.3. Water Distribution Surge Capacity and Planning Strategy – Public water systems maintain emergency plans and procedures, coordinated with this plan, for response to water emergencies. There is some connectivity between systems allowing for limited redirection of water resources to systems in need. Water utilities are represented on the CCEM Staff.

3.9.4. Electricity Distribution Systems – Clallam County is served by two electrical utilities:

- Clallam County PUD #1 (Clallam County and the northwest portion of Jefferson County)
- Port Angeles City Light

3.9.5. Electrical Distribution Systems Surge Capacity and Planning Strategy – There is interconnectivity among the electric utility providers that can accommodate moderate shortages. In addition, mutual aid plans and agreements cover sharing of repair resources. Emergency restoration of public power to the majority of the County is defined in the Clallam County Public Utility District #1 Emergency Response & Restoration Plan (ERRP) which is coordinated with this plan. Prioritization of emergency response is coordinated through the PUD power Dispatch Center located at Carlsborg Operations Center.

In an emergency, a PUD management representative will be assigned to the CCEM Staff.

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

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

3.9.8. Fatality Management Services – The Clallam County Prosecutor serves as the County Coroner. The death of all persons, with certain limited exceptions, falls within the jurisdiction of the County Coroner. The coroner is responsible for identification, determination of cause of death, notification of next of kin, and plays a role in the disposition of unclaimed bodies along with the BOCC.

Deputy Prosecutors may assume the duty of Deputy Coroner. The coroner is not a medical examiner, and outside medical examiner services are used when an autopsy is required. The coroner may appoint other individuals to act as Deputy Coroner.

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

The coroner is represented on the CCEM Staff.

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

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

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



Overall coordination of Fire/Emergency Medical Services is accomplished by representation on the CCEM Staff in the Operations Section. Fire/EMS may also be assigned to Unified Command in some circumstances.

3.9.10. Mass Care Services – The South Puget Sound and Olympic Peninsula Chapter of the American Red Cross is supporting Clallam County in providing mass care shelters to the extent of their capabilities. CCEM is supporting planning and training for mass care services within the Operational Areas.

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

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

Urban SAR (collapsed buildings, burning structures, etc.) is performed by certified fire/EMS personnel. During disasters, CCSO SAR resources are available to support fire/EMS efforts when appropriate. Light search and rescue capability is available through activation of volunteer emergency workers such as local Community Emergency Response Teams (CERT) and other neighborhood preparedness programs.

Search and Rescue is represented on the CCEM Staff.

3.9.12. On-Scene Security, Protection and Law Enforcement – The Clallam County Sheriff's Office, the cities and tribes all perform law enforcement duties in the unincorporated portions of the county and their appropriate city and tribal jurisdictions. The Sheriff and the City of Forks also provides jail services.

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

Sheriff's Office and Police Department personnel frequently interact on an informal, mutual aid basis.

This temporary arrangement is also supported by local troopers from the Washington State Patrol when available. More formal mutual aid understandings are in place between the Sheriff and law enforcement agencies in adjacent jurisdictions.

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

Law Enforcement is represented on the CCEM Staff.

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

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

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

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

Clallam County Health and Human Services is a partner in the Homeland Security Region 2. This partnership augments local resources by mutual aid with both Jefferson and Kitsap Counties' health organizations. Additional resources may be available in an emergency from the State Department of Health.



HHS also is a part of the Northwest Healthcare Response Network which aids in the coordination of the healthcare community.

The Health Department is included on the CCEM Staff. A Health Command Center may be established at the HHS office to carry out detailed deployment according to internal plans. CCEM and HHS may activate a Unified Command (UC) when required.

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

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

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

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

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

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

3.10.2. Activation of the Recovery Process CCEM Staff is the primary point of contact for disaster recovery preparedness and is the focal point for implementation of the recovery plan. Recovery from a disaster will involve coordination of local, state, tribal, Federal, and private sector resources. Recovery priorities will be established on the basis of the data collected in the damage assessment process. –

3.10.3. Short-Term Recovery – The actions needed to stabilize the immediate health and safety needs of the community. Typical actions in this phase might include:

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

3.10.4. Long-Term Recovery – The actions taken to promote redevelopment of community vitality. Typical actions in this phase might include:

- Completion of the Federal damage assessment process.
- Identification of restoration priorities.
- Completion of debris removal and demolition.



- Rebuilding of damaged public facilities.
- Resumption of commerce.
- Stimulation of housing repair and reconstruction.
- Development of hazard mitigation projects.
- Mitigation of environmental impacts.

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

3.10.6. Recovery Facilities – Depending on the scope of the disaster, the following facilities may be needed to support recovery activities:

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

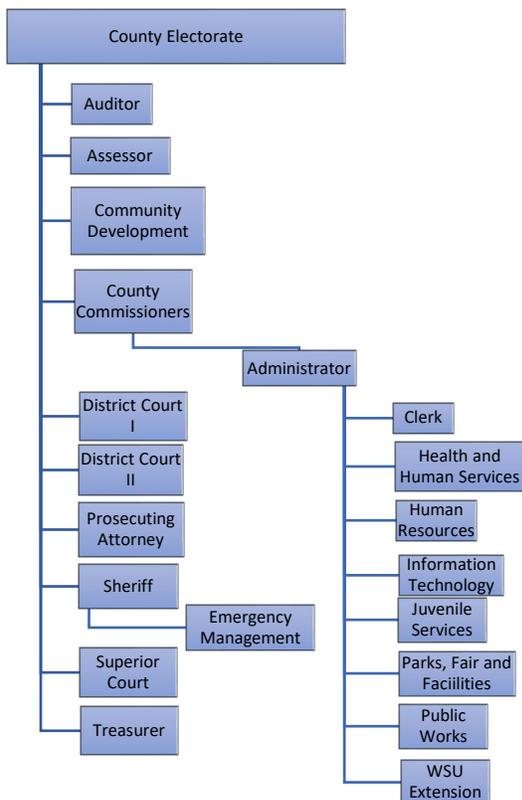


4. Organization and Assignment

4.1. Jurisdictional Organization Structures

4.1.1. Clallam County Organization Structure

Figure 4.1 County Government Organization Structure Version 2021



4.1.2. City Jurisdiction Coordination – Incorporated Cities of Port Angeles, Forks and Sequim Organization Structures. The City Command Center will act as the primary direction and control point for city resources for incidents inside the city. The County Emergency Operations Center (EOC) may be activated in support as needed, or members of the CCEM Staff assigned to the EOC to assist where needed.

4.2. Clallam County Emergency Management Organizational Structure – The Clallam County Board of Commissioners established the CCEM by resolution and delegated overall supervision of the department to the Sheriff. The Sheriff has appointed the Undersheriff as the Director of Emergency Management. The Emergency Management Director is responsible for day-to-day operation of the program, supervision of Emergency Management staff, and coordination of planning, training, drills, and exercises to assure readiness, and implementation of plans and procedures in an emergency. The Director and the two coordinators staff the office and operate under the personnel rules of the county.

Figure 4.3 CCEM ORGANIZATION CHART VERSION 2021

Clallam County Emergency Management Staffing Chart

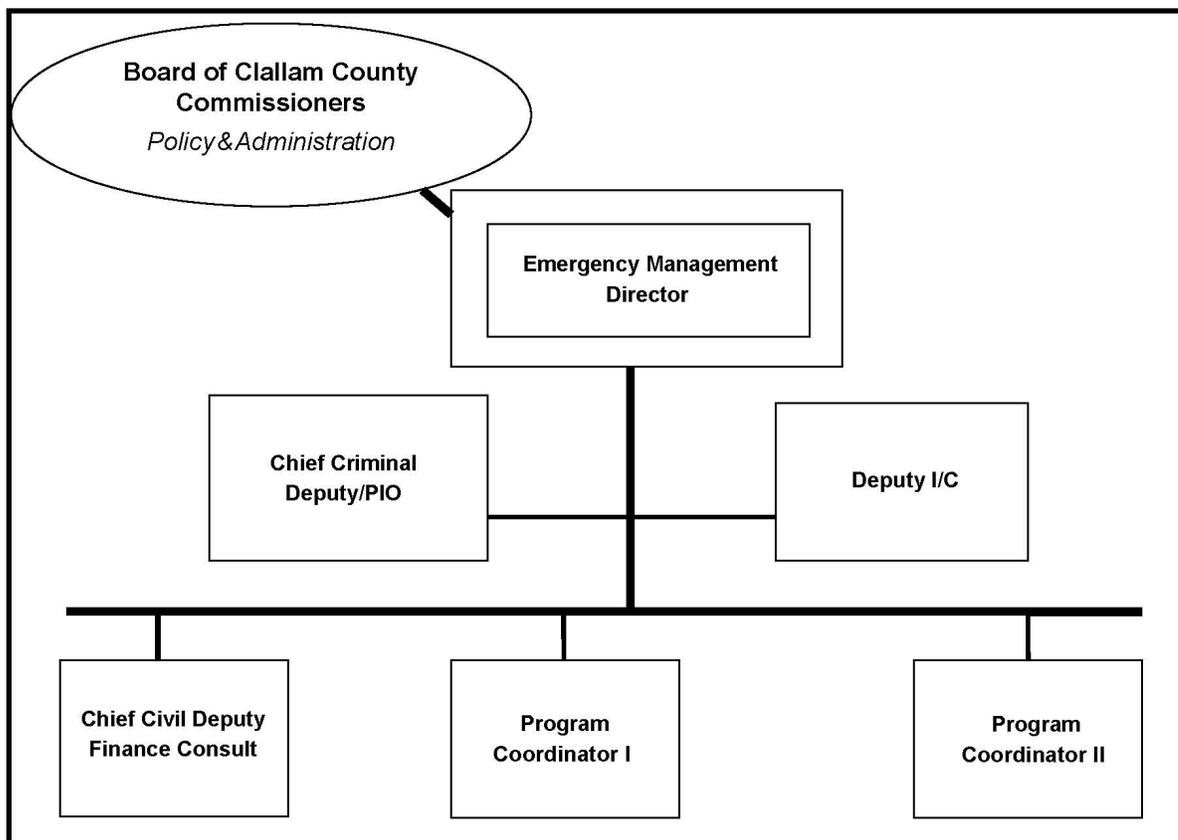
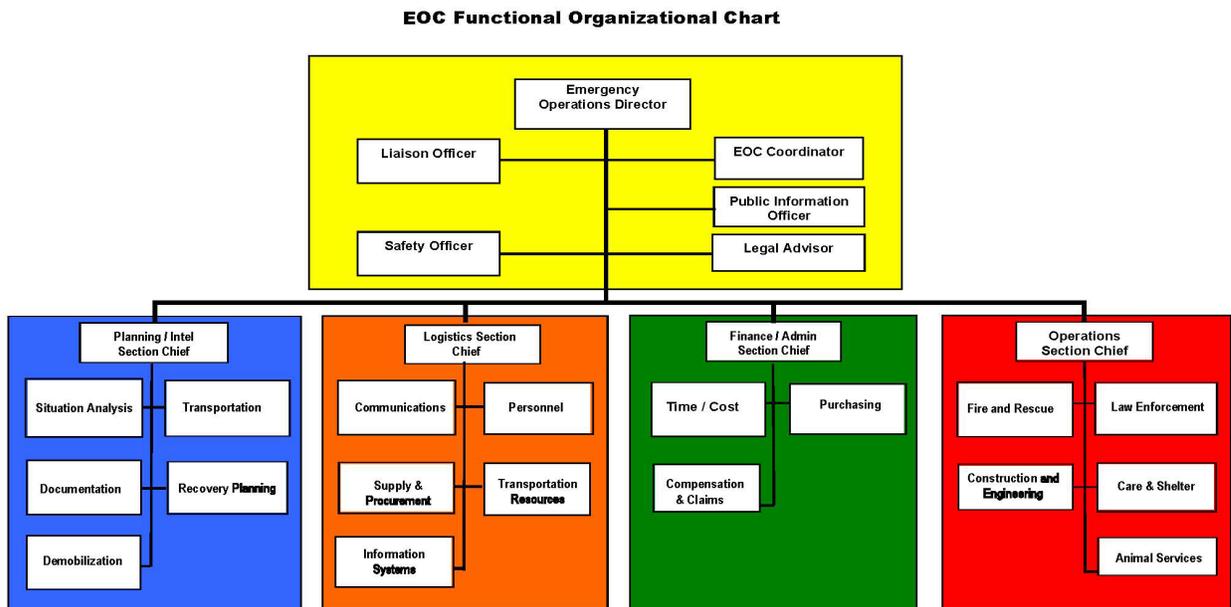


Figure 4.4 CCEM Staff ORGANIZATION CHART VERSION 2021



4.2.1. Primary and Alternate Locations – The Clallam County Emergency Management (CCEM) and County Emergency Operations Center (EOC) are located at 223 East 4th St, Port Angeles. In the event a disaster renders the facility unusable, operations may shift to the Port Angeles Fire Department at 102 East 5th St. in Port Angeles or an alternate facility as appropriate. The Mobile Incident Command Vehicle can also be used in certain emergencies. CCEM Staff will be the focal point for addressing the incident regardless of location.

4.2.2. Authority to Activate – Authority to activate falls under the CCEM Staff. If the identified higher authority is unavailable, the following chain of authority will be observed:

1. Sheriff or designee
2. Assigned CCEM Duty Officer (or alternate)
3. Chief Criminal Deputy
4. Clallam County Sheriff Duty Supervisor.

Figure 4.5 Clallam County EOC Activation Levels (See Fig. 2.1, page 16)

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



4.2.3. Deactivation Process – As the emergent situation stabilizes and the need for coordination and support decreases the EOC will stand down to the next appropriate activation level. The decision to deactivate the EOC shall be by the direction of the chain-of-command designated above under Decision to Activate.

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

4.3. Emergency Roles

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

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

4.3.2. Primary – Primary agencies have significant authorities, roles, resources, and capabilities for a particular function within a capability (SEE ESFs).

- Orchestrating support within their functional area for the appropriate response core capabilities and other missions
- Notifying and requesting assistance from support agencies
- Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate state officials, operations centers, and other stakeholders
- Coordinating resources resulting from mission assignments
- Working with all types of organizations to maximize the use of all available resources
- Monitoring progress in achieving core capability and other missions and providing that information as part of situational and periodic readiness or preparedness assessments
- Planning for incident management, short-term recovery operations, and long-term recovery
- Maintaining trained personnel to support interagency emergency response and support teams
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards or to validate and improve capabilities to address changing risks
- Promoting physical accessibility, programmatic inclusion, and effective communication for the whole community, including individuals with disabilities

4.3.3. Supporting Agencies – Support agencies have specific capabilities or resources that support primary agencies in executing capabilities and other missions (SEE ESFs).

- Participating in planning for incident management, short-term recovery operations, long-term recovery, and the development of supporting operational plans, standard operating procedures, checklists, or other job aids
- Providing input to periodic readiness assessments
- Maintaining trained personnel to support interagency emergency response and support teams
- Identifying new equipment or capabilities required to respond to new or emerging threats and hazards, or to improve the ability to address existing threats
- Coordinating resources resulting from response mission assignments



5. Responsibilities

5.1. Clallam County Responsibilities

5.1.1. Elected/Appointed Officials – Legislative responsibility for county government is vested in the three–person Board of Clallam County Commissioners. Constitutional offices consist of Clerk of the Court, Prosecutor, Sheriff, and the Judiciary. The Statutory offices are Assessor, Treasurer, and Auditor.

The Clallam County Administrator is an appointed official who serves as the Chief Executive Officer for the County, and is responsible for carrying out all decisions, directives, policies, ordinances, and resolutions made by the Board of County Commissioners. Administrative departments, under the County Administrator, include Information Technology, Health and Human Services, Public Works, Washington State University Cooperative Extension, and Risk Management.

- **Legislative Support to Emergency Management** – The Board of County Commissioners provides emergency legislative support to the Emergency Management program in an emergency. Such support includes declarations of emergency and special emergency measures needed to meet response needs.
- **Critical Tasks Identified** – The continuation of essential government operations under emergency conditions is expected by our citizens. Some elements of services – law enforcement, fire/EMS, emergency management, public health, etc. – become even more essential. Sustained government services are vital to economic stability and recovery. Some constitutional requirements – for instance some responsibilities of the criminal court system – cannot be suspended. Rallying the community response, marshaling resources, meeting emergency needs, and reacting to the crisis at hand, while sustaining or restoring critical government operations, is a major leadership challenge.
- **Alternate Location for the Conduct of Public Business** – The emergency affairs of the county can be conducted in an alternate place for the duration of the emergency provided reasonable effort is made to notify the public of the emergency relocation.
- **Telephonic Voice Vote** – When exigent circumstances require, a telephone vote of the legislative body can adopt a declaration of emergency. This action needs to be on the record, witnessed, and later affirmed. Telephonic voice vote will be coordinated by the County Administrator.
- **Emergency Powers** – The law provides certain unique powers to the heads of local government in the event of an emergency. Such powers may be enacted when an emergency or disaster occurs, that demands immediate action to preserve public health, protect life and public property, and provide relief to the stricken community. In carrying out this plan the Board of County Commissioners may exercise those powers without regard to the time–consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) including (but not limited to):
 - Budget law limitations.
 - Requirements of competitive bidding.
 - Publication of notices.
 - Provisions pertaining to the performance of public works.
 - Entering into contracts.
 - Incurring obligations.
 - Employment of temporary workers.
 - Equipment rental.
 - Purchase of supplies and materials.
 - Levying of taxes.
 - Appropriation and expenditure of public funds.

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

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

- **Emergency Powers Caution – Environmental Issues** – Although emergency powers allow certain activities impacting public health and safety to be carried out without delay, all recovery activities remain



accountable to the myriad environmental laws and regulations, limitations on historical buildings and landmarks, and other regulatory processes. Each applicant agency will be required to comply with the permit requirements, and other measures required by law to the extent possible; and will be responsible for knowing what those requirements are.

- **Declaration of Emergency** – A local declaration of emergency activates the emergency powers described above and is the prerequisite for requesting state and federal assistance in a major emergency. Such declaration is made by the county by adoption of an ordinance or resolution. A county declaration is covered by RCW 36.40.180. A joint resolution can be made under RCW 38.52.070(2).

5.1.2. Local Government Agencies/Departments – Use of County Personnel and Services in an Emergency – County personnel, services, and equipment are a part of the local emergency management system. Washington State law directs the heads of governments to utilize those assets, along with those of the other municipal corporations and special districts, to the “maximum extent practicable”. It is the responsibility of the CCEM to assist them in developing the internal procedures necessary for execution of their emergency duties as identified in this plan.

5.1.3. Regional Organizations – CCEM is an equal partner in an Interlocal Agreement (ILA) between the counties of Clallam, Jefferson, and Kitsap for the purpose of the formation of the "Washington State Homeland Security Region 2 Coordinating Council". The formation of the Council is facilitated for the purpose of joint participation in Homeland Security and Emergency Management "All Hazards" planning and preparedness programs under the State Homeland Security Grant Program (SHSP) within the counties of Clallam, Jefferson, and Kitsap. Each participating county will be responsible for their individual County's management and administration functions associated with this agreement. No new or separate legal or administrative entity is created to administer the provisions of this ILA. This ILA shall be administered by the members of the Council.

- **Federal Assets**

- **Federal Emergency Management Agency (FEMA)**

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

- **Department of Homeland Security (DHS)**

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

- **Department of Defense (DOD)**

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

- **United States Coast Guard (USCG)**

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



- **Washington State Assets**

- **National Guard**

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

- **Washington State Patrol (WSP)**

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

- **Washington State Department of Transportation (WSDOT)**

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

- **Washington State Department of Natural Resources (DNR)**

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

- **Washington State Department of Social and Health Services (DSHS)**

- Coordinating Agency for ESF #6
- Promotes the integration of functional needs support services.
- Coordinates state–level mass care, emergency assistance, temporary housing, or human services response when requested by impacted jurisdictions.

- **Washington State Emergency Management Division (WAEMD)**

- Coordinates the acquisition and deployment of additional communications equipment, personnel and resources necessary to establish temporary communications capabilities within the affected areas.
- Receives and processes requests from local jurisdictions for specific state and federal emergency and disaster related assets and services.
- Coordinates state assets to support local jurisdictions in need of supplemental emergency or disaster assistance
- Coordinates the provision of statewide search, rescue, and recovery assets to supplement the efforts of local jurisdictions.
- Develops and implements programs or initiatives designed to prevent, protect, and mitigate the effects of hazards through the development and enforcement of policies, standards, and regulations.



- Provides emergency and disaster–related training and orientation to state and local officials to familiarize them with emergency or disaster–related responsibilities, operational concepts, and procedures.

5.1.4. Private Sector Responsibilities

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

5.1.5. Non-Governmental/Volunteer and Community Organizations (NGOs) – Clallam County has a unique relationship with community organizations dedicated to emergency preparedness. Many neighborhoods have developed their own Emergency Preparedness Groups with the goal of being self-sustaining in the event of a disaster.

5.1.6. Individual Community Members – CCEM believes that individuals need to be responsible for the safety and welfare of themselves and their families. We provide a wide variety of links, training programs, documents and resources to aid them in achieving personal resiliency. The goal is to enable citizens to be prepared to sustain themselves for 30 days or more after a catastrophic event and to minimize the impact of smaller events. We encourage participation in local emergency preparedness and response organizations and activities such as Map Your Neighborhood (MYN), Community Emergency Response Teams (CERT), Joyce Emergency Planning and Preparation (JEPP) and others.

6. Communications

6.1. General Communications – Being able to accurately collect, analyze, and disseminate information is critical in building situational awareness during an emergency or disaster. The transfer of information can be by phone, radio, television, computer, or even a runner. These methods are picked based on the nature of the emergency and what is available. Clallam County EOC needs accurate and constantly updated information in order to paint a picture for what is needed by those in the field. (SEE ESF #2)

6.1.1. Operational Communications

A Public Safety Answering Point (PSAP) and dispatch center was established jointly by first responders in Clallam County. Peninsula Communication (PENCOM) is the center for receiving 911 calls and public safety dispatching service for all of Clallam County. PENCOM receives 911 calls, communicates with law enforcement and fire/EMS assets, tracks the status of resources, and acts as the initial point of contact for mutual aid services requested by the field responders.

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

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

6.1.2. Support Communications Services – Amateur (HAM) Radio – Supporting communications services are provided by ARES/RACES, an organization within the Amateur Radio (HAM) community. An extensive communications network has been established to augment capabilities when needed, under the coordination of the Emergency Operations Center.

CCEM also maintains a radio room where communications are located during activation. The radio room consists of multiple UHF and VHF radios, Emergency Alert System, HAM radios and CEMNET and several other forms of



communications. Radio frequencies are kept and maintained in the Radio Room and PENCOM in order to maintain redundancy of information.

6.2. Public Information and Warning Networks

Clallam County disseminates emergency information using a variety of outlets including:

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

6.3. Operational Coordination

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

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

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

Essential Elements of Information to consider for **Seismic Event**:

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

Essential Elements of Information to consider for **Flood Event**:

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

Essential Elements of Information to consider for **Hazardous Materials Incident**:

- The chemical agent(s) in question.
- The extent of any release.



- Affected areas.
- Plume prediction.
- Protective action recommendations/decisions.
- Evacuation planning.

7. Administration

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

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

7.3. Retention of Department Disaster-Related Records and Documentation – All departments with disaster responsibilities must coordinate with CCEM to establish, maintain and protect files of all disaster-related directives, forms, and reports, requests for assistance, expenditures, and correspondence, in accordance with the record retention program as defined in RCW 40.10.010. Reports may be requested by CCEM from departments in order to provide regional, state, and federal officials with information concerning the nature, magnitude, and impact of the disaster. These reports may be necessary to evaluate response options and in allocating resources on a priority basis.

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

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

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

8. Finance

8.1. Cost Recovery

8.1.1. Reimbursable Eligibility and Cost Recovery – Some incident related costs may become reimbursable (or partially reimbursable) under state or federal law. An example of reimbursable expense is extraordinary costs associated with emergency action of a certain qualified nature under the Robert T. Stafford Disaster Relief Act.

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

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

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



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

8.1.3. Responsibility for Cost Tracking – Other Voluntary Organizations or Charitable Institutions – Volunteer disaster relief organizations may be able to provide short-term assistance throughout the recovery process. These organizations are responsible for tracking their incident-related costs and man hours. Should the Stafford Act, or any other similar reimbursement mechanism, be implemented, critical private non-profit volunteer organization costs and man hours may be reimbursable or counted as county matching funds. Records must be coordinated through the Finance Section in the EOC when activated or through CCEM Staff under other circumstances.

8.2. Public Assistance

8.2.1. Disaster Declaration Required for Public Assistance – The BOCC may declare a state of emergency if damage to the county from a disaster exceeds a predetermined monetary threshold. The Governor may proclaim an emergency if damage to the state from a disaster exceeds a predetermined monetary threshold. At that time, the governor must ask the President to make a disaster declaration. If a declaration is made, several state and federal government agencies will come together to administer the assistance programs in the eligible jurisdictions. To be eligible for aid, Clallam County must be included in the disaster declaration.

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

Those eligible for Public Assistance include local governments, state agencies, Tribal governments, and private non-profit organizations that own or operate a facility that provides an essential service to the general public. Private non-profit organizations that do not offer critical facilities may make separate requests to FEMA and Small Business Administration (SBA). To request Public Assistance, one must fill out a Request for Public Assistance (RPA) form and must be submitted to FEMA within 30 days of a Presidential declaration.

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

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

The following statutes cover the financing of emergency response and recovery actions:

- Counties: RCW 36.40.180 and 36.40.190
- Cities with populations under 300,000: RCW 35.33.081 and 35.33.101
- Municipal and county governments are authorized to contract for construction or work on a cost basis for emergency services by RCW 38.52.390
 - Records shall be kept so disaster related expenditures and obligations of the county and cities can be readily identified from regular or general programs and activities.
 - Disaster-related expenditures and obligations of the county and cities may qualify for reimbursement under a number of federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities and infrastructure after a Presidential Disaster Declaration by the President or under the statutory authority of certain federal agencies.

8.2.2. Objectives of FEMA Individual Assistance Program – The FEMA Individual Assistance emphasis will be on stabilization of community health, safety, and security. Assistance may be available



to eligible applicants to repair, restore, or replace damaged structures to pre-disaster design, capacity, and condition.

8.2.3. Public Agency Applicants Eligible for FEMA Assistance

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

8.2.4. Sample Public Assistance Projects – These categories may be eligible for reimbursement under the Public Assistance program:

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

9. Logistics

9.1. Resources

9.1.1. Resource Typing – CCEM uses the FEMA Resource Typing Library to categorize local county assets. Agencies within the county are responsible to maintain their own resource inventories.

9.1.2. Local Government Resources are the First Priority – It is the responsibility of local government to aid persons suffering from injury or damage. Clallam County is required to utilize their personnel, facilities, services, and equipment (resources) to the extent possible to mitigate the emergency. This is the first level in the cost assignment hierarchy. External resources are utilized in support of local efforts.

9.1.3. Methods and Agencies Involved in Resources Procurement

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

9.1.3..2. Information Sharing and Coordination – Although many organic resources may be obtained, assigned, and applied without direct involvement of the Emergency Operations Center, coordination of that information with the EOC is important in order to understand the scope of the response, reduce the possibility of duplication, and fill in the big-picture information necessary to grasp the scope of the response. That process is particularly important when local and mutual aid resources are about to become exhausted or depleted and may need to be replaced with outside help.

9.1.3..3. Resource Management Process – When needed, the CCEM uses WebEOC Resource Tracker to order resources through the State EMD. The CCEM Staff will utilize the WebEOC resource ordering and tracking process to assist with the acquisition, coordination and demobilization of requested resources. This system will provide the tracking procedures necessary to document the request, ordering, and shipment of ordered resources. Resource management is the responsibility of the Planning Section of the CCEM Staff.

9.1.3..4. Special Provisions of the Law – Emergency Powers – In carrying out response to an emergency within this plan, when a Declaration of Emergency has been made by the BOCC the County has the power to enter into contracts and incur the obligations necessary to protect health



and safety of persons and property and provide emergency assistance to victims. These actions can be taken with greater flexibility to meet critical demands in a timely way. This includes temporarily suspending such formalities as budget law limitations, competitive bidding, etc. Demonstration of reasonable attempts to attain the best value, given the limitations of the incident, is highly recommended in the event that emergency expenditures become eligible for cost recovery.

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

9.1.3..6. Resources Requested by Other Agencies – Where essential resources are being acquired through the emergency management system at the request of other response agencies, the cost of those resources will be assigned to the requesting agency. Whenever possible, the costs will be pre-identified.

9.1.3..7. Resources Not Officially Requested – There is a prescribed resource ordering process in place through the Emergency Operations Center. The cost for resources that are not requested through this resource management process (including those that respond spontaneously) may not be eligible for reimbursement should it become available.

9.2. Workers

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

When volunteers are utilized by non-profit relief organizations, assumption of liability will be in accordance with their internal policies. Volunteers, assigned by CCEM will be provided the special protections defined by the law for volunteer emergency workers, WAC Chapter 118-04.

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

9.3. Procurement

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

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

9.4. Distribution

9.4.1. Community Points of Distribution (CPODs) – CPODs may be set up at appropriate locations throughout each of the Operational Areas. The location of these CPODs will be announced to the public through a variety of notification methods.

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

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



9.5. Demobilization – SEE Section 4.2.4 Deactivation

9.6. Resource Gaps

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

10. Development and Maintenance

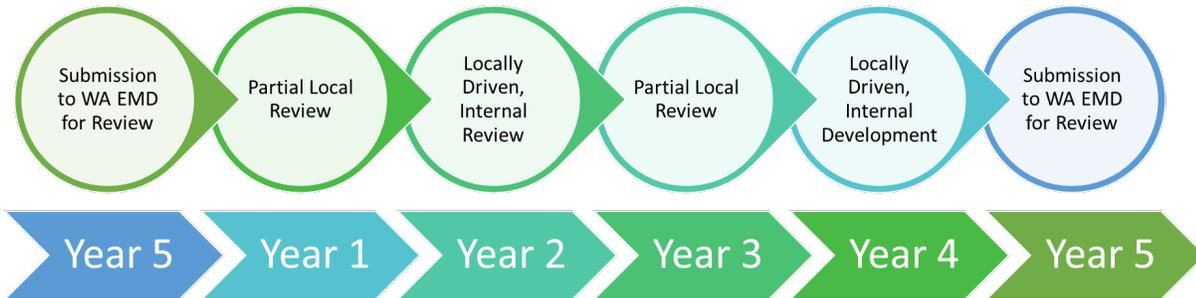
10.1. Core Planning Development Team – In 2019, a group of 5 Clallam County staff members and volunteers came together to revise the 2016 Clallam County CEMP. The group updated the plan with new formats, new hazard assessments and addressed changes in state and federal requirements. The CEMP was written to provide the County and its citizens with up-to-date emergency management information and the latest WAEMD format. The 2022 CEMP has been updated to include information about how CCEM will coordinate FEMA’s Emergency Support Functions.

10.1.1. Planning Process – Participation in the Planning Process – Development of emergency plans and procedures, the design and conduct of drills and exercises, and the ongoing training necessary to keep the program current is facilitated by CCEM. CCEM uses a whole community approach to involve a variety of agencies, non-government organizations, schools, faith-based organizations, local businesses, organized neighborhoods, and citizens at-large in the planning process and provide valuable insight into how community assets can be maximized.

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

10.1.2. Review Process – Planning teams should establish a process for reviewing and revising the CEMP. Reviews should be a recurring activity. In no case should any part of the CEMP go for more than two years without being reviewed and revised.

Figure 10.1 Review Schedule



10.1.3. Revision Process – Revisions to the promulgated CEMP (Annexes and Appendices) must be authorized by the BOCC. The revision should include the date signed. The BOCC may delegate authority to specified individuals to make specific modification without the approval of the BOCC.

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

Revisions may be issued as pen-and-ink changes, individual replacement pages or whole documents. Whole document revisions must contain the statement that “*This revision supersedes all previous plans.*” Individual replacement pages may be grouped and released as a single revision. Revised pages are to be labeled “*Revision X dated MM/DD/YYYY*” in the page footer.



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

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

Figure 10.2 Approval and Implementation Record of Changes Form.

Approval and Implementation Record of Changes			
Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials

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

Figure 10.3 Record of Distribution Form.

Record of Distribution				
Agency / Organization / Department	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, & Acceptance
			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
			(#) <input type="checkbox"/> Hardcopy (#) <input type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance

10.2. Maintenance Schedule – The Basic Plan and its annexes shall be reviewed according to the schedule in Section 10.1.2 Review Process. CCEM will maintain a Core Planning and Development Team to conduct the reviews to ensure the plan remains effective and efficient.

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

Figure 10.4 – Sample CEMP Maintenance Form

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update



10.3. Training and Exercise Program

10.3.1. Training Program – CCEM conducts ongoing emergency management trainings that include frameworks from the Clallam County CEMP, ESFs, Community Lifelines, and operational documents. The three-year updated Training Plan is submitted to the Region 2 Homeland Security Director and the Emergency Management Performance Grant Manager on an annual basis.

10.3.2. Exercise Program – CCEM frequently participates in exercises designed and conducted by local, regional, Tribal, state and federal partners. CCEM exercises this CEMP during these table top, functional, and full-time drills in a progressive exercise cycle prescribed by Homeland Security Exercise Evaluation Program (HSEEP) guidelines. The content of future County exercises is based on improvement action plans learned from previous exercises and real-world events.

10.3.3. After Action Reporting (AAR) Process – CCEM conducts an after-action review and produces an after-action report (AAR) for each significant event and full-time exercise in which it participates. As part of the AAR, an improvement action plan (IAP) outlines any issues identified, recommends actions to address the issues, identifies the individual(s) and agencies responsible for completing the actions, and sets a timeline for completing the actions.

10.3.4. Corrective Action Program – When exercise/event shortcomings are identified, CCEM will suggest concrete, actionable steps to be taken to resolve capability gaps and shortcomings. When developing corrective actions, the CCEM Staff reviews the AAR to confirm that the issues identified by evaluators and exercise participants are valid and require resolution. Routine improvements that can be handled in department standard operating procedures/plans are updated internally. Corrective actions requiring policy decisions will be presented to the BOCC for resolution. Revisions to the CEMP, Operational Manuals, and Guiding Principles will be handled and distributed in accordance Section 10.1.3, Revisions Process.

10.4. Promulgation Process

10.4.1. Plan Maintenance Responsibility – The Director of Clallam County Emergency Management is responsible for developing, reviewing, and updating this plan.

10.4.2. Promulgation Responsibility – The Clallam County Board of Commissioners is responsible for approving and promulgating this plan.

10.5. Availability to the Public – Additional copies of this plan can be obtained by contacting the CCEM, 223 E 4th St, #6, Port Angeles, WA 98362 or by calling our business line at (360) 417-2483.

Reference to important parts of this plan can be found on-line at www.clallam.net .



11. Authorities and References — Referenced Materials in the Development of this Template include:

- National Preparedness Goal (NPG).
- National Incident Management System (NIMS).
- All the National Planning Frameworks.
- Core Capability Development Worksheets.
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action.
- Comprehensive Preparedness Guide (CPG) 101.
- Homeland Security Exercise and Evaluation Program (HSEEP) Guidance.
- Emergency Management Performance Grant Guidance – Notice of Funding Opportunity.
- THIRA/SPR Standardized Target and Impact Language.
- Revised Code of Washington 38.52.
- Washington Administrative Code 118–30.
- Washington State Public Works Emergency Response Mutual Aid Plan
- Washington State Comprehensive Emergency Management Plan .
- Washington State Local Limited English Proficiency Communication Planning Framework.
- Clallam County Code and Administrative Policies.
- Clallam County Home Rule Charter.
- Clallam County Public Utility District #1 Emergency Response & Restoration Plan



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Appendix 1.0 – Glossary - Definitions

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

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

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

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

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

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

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

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

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

Emergency: "Emergency or disaster" shall mean an event or set of circumstances which: (i) Demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences, or (ii) reaches such a dimension or degree of destructiveness as to warrant the governor declaring a state of emergency. It shall also include circumstances where the president of the United States declares a National Emergency or Disaster.

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

Emergency Operations Center (EOC): A designated site from which public, private, or voluntary agency officials can coordinate emergency operations in support of on-scene responders.

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

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



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

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

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

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

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

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

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

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

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

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

Political subdivision – Political subdivision" means any county, city or town.

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

Preliminary Damage Assessment Team: An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster declaration that is warranted. In the recovery phase a team usually



consisting of federal, state and local representatives do an initial damage evaluation of sites damaged and to facilitate the proper filing of forms related to that damage.

Public Agency – Public Agency refers to a state, city, county, Municipal Corporation, district, town, or public authority located, in whole or in part, within this state which provides or may provide firefighting, police, ambulance, medical, or other emergency services.

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

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

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. This Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to FEMA and FEMA programs.

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

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

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

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

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



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Appendix 2.0 – Acronyms

AAR	After-Action Report/Review
ADA	Americans with Disabilities Act
ADEA	Age Discrimination in Employment Act
A-EOC	Alternate Emergency Operations Center
AFN	Access and Functional Needs
AHAB	All Hazards Alert Broadcasting
BOCC	Board of County Commissioners
CCEM	Clallam County Emergency Management
CCHA	Clallam County Hazard Assessment
CCHMP	Clallam County Multi-Jurisdictional Hazard Mitigation Plan
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CPG	Comprehensive Preparedness Guide
CPOD	Community Point of Distribution
CRBRNE	Chemical, Radiological, Nuclear and Explosive
DHS	Department of Homeland Security
DOD	Department of Defense
DSHS	Department of Social and Health Services
EAS	Emergency Alert System
EI	Essential Elements of Information
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERRP	Emergency Response and Restoration Plan
ESF	Emergency Support Function
FCH	Forks Community Hospital
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise Evaluation Program
HHS	Health and Human Services
ICS	Incident Command System
ILA	Interlocal Agreement
IPAWS	Integrated Public Alert Warning System
JIC	Joint Information Center
LDRM	Local Disaster Recovery Manager
LEP	Limited English Proficiency
MOU	Memorandum of Understanding
MOA	Mutual Aid Agreement
NAWAS	National Warning System
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
OAC	Operational Area Command
OMC	Olympic Medical Center
PDA	Preliminary Damage Assessment
PENCOM	Peninsula Communications
PIO	Public Information Officer
POD	Point of Distribution
PSAP	Public Safety Answering Point
RCW	Revised Code of Washington



RTF Recovery Task Force
SAR Search and Rescue
SCO State Coordinating Officer
SITREP Situational Report
SOP Standard Operating Procedure
UC Unified Command
USAR Urban Search and Rescue
WAEMD Washington State Emergency Management Division
WA-HIVA Washington Hazard Identification and Vulnerability Assessment
WSDOT Washington State Department of Transportation



Appendix 3.0 - Lines of Succession in Clallam County

The Clallam County Board of Commissioners is the governing entity of unincorporated Clallam County. In the event that no County Commissioner is available, a joint board made up of the Treasurer, Auditor, Assessor, Sheriff, and Prosecutor shall possess, by majority vote, the full authority of the Board of County Commissioners as pertains to the emergency at hand.



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Appendix 4.0 - Clallam County EOC Coordination

PURPOSE OF THE INCIDENT DRIVEN ORGANIZATION SYSTEM - Clallam County EM uses an incident driven organization system. Depending on the nature of the incident, CCEM may use a single Incident Commander, a Unified Command or a Multi-Agency Coordination System (MAC) to provide a common strategy for coordination with the local public safety agencies toward the united goal of effective response to a major emergency or disaster.

GENERAL RESPONSIBILITIES OF AN INCIDENT COMMAND OR UNIFIED COMMAND

The Incident Commander (IC) has overall management responsibility for the incident which is by nature complex and which requires numerous personnel and resources focusing on prevention, protection, mitigation, response, and recovery. The IC:

1. Develops and implements a transition plan based on escalating incident complexity.
2. Delegates various management tasks by assigning objectives to the Command and General Staff personnel to fulfill the five mission areas, prevention protection, mitigation, response, and recovery.

Unified Command may be used whenever multiple jurisdictions are involved in a response effort. These jurisdictions could be represented by:

1. Geographic boundaries (e.g., two states, or Federally recognized Indian tribe land); Governmental levels (e.g., local, state, or Federal);
2. Functional responsibilities (e.g., firefighting, oil spill response, or Emergency Medical Services);
3. Statutory responsibilities (e.g., Federal land or resource managers, potentially responsible party [PRP] under the Comprehensive Environmental Response, Compensation, and Liability Act or Oil Pollution Act of 1990.

GENERAL RESPONSIBILITIES OF THE MULTI-AGENCY COORDINATION GROUP

- **INFORMATION COLLECTION AND EVALUATION** - Establishing and sustaining an information management system in the EOC that provides for collection, processing, tracking, display and retention of operational information
- **STRATEGIC PLANNING** - Coordination of strategic planning to guide and measure progress toward overall emergency response and recovery goals and objectives
- **COMMON OPERATIONAL PICTURE** - Assembling, codifying, and displaying of the status of infrastructure, assessment of public and private damage and overall impact of emergency conditions
- **OVERALL INTER-AGENCY COORDINATION** - A process for multi-agency and multi-jurisdictional coordination and collaboration
- **BROAD SCALE INCIDENT PRIORITIES** - A system for prioritization of scarce resources according to a strategic plan
- **COMPREHENSIVE RESOURCE MANAGEMENT** - General materiel support to the emergency response and recovery agencies; acquisition, staging, delivery and tracking of essential resources
- **PUBLIC INFORMATION** - Establishment and coordination of a joint agency emergency public information network
- **COORDINATION OF STATE AND FEDERAL RELIEF** - Act as the principal point of contact for state assistance and federal disaster relief
- **COORDINATION OF LOCAL GOVERNMENT** - Provide staff and guidance to county and city officials during the emergency and early stage recovery process; representation of local government leadership at the coordination level and city officials during the emergency and early stage recovery process;

AUTHORITY – The Unified Command System, Incident Command and The Multi Agency Coordination – Emergency Operations Center (MAC/EOC) are established as the coordination mechanisms for implementation of the Clallam County Comprehensive Emergency Management Plan (CEMP). The CEMP defines the roles and responsibilities of local government in accordance with the requirements of Chapter



38.52, Revised Code of Washington. Presidential Directive No. 5 (HSPD-5) identifies steps for improved coordination in response to incidents and establishes the National Response Framework (NRF) and the National Incident Management System (NIMS).

NIMS COMPLIANCE - NIMS is a systematic approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats regardless of cause, size, location, or complexity.

BASIC PREMISE OF NIMS - All incidents begin and end locally. NIMS does not take responsibility away from State and local authorities. NIMS simply provides the framework to enhance the ability of responders, including the private sector and NGOs, to work together more effectively. The Federal Government supports State and local authorities when their resources are overwhelmed or anticipated to be overwhelmed. Federal departments and agencies respect the sovereignty and responsibilities of local, tribal, and State governments while rendering assistance.

GENERAL CONCEPT OF OPERATIONS - The Emergency Operations Center is the primary base of operations for implementation of the emergency management system according to the Comprehensive Emergency Management Plan.

Where representatives from key organizations cannot be present in the EOC, provisions can be made for “virtual” coordination.

THE EOC IMPLEMENTATION OF THE OPERATIONAL AREA CONCEPT - The EOC organization is flexible and incident driven. Although configured according to ICS, the EOC Incident Management Team (EOC/IMT) is a coordination entity providing overall strategic planning and prioritization with no direct involvement in the operational details of the responding agencies. When there is concurrent activation of one or more of the Clallam County Operational Commands, the Operational Command is supported by the EOC cooperatively. The EOC is activated to:

- Implement the appropriate parts of the Comprehensive Emergency Management Plan
- Coordinate development of a synchronized strategic plan.
- Support on-scene response by relieving the burden of external coordination and securing additional resources
- Provide a physical location staffed with personnel trained for and authorized to represent their agency/discipline
- Equipped with mechanisms for communicating with the incident sites.

INCIDENT COMMAND AGENCY - The designated Incident Command agency is determined by the location, type, nature, and scope of the incident. In broad scope regional incidents impacting multiple jurisdictions, the EOC stands up to provide overall coordination according to the plan. Overall coordination by the EOC does not supersede local on-scene or Operational Area Command even if designated as the lead agency for the incident.

EOC GROUP ASSIGNMENTS - The EOC will scale the team structure necessary to meet the nature and scope of the incident.



Appendix 5.0 - Recovery

BACKGROUND – Short- and long-term recovery operations can be complex, are critical to the future viability of our community, and could present challenges for years to come following a significant disaster.

PURPOSE – This appendix presents a system for the provision of short-term disaster recovery operations. Long-term recovery operations and procedures are determined after the foundation built in the short-term recovery phase has been successfully implemented.

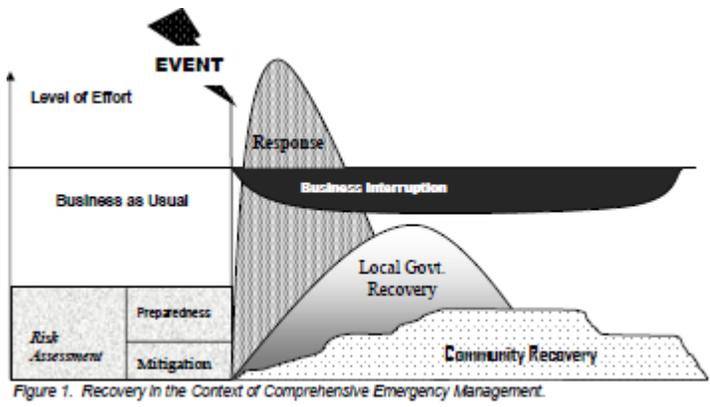
SCOPE AND APPLICABILITY – This appendix supports of the Comprehensive Emergency Management Plan and addresses the responsibilities of the personnel, services, equipment, supplies and facilities of the offices and departments of Clallam County. It also addresses the emergency roles of special purpose districts, quasi-municipal corporations, Nongovernmental Organizations (NGOs) private sector organizations and commercial resources that participate in emergency operations by agreement or understanding.

ASSUMPTIONS:

- A major disaster will have a significant long-term effect on the County;
- Economic viability, safety and health, and quality of life will be affected both in the short term and the long term
- After the initial response to save lives and property in the first few hours after the disaster, the critical work to restore essential services, remove debris and initiate repairs must begin
- The responsibility to begin the coordination and support of the recovery efforts lies with local government
- The responsibility to coordinate and facilitate the recovery efforts of all applicants resides with CCEM

HAZARD VULNERABILITY - Clallam County's draft 2019 Multi-Jurisdiction Hazard Assessment provides information to help prepare for response and recovery. The most prominent, damage causing, natural hazards faced by Clallam County can be found in that document.

RECOVERY DEFINED - Recovery means a coordinated set of actions designed to reduce the effects of a disaster. A recovery program implies a deliberate effort to forestall and overcome the adverse impacts of a disaster. Recovery is best understood in the context of comprehensive emergency management, which includes all of the concepts shown in Figure 1.



TRANSITION FROM RESPONSE TO RECOVERY - CCEM is the focal point for collecting both public and private damage assessment estimates, for all the political subdivisions of the County. When an incident occurs, the initial operational periods will be focused on response efforts. These activities might last a few hours to several days depending on the situation. As response activities taper off, non-life safety issues can be addressed. At this point, the operational focus shifts from emergency response to community recovery. In reality, however, the actions taken during response become the foundation for recovery.



RECOVERY STRATEGY - Recovery refers to measures undertaken following a disaster to start returning all systems to pre-disaster levels. Citizens, businesses, and governments take the initiative to resume the activities that make up life in our communities. Effective recovery consists of myriad interdependent and coordinated actions on several levels including individual, organizational, local, state and national government over a long period of time.

RESPONSIBILITY FOR COORDINATION - The responsibility for coordination and support of the recovery effort lies with local government. The CCEM serves as the Clallam County focal point to coordinate recovery activities with leaders of local government, with State agencies, and Federal resources, private entities and NGOs.

GOAL OF RECOVERY - A properly managed recovery program will allow prompt restoration of essential services, reconstructing of damaged property, and resumption of pre-disaster lifestyles.

PHASES OF RECOVERY - Recovery from a significant disaster will be managed in two stages, short-term and long-term. Just as there are overlaps between response and recovery phases, there will also be overlaps between short-term and long-term recovery activities:

a. Short-Term Recovery Phase -- Short-term recovery is immediate and overlaps with response. It includes actions such as providing essential public health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes, and providing water, food and shelter for those displaced by the incident.

b. Long-Term Recovery Phase – “Long-term” refers to the need to re-establish a healthy, functioning community that will sustain itself over time. Actions under this phase may include:

- Completion of damage assessment.
- Completion of debris removal.
- Restoration of essential facilities.
- Repair/rebuilding of damaged public and private buildings/facilities.
- Repair/rebuilding of roadways and bridges.
- Repair/rebuilding of private homes and businesses.
- Hazard mitigation projects to mitigate lessons learned.

PRIORITIES OF RECOVERY OPERATIONS

1. Maintain the health, safety, and security of the population. People will always be the number one priority of response and recovery operations. CCEM, in coordination with both governmental and non-governmental services and agencies, will make health, safety and security of our communities the first priority in the provision of services in both response and recovery operations. AFN populations are an integral part of our population and may require separate and additional services to meet this priority.

2. Restore critical facilities and utilities. Restoration of electrical power, water, and communications will be critical to effective recovery. Some government, healthcare, educational and long-term care facilities, will become priorities for restoration as the recovery process begins. More specifically, the following may be considered to be priorities:

- EOC, PENCOM, fire stations
- Hospitals, clinics, schools, and shelters
- Electrical power, telephone, and radio communication towers / systems
- Bridges and overpasses

3. Resume business and economic activity. Based on the severity of the disaster, resumption of business activity (business continuity) may take a few hours, several days, or months. Getting people back to work and generating income is essential to both short-term and long-term recovery.



CONCEPT OF OPERATIONS - The concept for recovery operations operates within the Incident Command System structure. Activities will not necessarily take place in any prescribed chronological order. Based on the initial impact assessment, recovery activities should begin as soon as it is safe to do so. Again, response activities and recovery activities overlap, and both phases may be occurring at the same time. An overall concept of operations may include, but not be limited to the following activities and efforts:

- Conduct initial impact assessment
- Clearing roads for re-entry to critical facilities
- Search and rescue
- Coordinate and complete disaster declaration
- Coordinate communication/utilities restoration
- Oversee re-entry security operations (credentialing / identification of responders)
- Establish temporary supply depots
- Implement volunteer management structure
- Implement continuity of government procedures
- Coordinate and assist with establishment of local government temporary service facilities
- Coordinate with agencies assisting in sheltering, food and water distribution
- Conduct / oversee short-term public information / community relations activities
- Support establishment of Disaster Assistance Centers
- Coordinate a county recovery task force
- Assist with applicants briefing
- Support businesses in reopening

PURPOSE OF THE RECOVERY TASK FORCE (RTF) - Following a disaster, demands on resources will exceed the supply. The establishment of the recovery task force may assist CCEM to define needs, determine available resources, and enable the development of priorities. It will also serve as a means of communication whereby government, non-governmental organizations, and utility providers can develop a strategy for meeting those priorities. The RTF may be utilized for both short term and long-term recovery efforts.

POTENTIAL MEMBERS OF THE RTF - The following agencies and individuals have roles and responsibilities within the political subdivision that may be instrumental in response, as well as short term and long-term recovery. Depending on the severity, scope, and type of damage the following may be participants in a short-term recovery task force led by the CCEM. This list may be expanded to include other agencies or individuals as the situation demands:

- County Commissioners
- County Administrator
- City Managers
- City Council members
- Emergency Management
- Health and Human Services
- Public Works
- School Districts
- Assessor
- Treasurer
- Department of Community Development
- Sheriff's Office
- Fire Districts
- Red Cross
- Hospital Boards
- Utility providers



DUTIES OF THE RTF - Duties of the short-term recovery task force may include, but are not limited to, the following:

- Establishing uniform policies for effective coordination of recovery efforts
- Recommend and coordinate efforts to restore pre-disaster conditions to affected areas

CCEM SUPPORT FOR COMMUNITY LEADERSHIP – CCEM will be the focal point in leading the RTF but also in providing recovery support to community leaders. Emergency Management will coordinate recovery activities, but also provide status reports and serve as a liaison to all jurisdictions and organizations. Specifically, CCEM will:

- Brief public officials on status of recovery operations and outlook for the immediate future
- Serve as a local resource and authority on State and Federal disaster recovery assistance programs.
- Serve as liaison to outside agencies on specific issues requested by community leadership.
- Hold regular briefings with agency directors to keep them informed of current activities and problems.

INCIDENT RECOVERY COORDINATOR - Working closely with the Recovery Task Force, CCEM may appoint an Incident Recovery Coordinator. The duties of the Incident Recovery Coordinator will consist of, but not be limited to the following:

- Determine the types of assistance available to Clallam County and the types of assistance most needed
- Assist in the local coordination of Federal and State disaster recovery efforts
- Provide local assistance to facilitate Federal and State disaster assistance programs
- Act as facilitator in securing Federal or State disaster assistance
- Inform the community of types of disaster assistance available
- Other duties as directed by the Recovery Task Force

PRELIMINARY DAMAGE ASSESSMENT - The Preliminary Damage Assessment (PDA) process is the first step in determining if a disaster qualifies for federal disaster relief. The assessment is created when each eligible applicant (an applicant must be someone who experienced damage) prepares a damage estimate and forwards it to the CCEM. CCEM is responsible for assisting eligible applicants with completing their PDA, and compilation of PDA data from all jurisdictions in the county.

CCEM is the county's single focal point to submit the PDA information to the WAEMD. Tribes have the option of submitting their PDAs through CCEM or forwarding them directly to the WAEMD or Bureau of Indian Affairs.

If it is determined that a Presidential Disaster is declared, federal/state PDA teams will be dispatched to assist in data collection. Coordination will begin and end with the CCEM. An Applicant's Briefing will be held to explain Public Assistance eligibility criteria for officials of the identified applicant jurisdictions. Criteria, rules and regulations, and procedures are subject to constant revision and may change from one disaster situation to another.

PURPOSE OF THE PRELIMINARY DAMAGE ASSESSMENT - Concurrent with, and in support of response activities, preliminary damage assessment information will be assembled by the CCEM. The PDA is used to estimate the amount of emergency resources needed to assist in response operations. These types of assistance may overlap with short-term recovery operations.

Preliminary Damage Assessments include casualty estimates as well as property damage estimates. These estimates are necessary to coordinate shelter, health and medical responses. The initial damage assessment also provides a basis to determine if a County Declaration of Emergency is needed. The County Declaration of Emergency is forwarded to WAEMD to be included in a Statewide Damage Assessment. The Governor uses the state-wide estimate to determine if a Presidential Disaster Declaration is warranted.

Recovery procedures currently in use through the State of Washington and FEMA provide for two reporting categories, individual claims and public facility claims.



Damage to privately owned properties generally is dealt with through the Individual Assistance Program.

Damage to publicly owned properties is dealt with through the Public Assistance Program. Businesses are considered under the Individual Assistance Program and will need a thorough documentation of the history of the business and the effect of the disaster on the business. The CCEM may assist in supporting the initial activities for businesses in application for Small Business Administration Disaster loans.

Management of Recovery Operations may require an on-going collection of vast amounts of damage assessment data concerning the impact of a disaster upon individuals and their communities.

DETAILED NEEDS ASSESSMENT AND IDENTIFICATION OF CLIENTS - Specific information on damage will be required early in the recovery process. Identification of specific “clients” will require direct contact with individuals and businesses.

Many clients will identify themselves once they know where to seek help and learn what information is required. Experience shows that some disaster survivors do not make an effort to seek assistance and an outreach effort may be needed to inform affected individuals. A needs assessment usually progresses over time, as loss information comes to light gradually from many sources. Working from a needs database, recovery staff can prepare a summary of direct needs. A summary of direct needs will be instrumental in developing coherent, clear requests for donations of goods and services.

Individuals may not have specific information available on their affected properties. Sources of information may include County property tax rolls. The CCEM will establish a database of client information that will provide detailed information on the client. This database will assist in the information of an overall need’s assessment. Matching needs with resources require full knowledge of services received to date to avoid duplication and gaps.

DAMAGE ASSESSMENT PROCEDURES - Initial damage assessment information may be obtained through various avenues including:

- CCEM
- Clallam County Sheriff’s Office
- Fire Districts
- Building inspectors
- Public Works and Washington Department of Transportation
- Clallam Public Utility District/Port Angeles City Light
- CCHHS
- Red Cross
- Salvation Army
- State agencies
- Quileute Tribe
- Makah Tribe
- Lower Elwha Klallam Tribe
- Jamestown, S’Klallam Tribe
- Private citizen reports
- Other agencies

Damage to County property will be assessed by County agencies. City property and the property of quasi municipal corporations will be self-assessed. State and federal agencies will assess their respective properties.

OPERATIONAL COMMAND DAMAGE ASSESSMENTS - When conditions dictate that operations are carried out by Operational Commands; each Operational Command will report damage assessments of both individual and public property to the CCEM.



PRESIDENTIAL DISASTER DECLARATION – The President may issue a Presidential Disaster Declaration if disaster damage exceeds pre-determined monetary thresholds. This qualifies the State for disaster assistance under the Stafford Act.

DISASTER ASSISTANCE FOR INDIVIDUALS AND HOUSEHOLDS - When the President declares an emergency or major disaster that includes damage to households, a variety of federal and state assistance programs may become available to meet survivors' essential and necessary needs. WAEMD and the Federal Emergency Management Agency (FEMA) jointly administer programs from a Joint Field Office (JFO) to help individuals who suffer disaster damage or losses. The JFO sets up Disaster Recovery Centers (DRCs) in or near the affected area to assist survivors in obtaining:

- Temporary housing.
- Individual and family grants.
- Disaster unemployment assistance.
- Disaster loans to individuals, businesses, and farmers.
- Agricultural assistance.
- Legal services to low-income families and individuals.
- Consumer counseling and assistance in obtaining insurance benefits.
- Veterans' assistance.
- Casualty loss tax assistance.

DISASTER ASSISTANCE FOR BUSINESS - When the President declares a major disaster, the United States Small Business Administration (SBA) makes its low interest loan programs available to qualifying businesses and private non-profit organizations that have suffered damages. Businesses of any size may request an application for a low-interest loan immediately after the declaration. SBA loan officers will be available at all Disaster Field Offices and Disaster Recovery Centers.

Farm/ranch owners and self-employed persons may qualify for disaster unemployment if they are out of work because of the disaster and are not covered by regular unemployment. That determination will be made at a State or Federal level.

CCEM may assist in facilitating the provision of information to affected businesses.

DISASTER ASSISTANCE FOR PUBLIC AGENCIES - The Public Assistance program assists state governments, political subdivisions, special purpose districts, quasi-municipal corporations, private nonprofit organizations and tribes to recover from the immediate and long-term impacts of disasters. The program provides state and federal funds to eligible applicants for a portion of the costs for restoration of damaged public facilities, as well as to reimburse the agencies for a portion of the costs associated with emergency work and debris removal due to the disaster.

- **Category A:** Removal of debris, including clearance of trees, woody debris, and building wreckage; sand, mud, silt, and gravel; and other disaster-related material on public property
- **Category B:** Measures taken before, during, and after a disaster to save lives and protect public health and safety
- **Category C:** Roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting and signs
- **Category D:** Water control facilities, including drainage channels, pumping facilities, and the emergency repair of levees. Permanent repair of flood control works is the responsibility of the U.S. Army Corps of Engineers and the Natural Resources Conservation Service
- **Category E:** Buildings including their contents and systems
- **Category F:** Utility distribution systems, such as water treatment and delivery systems, power generation facilities and distribution lines, and sewage collection and treatment facilities
- **Category G:** Public parks, recreational facilities and other facilities, including playgrounds, swimming pools and cemeteries



DEBRIS REMOVAL - The clearance and disposal of debris is an essential element in immediate recovery efforts. The task of clearing debris is so critical to life safety and security that it can be categorized as both a response and a recovery activity. The County plays a key role in initial debris removal efforts. Some of the main tasks involved in debris clearance and disposal are:

- Remove debris from public rights-of-way
- Remove debris from other public property
- Coordinate or assist in removal of debris from private property if this debris constitutes a hazard to the general public
- Establish disposal sites
- Provide input for contracted disposal
- Coordinate hazardous materials disposal
- Provide for increased garbage volume and construction debris

STEPS IN COMMUNITY RECOVERY - No written summary can accurately identify every action that may be needed during recovery. There are too many variables at work in most situations, and the interactions among the participants are far too complex to describe in simple terms. In addition, disasters differ by category of hazard, magnitude of damage, type of community affected, and ability of those impacted by a disaster to recover. There are, however, some common elements in every recovery effort. This section attempts to organize what is in reality a dynamic and fairly fluid set of steps in the community recovery process.

Before recovery activities begin, there is a transition from the response effort. Key EOC functions directly support recovery. These EOC transition functions include:

PUBLIC INFORMATION OFFICER - The PIO may coordinate early recovery messaging, such as the need for certain types of donations and the nature of the recovery effort. Communication regarding the recovery program is vitally important and it begins in the EOC with the PIO.

OPERATIONS SECTION - The Operations Section supports evacuations and re-entry during response by coordinating Reception Centers, Family Assistance Centers (FACs) or arranging other accommodations. Among other roles, Operations may be involved in coordinating continuity of care during the transition from response to recovery.

PLANS SECTION - *The Situation Unit*, located in the Planning Section, after receipt of the initial damage assessment is the focal point for information including but not limited to: initial summary of the geographic area of impact; magnitude of damage; and approximate time required for response. These are important facts for recovery planning, and will usually provide enough information to estimate the approximate resources required.

The Recovery Unit is located within the Plans Section. The Recovery Unit assesses the need for recovery services based on the type and extent of damage. In addition, the Recovery Unit may take initial steps in recovery, such as working with the PIO to issue media messages including those that manage the donation of unwanted goods.

FINANCE SECTION - Detailed records of labor, equipment and supply costs from the outset of the disaster must be maintained. Only actual damage and reasonable costs will be reported. Detailed rosters of employee and equipment time, volunteer contributions, and supplies used will be critical to obtaining Federal Damage Assistance. Keeping records will not ensure reimbursement, but not keeping records will ensure that reimbursement will not be possible in the event that a Presidential declaration is made.

Community recovery is loosely described by four broad functions that overlap throughout the process:

- Get Organized
- Understand Needs
- Understand Resources
- Match Needs and Resources





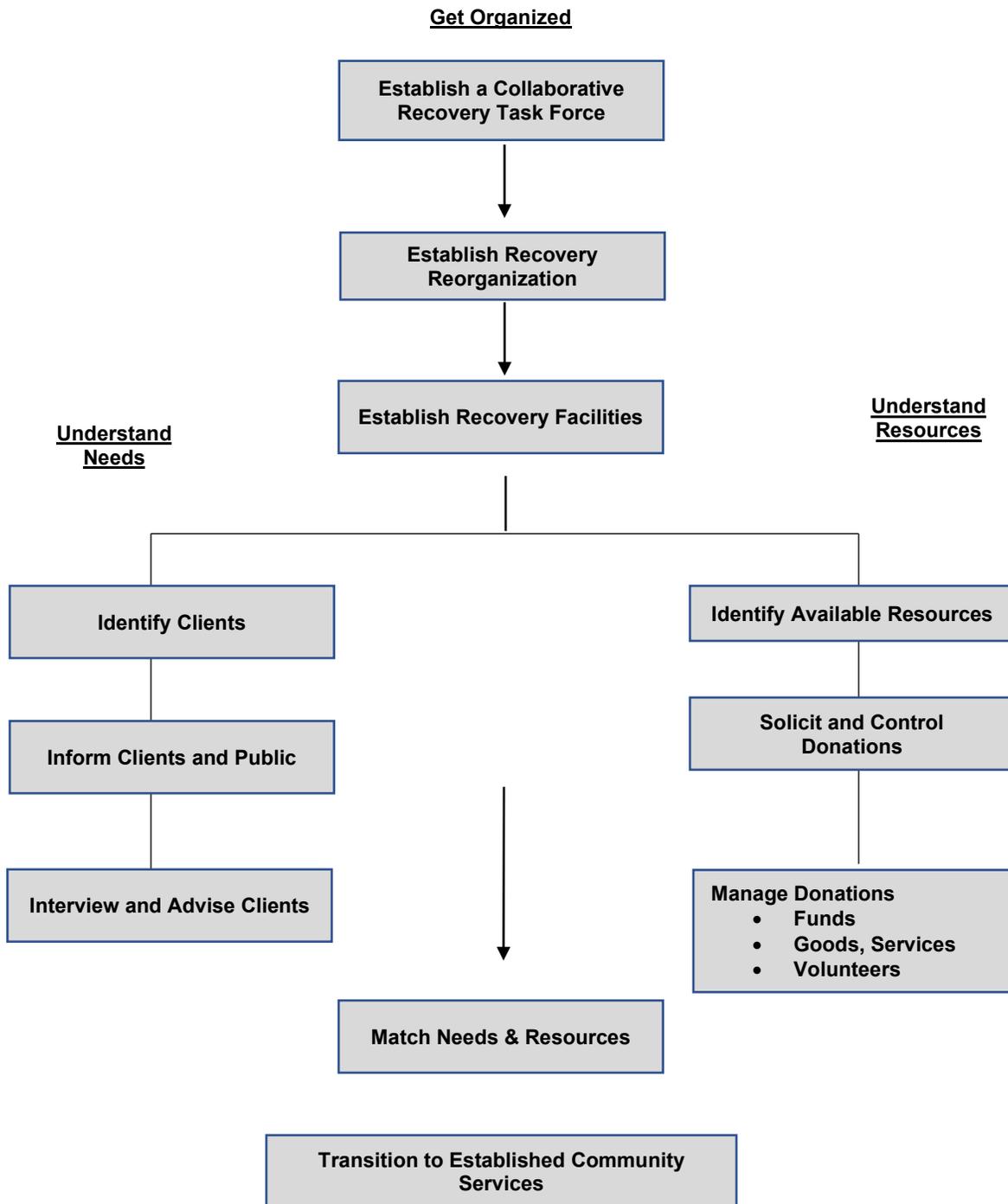


Figure 2: Steps in the Community Recovery Process

DISSEMINATION OF RECOVERY INFORMATION - The dissemination of timely and accurate information on the recovery process is critical to help citizens cope with the high degree of stress resulting from the event. Public meetings, websites, distribution of written information and the establishment of an identified location for recovery operations and will also assist in informing the public.



ESTABLISHMENT OF RECOVERY FACILITIES - The variability of disasters cannot be met with an established list of required recovery facilities. Recovery facilities usually are separate from the EOC and should not compete with facilities that may be required for response. Long-term use of local public facilities or community buildings may be avoided (i.e. schools and community centers) that may result in adverse impacts if occupied for many months. In addition, sights that may be important for long-term revenue or other community impacts should be avoided. Depending on the scope of the disaster, recovery facilities to consider may include:

RECOVERY OFFICE - The set of offices and meeting rooms used by the Recovery Staff

RECOVERY CENTER - A clearinghouse of recovery information for clients and others affected by the disaster, the Recovery Center may include space for client interviews. The CCEM Logistics will arrange for an appropriate facility in the early days following the disaster. The American Red Cross may be able to assist in the further development of a Recovery Center.

GOODS WAREHOUSE - Facilities used to receive, sort, store, and disseminate goods purchased in bulk and those collected through donations.

PUBLIC MEETINGS - Temporary facilities used to communicate the recovery process to large gatherings.

MEDIA CENTER (JIC): Facilities to support the delivery of recovery information through the news media

RECOVERY FACILITIES - The EOC Logistics Section will be the focal point for establishing recovery facilities. The Logistics Section will also be the focal point for phones, computers, janitorial services, and other support services.

IDENTIFICATION OF AVAILABLE RESOURCES - After an event, CCEM will use all available methods for identifying local resources, Contractor rosters and other pre-determined lists of service organizations, businesses and spontaneous volunteers may be used to aid in recovery efforts. Early in the recovery process, it is critical to define the requirements and establish an estimated time for arrival of recovery resources.

DONATIONS AND VOLUNTEERS - When disaster strikes there is often an outpouring of human generosity. Disasters generate three types of donations:

- 1) Funds
- 2) Goods and Services
- 3) Volunteers

Messages detailing what kinds of donations are needed should be pre-recorded prior to the event. They must focus on unopened cans or packages of food and medicine or fuel and shelter materials. Post event messages may be tailored to specific needs. Messages must stress that only requested donations will be accepted. Prepared foods cannot be quality assured and will not be accepted. History shows that overwhelming contributions of unwanted donated goods often result in “the second disaster” when disaster recovery personnel are required to stop work and address the issue of unwanted goods.

“Spontaneous volunteers” pose a major challenge for recovery managers. Volunteers often arrive without equipment, food, water, accommodation, protective clothing for some tasks, and supervision. Dealing with these people consumes precious time and resources if advanced planning is not in place to utilize their skills.

Actions to consider may include:

- A PIO news release as soon as possible to request initial donations in cash or a clearly identified and needed resource donation.
- An estimation of the need for donations of all types in terms of quantity and timing, and set targets.
- Advertise the need for certain types of donations, such as funds or volunteers with specific skills.
- Approaching community businesses for specific kinds of support.
- Approaching local volunteer organizations to access personnel with needed skills.



COMMUNITY HEALING - In the initial days following the disaster, response and early recovery activities will dominate the list of priorities. Some of the less tangible needs of the community may be neglected at first. However, community members may suffer from a number of disaster related stresses including:

- Emotional distress (Mental healthcare was a major post event issue in Puerto Rico after Hurricane Irma)
- Financial loss
- Childcare issues
- Family relationship strain
- Physical health concerns

Community outreach programs are an important component of any disaster response and recovery effort. These programs should include activities that help residents understand the nature and kinds of stress reactions they are experiencing and provide information and resources to assist them in coping with the effects of the disaster.

Community resources such as churches, service clubs, and parent/teacher groups, may serve as initial focal points to assist in identifying people experiencing disaster related stresses. Local mental health facilities, clergy, psychologists and therapists may be able to help provide assistance in outreach efforts.

TRANSITION TO LONG-TERM RECOVERY - As the focus shifts to rebuilding; the recovery phase takes on more of a long-term focus. The foundation built during short-term recovery contributes directly to long-term recovery.

Detailed information on long-term recovery processes can only be determined after the response and short-term recovery sets the foundation for restoring the community to a new normal.



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Appendix 6.0 - Primary and Support Agencies

A primary coordinating agency is identified for each hazard category. The support agencies are those most likely to have a major role, but do not exclude other participation.

Strategy and overall coordination of larger scope incidents (earthquake, storms, etc.) is typically the role of the Emergency Operations Center (EOC). Specific hazards have clear primary agencies, and the EOC will provide support if requested.

All jurisdictions and agencies retain their internal command authority and recognize the coordination role of the EOC Incident Management Team. Each participating agency may have representation or a designated point of contact in the EOC.

Unified Command may be established at the EOC when the command function affects multiple jurisdictions. Some hazards are best handled by the designated command agency/Unified Command at the scene.

HAZARD		PRIMARY AGENCIES	SUPPORTING AGENCIES
01	Damaging Winds	Emergency Management and Operational Area Command	Fire/EMS Public Works Law Enforcement P. U. D.
02	Winter Storms	Emergency Management and Operational Area Command	Public Works Law Enforcement
03	Flood	Emergency Management and Operational Area Command	Public Works
04	Earthquake	Emergency Management and Operational Area Command	All
05	Public Health Emergency	Public Health	Fire/EMS Emergency Management
06	Terrorism	Law Enforcement	Fire/EMS Emergency Management
07	Tsunami	Emergency Management and Operational Area Command	Fire/EMS Law Enforcement
08	Volcanic Activity	Emergency Management and Operational Area Command	Public Works
09	Heat Wave	Public Health	Fire/EMS Emergency Management
10	Drought	Public Health	Emergency Management
11	Power Outage	PUD or Port Angeles City Light	Fire/EMS Public Works Public Health Emergency Management
12	911 Outage/Overload	PENCOM	Emergency Management
13	Civil Emergency, Other	Law Enforcement	Fire/EMS Emergency Management
14	Wildland Fire	Fire/EMS	Mutual aid Fire Law Enforcement Emergency Management
15	Marine Oil Spill	HHS Environmental Health	Dept. of Ecology Fire/EMS Responsible Party Emergency Management
16	Water Shortage	Utilities (city or community water systems) PUD (county)	Public Health Emergency Management
17	Mass Casualty Incident	Fire/EMS	Law Enforcement Emergency Management HHS Environmental Health
18	Maritime Emergency	Coast Guard	Fire/EMS



			Emergency Management
19	Major Fire	Fire/EMS	Mutual aid Fire/EMS Law Enforcement Emergency Management
20	Major Law Enforcement Incident	Law Enforcement	Mutual aid LE Washington State Patrol Emergency Management
21	Hazardous Materials	Washington State Patrol	Fire/EMS Emergency Management
23	Aircraft Mishap	Fire/EMS	Law Enforcement Aircraft Parent Agency Emergency Management
24	Mudslide with exposures	Fire/EMS	Public Works Emergency Management



Appendix 7.0 - Disaster Roles of County/City Offices and Departments, and Public Sector and Private Sector Partner Agencies and Organizations

All county personnel, services, equipment, and facilities become part of the emergency management system upon the Governor's Proclamation of Emergency, as needed in carrying out the requirements of this plan according to the law. Most assignments mirror daily operations; some require a local declaration of emergency to expedite.

Emergency activities of local government offices and departments are coordinated by the EOC Incident Management Team until demobilized when the emergency is over. Post disaster activities may be coordinated by a Joint Long-Term Recovery Group.

Numerous other government agencies, special districts, quasi-municipal corporations, non-governmental organizations, and private sector entities cooperate and coordinate with the Emergency Management program through various formal and informal mechanisms. Each of these partners retains its internal structure and responsibilities, while collaborating where possible with the community response effort.

State and federal agencies with local ties may opt to coordinate locally to the extent possible, while remaining within the overall responsibility of their parent organization. Many of our other partners cooperate where they can, while focusing on their individual responsibilities.

COUNTY OFFICES AND DEPARTMENTS	
Assessor	Emergency tax relief (property value adjustment) Assistance with damage assessment Continuation of essential services
Auditor	Fiscal management Budget emergencies Recovery support (contracts administration) Records preservation and recovery Continuation of essential services
Board of County Commissioners	Policy and oversight Emergency measures and legislative support Emergency appropriation Declarations of emergency
Central Services	Technical support Internal telephone services and restoration Network administration and restoration County building damage assessment County facilities repair and restoration Continuation of essential services
Community Development	Long term recovery coordination Support to damage assessment
Coroner	Identification of human remains Determine cause of death Provide for temporary storage of human remains Establish and maintain official casualty list
County Administrator	Emergency Management Policy level communication (BOCC and EOC IMT) Policy level communication County to City Restoration of county government services
District Court	Continuation of essential court services
Emergency Management	Emergency management planning Coordination of training



	Emergency Operations Center management Inter-agency and inter-jurisdictional coordination Execution of emergency plans and procedures
Health Department	Immunization Sanitation inspection Food and water quality control Environmental health Home health services Special needs populations
Prosecutor	Acts as Coroner per charter Legal advisor to the BOCC for policy Legal advisor to the County Administrator Continuation of essential services
Public Works	Restoration of roads and bridges County infrastructure damage assessment Support to law enforcement for traffic control Debris removal Solid waste disposal
Sheriff	Law enforcement Search and rescue Traffic control (on county roads) Accident investigation
Superior Court	Continuation of essential court services
Treasurer	Fiscal management (with Auditor) Budget support Emergency procurement Continuity of government services

CITY OFFICES AND DEPARTMENTS*¹

Administration	Clerical support
City Attorney	Legal advisor to the City Council Legal advisor to the City Manager Assists in drafting emergency legislation
City Council	Policy and oversight Appropriation of emergency funds Emergency declaration Legislative support
City Clerk	Preservation and recovery of essential records
City Manager	Executive powers Emergency Management Communication with the City Council Restoration of essential city services Continuity of Operations
Development Services	Long term recovery coordination Assistance with damage assessment
Finance	Fiscal management and support Cost tracking Contracts administration (recovery)

¹ Informational only



Grants Administration	Post disaster mitigation Assistance with recovery coordination
Information Services	Network restoration Telephone service restoration
Library	Alternate city offices – Warming centers/battery charging stations
Police Department	Law enforcement Traffic control Coordination of mutual aid law enforcement Evacuation Search and rescue coordination
Public Works	Streets and bridges Water and sewer Public facilities damage assessment

OTHER GOVERNMENT AGENCIES (Local, State and Federal)

Washington State Patrol	Traffic control (state routes) Assistance with evacuation Augment local law enforcement resources (mutual aid) Assistance with dissemination of warnings Hazardous Materials and Explosives
Washington State Department of Transportation	State highway clearance and restoration Damage assessment (state routes) Augment local public works resources (mutual aid) Assistance with dissemination of warnings (HAR signs, etc.)
Washington State Parks	Activation of internal emergency plans and procedures Coordination of park resources Coordination of the use of park facilities for emergency purposes Damage assessment (park facilities)
Washington State Department of Natural Resources	Wildland fire suppression Clearance and restoration of DNR roads Damage assessment (DNR roads)
Washington State Ferries	Activation of internal emergency plans and procedures Assistance with emergency transportation (ferry assets)
U. S. Forest Service	Wildland fire suppression (federal lands) Wildland fire suppression – mutual aid (state lands) Augmentation of local law enforcement (mutual aid)
PENCOM	Law enforcement and fire/EMS communications

SPECIAL DISTRICTS AND QUASI-MUNICIPAL CORPORATIONS



Clallam County Fire Protection Districts	<ul style="list-style-type: none"> Activation of emergency plans and procedures Fire suppression Urban/technical rescue and evacuation Fire investigation Emergency Medical Services (pre-hospital aid) Hazardous materials emergency response (support) Assistance with initial damage assessment Assistance with dissemination of warnings
Clallam County Public School Districts	<ul style="list-style-type: none"> Activation of emergency plans and procedures Coordination of school resources Emergency communication with staff and students Assistance with emergency transportation Damage assessment (school facilities)
Clallam County Hospitals	<ul style="list-style-type: none"> Activation of emergency plans and procedures Provision of basic hospital services Coordination of hospital resources Coordination with regional hospitals Coordination of clinics and surge capacity facilities
Clallam County Public Utility District	<ul style="list-style-type: none"> Activation of emergency plans and procedures Damage assessment (water systems) Damage assessment (power grid) Restoration of the water system (served areas) Restoration of power

NON-GOVERNMENT ORGANIZATIONS AND PRIVATE SECTOR ENTITIES

American Red Cross Olympic Peninsula Chapter	<ul style="list-style-type: none"> Shelter operations Mass care Assistance to disaster victims
Salvation Army	<ul style="list-style-type: none"> Assistance with emergency food Point of refuge coordination Responder support
Olympic Community Action Programs (Olycap)	<ul style="list-style-type: none"> Assistance with emergency food Special needs populations (Olycap clients) Point of refuge coordination (Olycap community centers)
Interfaith Council of Clallam County	<ul style="list-style-type: none"> Designated points of refuge Assistance with shelter and mass care
Community Service Organizations	<ul style="list-style-type: none"> Assistance with community recovery programs
Neighborhood Preparedness Groups	<ul style="list-style-type: none"> Individual and family preparedness Neighborhood communications Neighborhood damage assessment and reporting
Private business	<ul style="list-style-type: none"> Activation of business recovery plans Assistance with community recovery programs Critical goods and services

Appendix 8.0 - Relevant Partner Agencies' Emergency Plans and Procedures (Identified by Reference - Published Separately)



Clallam County Comprehensive Emergency Management Plan
Clallam County Health and Human Services Emergency Response Plan
Clallam County Mass Casualty Incident (MCI) Plan
Clallam County Moderate Hazardous Waste Plan
Clallam Public Utility District #2 Emergency Restoration Plan
Clallam County ARES (COM) Emergency Communications Plan
Clallam County Debris Management Plan
Clallam Hospital District Plans
Clallam Transit Emergency Response Plan
Jefferson County Comprehensive Emergency Plan
Kitsap County Comprehensive Emergency Management Plan
Kitsap County Health District Emergency Response Plan
National Disaster Recovery Framework
National Response Framework
Olympic Peninsula Chapter, American Red Cross Emergency Response Plan
Olympic Regional Fire Defense Plan
Olympic Regional Law Enforcement Mobilization Plan
Washington State Comprehensive Emergency Management Plan
Washington State Department of Ecology Geographic Response Plan
Washington State Fire Service Resource Mobilization Plan



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Appendix 9.0 - Procedures for Local Declaration of Emergency

Execution of Emergency Powers – State law requires the BOCC to Declare an Emergency by ordinance in order to access all of the emergency powers provided by the state. This guide defines a local Declaration of Emergency, outlines how to expeditiously make a local Declaration, and clarifies the emergency powers triggered by a Declaration.

Requirements of the Law - This Annex provides guidance about how to issue a Declaration of Emergency pursuant to the requirements of the law. A Declaration of Emergency is indicated when:

- 1) The event will likely require full commitment of county and/or city resources,
- 2) It may be necessary to expend funds not provided for in the budget or to suspend certain budget rules, and
- 3) When the leaders of government wish to assure the public that local government is responding with all available effort.

Declaration of Emergency and Federal Disaster Assistance - A local Declaration of Emergency is a prerequisite for requesting state and federal assistance in a major emergency. It activates a defined set of emergency powers and procedures for the county that are not available without it.

Who Makes a Declaration of Emergency - A County Declaration of emergency is made in accordance with RCW 36.40.180. A Declaration must be made by the BOCC unless there is specific authority given to the county administrator to take action on their behalf. County administrator action will be affirmed by the legislative body as soon as practicable.

Immediate Disposition of a Declaration - The declaration will be forwarded to WAEMD from CCEM by the most expeditious means.

RESPONSIBILITIES OF THE BOARD OF COUNTY COMMISSIONERS –

- Review the recommendation of the CCEM for making a Declaration of Emergency.
- Adopt a Declaration of Emergency by adopted ordinance.
- Establish procedures for continuity of government.

RESPONSIBILITIES OF THE CCEM:

- Determine the level of activation of the Emergency Operations Center.
Plan according to the nature and scope of the emergency
- Draft an appropriate Declaration document for presentation to the legislative authority.
- Provide a summary of the events necessitating a Declaration.
- Disseminate the Declaration.

RESPONSIBILITIES OF THE COUNTY DEPARTMENT OF PUBLIC WORKS

- Provide advice to the CCEM when damage is occurring to public roads and bridges.
- Request a Declaration of Emergency for public roads, bridges and other infrastructure

CONCEPT OF OPERATION - The Director of CCEM or designee shall determine the necessity of requesting a Declaration of emergency using the following general guidance:

- The nature of the incident requires commitment of county resources to combat the emergency that may exceed budgeted expenditures.
- Effective response to the emergency requires activation of the emergency powers and procedures defined by law. Such powers include entering into contracts and incurring obligations necessary to combat such disaster, protecting the health and safety of persons and property, and providing emergency assistance to the victims.
- Make expenditures associated with the emergency without further notice or hearing.
- When a declaration is necessary to emphasize and affirm the seriousness of the event and the intent of government to bring all the available resources to bear in meeting the needs of the community.



The County Administrator will arrange for an emergency session of the legislative body according to the rules. The Continuity of Government procedures will be enacted in the absence of a quorum.

Contents of a Declaration - A Declaration of Emergency will be made by adoption of an ordinance including the following elements: (A sample Declaration of Emergency is attached)

- A description of the nature of the emergency
- A definition of the impact areas
- A statement that an emergency exists and that unusual measures will be necessary to safeguard life and property
- Notification that release of specified county resources is authorized to respond to the emergency

Distribution – In addition to internal distribution requirements, the Declaration will be immediately forwarded to WAEMD as an indication that local emergency procedures have been activated.

Coordination - The EOC (or Alternate EOC, Mobile EOC) will be activated as the central coordination point for implementation of emergency procedures authorized by the Declaration.

Telephonic Voice Vote Authorized - When exigent circumstances require, a telephonic vote of the BOCC can adopt a Declaration of Emergency. This action needs to be on the record, witnessed, and later affirmed. Telephonic voice vote will be coordinated by the County Administrator.

ALTERNATE LOCATION FOR CONDUCTING PUBLIC BUSINESS - The emergency affairs of the county can be conducted at an alternate place of business for the duration of the emergency provided a reasonable effort is made to notify the public of the emergency relocation.

IMPORTANT REFERENCES RELATING TO A DISASTER DECLARATION

- Chapter 35.33.081 Revised Code of Washington – Emergency expenditures (second and third class cities and towns)
- Chapter 36.40.180 Revised Code of Washington – Emergencies subject to hearing – non-debatable emergencies (counties)
- Chapter 38.52.070(2) – Local organizations and joint organizations authorized – Establishment, operation – Emergency powers, procedures.
- Continuity of County Government in the Case of an Emergency or Disaster Approved by BOCC

CLARIFICATION OF SOME OF THE TERMS USED HERE

1. Declaration of Emergency – Activation of emergency powers by adoption of a resolution by the BOCC
2. Emergency Powers – Emergency actions authorized by RCW 38.52 without regard to time-consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements), including, but not limited to, budget law limitations, requirements of competitive bidding and publication of notices, provisions pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, the levying of taxes, and the appropriation and expenditures of public funds.



Clallam County and City of Port Angeles COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Departments	Policy	Managing Emergency Operations	Situation Reporting	Damage Assessment	Alert, Warning, and Notification	Emergency Public Information	Animal Considerations	Sheltering	Relocation and Evacuation	Volunteer Management	Donations Management	Mass Care	Transportation	EOC Assistance	Notification Rosters, SOPs, Checklists
Port Angeles Police Department	S	P	S			S	S	S	S				S	S	
Port Angeles Public Works				S											
Clallam Co. Communications (PENCOM)	S	S			S	S								S	
Clallam Transit	S	S	S						S				S		
Clallam Co. Fire Districts	S	P	P	P	S	S	S					S			
Clallam Co. GIS		S													
Clallam Co. Emergency Management	P	P	P	S	P	P	S	S	S	P	P	P	S	P	P
Clallam Co. Health & Human Services	S	S													
Clallam Co. Administration	P														
Clallam Co. Sheriff's Office	S	P	P												
Clallam Co. Treasurer														S	
Clallam Co. Public Works	S	S		P											
Clallam County Commissioners	P														
Washington State Emergency Management		S	S		P		S	S	S	S		S	S	S	
Washington State Patrol													S	S	

Not shown in these matrices are a number of different variables that can affect the response of each department and agency. For example, one agency may start out as primary and later be relegated into a supporting role or vice versa. In other cases, location plays a big role with an incident being contained within the City of Port Angeles but the matrix shows that county agencies can or will be involved. Everything is situation dependent.



Agency	P= Primary Agency S= Support Agency													
	Policy	Managing Emergency Operations	Situation Reporting	Damage Assessment	Alert, Warning, and Notification	Emergency Public Information	Animal Considerations	Sheltering	Relocation and Evacuation	Volunteer Management	Mass Care	Transportation	EOC Assistance	Notification Rosters, SOPs, Checklists
American Red Cross								S	S					
Port of Port Angeles				S								S	S	
Clallam County Schools	S		S	S		S		S	S		S	S		
US Coast Guard		S	S	S	S	S						S	S	
Clallam PUD, PA City Light				S					S		S	S		
Private Radio Stations		S	S		S	S							S	S
Neighborhood Preparedness Groups		S	S	S	S	S	S	S	S	S	S		S	
Private Businesses			S	S				S	S			S		
Makah Tribe	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S
Quileute Tribe	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S
Lower Elwha Klallam Tribe	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S
Jamestown S'Klallam Tribe	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S	P/S

Clallam County schools include all school districts and; private schools within Clallam County and the Cities of Port Angeles, Forks and Sequim. Port of Port Angeles is the overseeing entity for the John Wayne and Port Angeles Boat Haven Marinas and the Sekiu Airport.



Clallam County Comprehensive Emergency Management Plan Hazard-Specific Annexes

Annex A – Earthquakes

1.2.1 DEFINITION

Earthquakes are the sudden, violent shaking of the ground caused by an abrupt shift along a fracture in the earth, known as a fault. The earth's crust is divided into eight major plates and numerous smaller plates. The plates are constantly moving and when they create enough friction, release stress, which in turn can create significant earthquakes.

HISTORY

Washington State has many large and small faults with most being located within the Puget Sound basin or coastal areas. Hundreds of small earthquakes are recorded each year within the state with ones in 1949, 1965, and 2001 causing more than \$1 billion in damages to the Puget Sound region. The most recent large earthquake was the 2001 Nisqually earthquake that occurred 11 miles north of the city of Olympia.

EARTHQUAKE HAZARD IDENTIFICATION AND VULNERABILITY ASSESSMENT – Chapter 6 of the Draft 2019 Clallam County Multi-Jurisdiction Hazard Assessment details the earthquake (Includes threat analysis of liquefaction and after-shocks) threat to Clallam County. A summary of the chapter is provided here.

There are multiple major fault lines that are in or near Clallam County with the potential to create powerful earthquakes.

- The Boundary/Lake Creek and Sadie Creek faults cross below the ground surface just south of Port Angeles and Sequim. These can produce quakes in the 7.0 range. These quakes can last 30 to 90 seconds and cause serious damage because their epicenters are directly below the county's population centers. This quake should not result in a tsunami. Mutual aid should be available within days.
- The Southern Whidbey Island Fault crosses Admiralty Inlet between Port Townsend and Whidbey Island. It has the potential to generate strong earthquakes in excess of 6.5 on the Richter scale. Historically, shaking has been less than 1 minute. Underwater land movement may generate less than 10-foot tsunamis in Puget Sound, Admiralty Inlet and the eastern Strait of Juan de Fuca. It has the potential to cause large amounts of damage in Sequim, Port Angeles and eastern Clallam County because of the area's close proximity to the epicenter. Mutual aid should be available within hours.
- The Seattle Fault bisects the Kitsap Peninsula across the Puget Sound through Seattle into the Cascade Mountains near Issaquah. It has the potential to generate strong earthquakes in excess of 6.5 on the Richter scale. Historically, shaking has been less than 1 minute. Underwater land movement may generate tsunamis in Puget Sound, Admiralty Inlet and the eastern Strait of Juan de Fuca. Quakes on this fault have caused light to moderate damage to the eastern county because the area is more distant from the epicenter. Mutual aid should be available immediately. No tsunami for Clallam County is expected.
- Cascadia Subduction Zone Earthquake (See Annex B for a detailed analysis of the effects).

In summary, the primary ways these earthquakes damage our community are:

- Moderate to strong ground shaking
- Liquefaction
- Landslides
- Tsunamis
- Aftershocks



Short-term disruption of highways, power, water, sewer, communications, and waste treatment may inconvenience people for several days. Transportation should be restored within days. Supply chain disruption should not last long.

CCEM must plan for:

- Transportation disruptions.
- Limited need for mass care.
- Overloaded healthcare systems.
- Disturbance of community services (schools and government closures).
- Failure of wireless/internet structure.
- Fuel shortages.
- Damage or closure of food and pharmaceutical outlets.
- Debris removal.
- Competing demands for relief and recovery resources.
- General public communications disturbance and extreme anxiety (mental health).

IMPLEMENTATION

When responding to an earthquake, emergency personnel will prioritize the following:

- Life safety
- Property protection
- Restoration of government
- Protection of the environment
- Preservation of the economy

Table 1 describes the typical sequence of events that can be anticipated following a moderate to major earthquake. Many of these actions are conducted simultaneously, and are supported by response agency plans and procedures which outline the way they will carry out their duties.

Table 1 POST EARTHQUAKE RESPONSE ACTIONS		
STEP	CATEGORY	ACTION
1	Initial Response Expectations	Emergency response agencies, critical government services, and other essential service providers will establish spontaneous early post-incident procedures that are activated by observation of the event. Procedures (standing orders) will outline the initial steps to be taken without the time delay experienced when waiting for instructions from higher authority. Operational Areas may be activated.
2	Determine status of Emergency Resources	PENCOM, in coordination with the EOC, may implement a reporting procedure to gain a rapid estimation of the operational status of the primary emergency response agencies and facilities.
3	Expect Self Dispatch	Communications overload (or damage to communications facilities) may require emergency response agencies to “self-dispatch” and assume direct coordination of their individual resources. Additionally, PENCOM may choose to only dispatch tier one (life threat) calls according to internal procedures.



4	Conduct First Round Damage Assessment	LE and Fire/EMS agencies may conduct initial “windshield” damage/impact observations and report to the EOC via PENCOM within the first hour following the incident. The purpose of the reports is to provide for production of a common operating picture as a basis for initial strategic planning.
5	Set up Organization and Coordination Systems	CCEM may activate the EOC according to the CEMP. If calls for service exceed response resources, fire districts may establish Operational Areas and assume direct coordination of district assets.
6	Identify Broad Scale Priorities	The EOC Operations Section will conduct survey of operational area needs and shortfalls. The needs assessment will be used to establish response priorities.
7	Activate Public Information Network	The EOC Public Information Officer will implement a Joint Information System and establish regular distribution of critical information to the public.
8	Open Community Relief Centers	Operations Areas may identify and activate emergency relief centers, points of refuge or public shelters for displaced persons if needed.
9	Coordinate a Declaration of Emergency	The CCEM Director or designee will request and coordinate a formal Declaration of Emergency from the Board of County Commissioners. A regular policy group briefing schedule will be established to keep key personnel apprised of the status of the incident.
10	Request State and/or Federal Disaster Assistance	CCEM will coordinate with the state Emergency Management Division (WAEMD) for logistics support. The EOC will make general status reports to WAEMD. Emergency Management will be the principal point of contact for state and federal disaster relief.
11	Begin 24 hour Incident Planning Cycle	When conditions permit, the EOC Incident management Team in coordination with the key response agencies may produce and disseminate a general county-wide Incident Action Plan and establish a twenty-four-hour planning cycle.
12	Provide Logistical Support to the Response Agencies	The EOC Logistics Section will establish logistics support (ordering, receiving, dissemination, and tracking of essential goods and services) according to the procedures established by WAEMD.
13	Conduct Second Round Damage Assessment	The EOC Program Coordinators, in cooperation with the EOC Plans Section, will set up damage assessment data collection and reporting process in order to assess the estimated cost of public and private damage. That data will be reported to the EMD as a basis for Third Round damage verification.
14	Conduct Third Round Damage Assessment	State and federal authorities, in coordination with the EOC Manager, will conduct a Third-Round damage verification process known as a Preliminary Damage Assessment (PDA). The results of the PDA may be used to add to estimated damage totals in other jurisdictions as a basis for request for federal disaster declaration.



15	Prepare for Federal Disaster Declaration	Incident-related damage may be sufficient to result in a federal disaster declaration for the state. That declaration will release certain federal relief and recovery programs under one or either of two categories: Public Assistance (damage to public facilities and infrastructure), and Individual Assistance (damage to business and private residences).
16	Establish a Recovery Task Force	If a federal disaster declaration is received for Clallam County, a Recovery Task Force (RTF) will be established to coordinate implementation of the recovery plan. The EOC will begin transition to recovery phase as emergency demands diminish. CCEM will provide staff support to the RTF.
17	Continue Emergency Management Objectives	CCEM will continue to provide overall coordination according to incident action plans. As objectives are retired, the EOC will begin demobilization and return to normal operations.



Table 2: Ingredients of a Post-earthquake Common Operating Picture

Major Transportation Routes	<p>HWY 101 from MP 180 to MP 285 HWY 113 from Sappho to HWY 112 HWY 112 from Neah Bay to MP 61 SR110 from 101 to LaPush Critical Routes will be reopened in accordance with Federal Functional Classification Codes for rural and urban roads Blackball Ferry Terminal</p>
Key Bridges and Culverts	<p>Hwy 101 Salmon Creek bridge, Discovery Bay HWY 101 Jimmy Come Lately Bridge, Sequim Bay All Dungeness River Bridges HWY 101 Sieberts Creek Bridge HWY 101 McDonald Creek Bridge HWY 101 Morse Creek Bridges All Port Angeles bridges and culverts All Elwha River bridges All bridges and culverts west of the Elwha River</p>
Public Power	<p>Port Angeles City Light North Coast Operational Area Pacific Coast Operational Area Joyce Operational Area Port Angeles Operational Area Sequim Operational Area Western Jefferson County Operational Area Operational Area 7 (West Jefferson County)</p>
Public Water	<p>Cities of Sequim, Port Angeles, Forks PUD Water Systems (several locations) Private water associations (numerous)</p>
Emergency Response Status	<p>CCFPD#1 CCFPD#2 CCFPD#3 CCFPD#4 CCFPD#5 CCFPD#6 Port Angeles Fire Department Neah Bay Volunteer Fire Department</p>
Hospital Status	<p>Olympic Medical Center Forks Community Hospital</p>
Conventional Telephone Systems	<p>Century Link network</p>
Mobile Telephone Networks	<p>Wave Broadband (VoIP) Verizon AT&T Sprint Other</p>



<p>Port of Port Angeles Facilities</p>	<p>John Wayne Marina Port of Port Angeles William R. Fairchild International Airport Sekiu International Airport</p>
<p>Other Hazards</p>	<p>Hazardous materials storage facilities Vulnerable public structures (i.e. Courthouse, Schools) Historic District buildings</p>



Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex B – Cascadia Subduction Zone Earthquake

Definition – The Cascadia Subduction Zone Earthquake (CSZE) is a recurring catastrophic earthquake that periodically strikes the Pacific Northwest. The Cascadia Subduction Zone is a 600-mile long fault that is located about 130 miles west of the Pacific Coast. This fault has the potential to create earthquakes similar in strength and damage to that of the 2011 Tohoku event which was registered at 9.0 and caused tsunamis as high as 130 feet. An earthquake of this strength generally causes more than 3 minutes of violent shaking followed by numerous powerful aftershocks. The primary ways these earthquakes can cause damage is from:

- Violent ground shaking.
- Subsidence.
- Landslides.
- Liquefaction.
- Tsunamis.

Chapter 6 of the Draft 2019 Clallam County Multi-Jurisdiction Hazard Assessment details the Cascadia Subduction Zone earthquake (Includes threat analysis of liquefaction and after-shocks) threat to Clallam County. A summary of the information is provided here. This earthquake will shake longer and more violently than those discussed in Annex A.

History– The history of this earthquake is well documented in Brian Atwater’s book The Orphan Tsunami. This event dwarfs all other earthquakes in the Pacific Northwest. The CSZE happened 42 times in the last 10,000 years with an average interval of 238 years. The last CSZE occurred around 9 PM on January 26th, 1700. Native American oral histories describe the event but no written record is available. Japanese records show Japan felt the effects a few hours later when tsunami waves took lives and destroyed property.

Earthquake Hazard Identification and Vulnerability Assessment – The CSZE is expected to be magnitude 9.0 or larger with shaking lasting up to 5 minutes. All areas of Clallam County will be affected. Alluvial soils (liquefaction zones) will magnify and may prolong shaking. Unreinforced masonry buildings, bridges and engineered culvert fills are not expected to survive.

The Olympic Peninsula between the Pacific Coast and Port Angeles is expected to subside (sink) up to 6 feet during the first 3 minutes of the quake.

The Department of Natural Resources predicts 40-foot tsunamis along the coast and 30-foot tsunamis in the Strait of Juan de Fuca.

Landslide prone areas on HWY 112, 113 and 101 are expected to slide in multiple locations. Landslides may occur around Lake Sutherland and Lake Crescent. These may produce seiches in the lakes. Seiches may send tsunami type waves into homes. These waves may also send destructive flash flood waters down the Lyre River, Indian Creek and the Elwha River. There may be landslides on the coastal bluffs from the Elwha River to Jamestown.

Long-term disruption of highways, power, water, sewer, telephone, and waste treatment can result in the danger of exposure, disease and starvation to survivors. Washington National Guard studies predict supply lines to the county may be severed for a month or longer. This will necessitate delivery of aid and supplies by air or ship.



Delivery of aid to the county will be complicated by near complete destruction of the Pacific Northwest supply distribution system. All counties west of the Cascade summit between northern California and British Columbia will be damaged. The United States government will mobilize to supply the 8 million people in the region.

CCEM must plan for:

- Extensive transportation disruptions
- Fuel shortages
- Extensive need for mass care and sheltering
- Overloaded healthcare systems
- Mass fatality management
- Debris removal and management
- Disturbance of community services (schools and government closures)
- Failure of wireless/internet structure
- Damage or closure of food and pharmaceutical outlets
- Competing demands for relief and recovery resources
- General public communications disturbance and behavioral health issues resulting from increased emotional stressors.
- A disruption to in the Olympic Peninsula economy
- An extended recovery phase that may take years or decades

Implementation – See Annex A, Table 1 for detailed post-earthquake response actions.



Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex C – Tsunamis/Seiches

DEFINITION - Tsunamis are waves, or a series of waves generated in a body of water by sudden underwater earth movements caused by earthquakes, landslides, or volcanoes. Tsunamis can travel at speeds up to 1000 km/h and may cause waves as high as 30 meters when they make landfall. The speed with which a tsunami strikes and the height of inundation make it incredibly important for those in the path to evacuate to high ground immediately

HISTORY - The tsunami history of the Olympic Peninsula during the last 100 years is quite small.

- Marjorie Daniels reports a 25-foot wave swept into lower Port Townsend in the winter of 1866 in her book “Remember When...”
- The 1964 Good Friday Alaskan earthquake was observed along the Clallam County Pacific and Strait of Juan de Fuca coast. It destroyed the Copalis Crossing Bridge in Grays Harbor County.
- Tsunamis from the 2011 Tohoku Megaquake in Japan were observed at the Lyre River and the Port Angeles Boathaven. Water level deviations of 4-feet with currents of up 4 knots were observed at the entrance to the marina.

Longer-term tsunami history is more serious. Geologist Brian Atwater has found evidence of giant tsunamis at Discovery Bay, Neah Bay and Copalis in Grays Harbor. His research shows these events have occurred 42 times in the last 10,000 years with an average interval 238 years. Inundation may rise as high as 40-feet above tide stage. The last giant tsunami occurred on January 26, 1700. Native American oral history confirms the event occurred but cannot provide a specific date.

HAZARD IDENTIFICATION AND VULNERABILITY ASSESSMENT – Chapter 6 of the Draft 2019 Clallam County Multi-Jurisdiction Hazard Assessment Includes an analysis of the tsunami threat to Clallam County. A summary of the information is provided here.

The county faces three kinds of tsunami threats.

- Far tsunamis – Far tsunamis are created by underwater earth movements around the western Pacific “Ring of Fire” near Japan, Russian coast, Aleutian Islands or Alaska. These waves take from 6 to 12 hours to travel from their origin to Clallam County. Long distances travel by these waves dissipates much of their energy. Unfortunately, coastal bathymetry and geometry of the coast determine how high the wave will be. Please note, a marina in California lost 24 boats and suffered \$ 24 million from a 2-foot wave. The Pacific Tsunami Warning Center can provide several hours warning for people to evacuate to higher ground. People can be alerted by all CCEM notification methods.
- Near tsunamis – Near tsunamis are created by underwater earth movements in Puget Sound, the Strait of Juan de Fuca or the Pacific Ocean by the Cascadia Subduction Zone Earthquake. Washington Department of Natural Resources predicts a 40-foot wave at La Push and Neah Bay 15 minutes after the CSZE starts to shake. The wave may moderate to 30-feet in the Strait arriving at Port Angeles 60 minutes and Sequim 70 minutes after the shaking starts. The CSZE will destroy tsunami warning sirens. Citizens who experience 3 to 5 minutes of violent shaking must self-evacuate to high ground immediately.
- Seiches (tsunamis in lakes) – Seiches are created by massive water displacement due to underwater earth movements. The geology of Indian Valley from the Elwha River to Fairholm Summit features numerous destructive landslides. One of these separated Lake Crescent from Lake Sutherland. Landslides from the mountains around both lakes are capable of creating life-threatening seiches. The overflow from these events may create high-level flash flooding of the Indian Creek, Elwha and Lyre River Valleys.

IMPLEMENTATION - Multiple AHAB sirens have been established at key coastal locations in Clallam County. These sirens will only be effective when a far-tsunami is approaching Washington (AHAB sirens are multi-



hazard alert systems and can be activated to warn of other impending threats). The sirens are not expected to survive events that generate near tsunamis and cannot be adapted to warn about seiches.

A general evacuation of inundation zones is the top priority. The minimum safe height is 50 feet above water level at the time warning is received, a landslide into a lake is observed or the earth starts shaking.

When a far tsunami warning is received, the following actions should take place:

- Activate EOC
- Notify key personnel and agency.
- Include county-wide “all call”
- Implement CodeRED messaging (Alert level)
- Initialize emergency public information system
- Make inner/outer coast notifications
- Begin joint planning for evacuation and search and rescue operations
- Establish traffic control points
- Begin evacuation of hazard areas
- Establish staging areas near the hazard area for mutual aid resources
- Monitor conditions for indications of degree of threat
- Request declaration of emergency (BOCC and City Council)
- Scale up staffing as necessary
- Remain operational until the alert is cancelled or as long as necessary
- Coordinate SAR operations if needed (by operational area)
- Sustain operations or demobilize as appropriate

In the event of a near tsunami return to Annex A or B as appropriate and handle as earthquake.



Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex D – Landslides

Definition - A Landslide is the sliding movement of masses of loosened rock and soil down a hillside or slope. Landslide causes depend on the rock type, precipitation, seismic shaking, land development and zoning practices, soil composition, moisture, and slope steepness.

History - Landslides in populated neighborhoods are seldom a threat in Clallam County. A more serious hazard occurs on Highway 112 from Neah Bay to the East Twin River, on Highway 113 around Burnt Mountain, on Highway 101 around Lake Crescent and on East Beach and Piedmont Roads. These slides may interrupt traffic to the west end for days. Slides on Highway 112 routinely disrupt traffic and utilities along the North Coast for months on end.

Landslide Hazard Identification and Vulnerability Assessment – Chapter 7 of the Draft 2019 Clallam County Multi-Jurisdiction Hazard Assessment details the landslide threat to Clallam County. A summary of the chapter is provided here.

Logging and development may destabilize hillsides. Periods of heavy or prolonged rainfall, severe weather events and earthquakes often result in landslides. The potential for earthquakes to create numerous slides isolating large portions of the county is high. Characteristics that may indicate a landslide hazard area include:

- Pre-existing landslide area
- Toppling bowed, or jack-sawed trees
- Tension or ground cracks along or near the edge of the top of bluffs
- Structural damage caused by settling and cracking of building foundations and separation of steps from the main structure
- Mid-slope ground water seepage from a bluff face

IMPLEMENTATION - A landslide in a residential area on the scale of the 2014 SR531 Landslide is unlikely. There is ancient historical evidence of massive landslides occurring in the regions of Lake Crescent and Lake Sutherland. Smaller scale slides would see continued monitoring of the situation from county, state and Olympic National Park resources. CCEM may be required to:

- Maintain situational awareness such as understanding recent weather that has occurred.
 - Knowing the amount of rainfall or strength of winds
 - Knowing whether or not more is expected
- Conduct a threat analysis.
 - Road conditions
 - Rainfall last 24/48 hours
 - Soil saturation
- Conduct data collection.
- Recommended action.
 - Activate EOC
 - Establish communications with jurisdictions at risk
 - Consider requesting Declaration of Emergency if severity warrants
- Local fire districts, sheriff's office, state and Olympic National Park resources can be tasked to check on conditions and assist with emergency activities.
- Conduct SAR operations.
- Evacuate area surrounding incident site.
- Staff EOC as needed.
- Begin damage information collection process.
- Change status of EOC if necessary.





Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex E - Flooding

Definitions -

River building floods: River building floods are caused by heavy, prolonged rain, melting snow, or both. Heavy rains over prolonged periods of time are the most common cause of flooding within Clallam County. Runoff from melting snow and ice in the Olympic Mountains can add to these floods especially in the spring.

Tidal Floods: These can occur when high tides, strong winds, heavy swell, and low atmospheric pressure all combine and create flooding in coastal areas.

Flash Floods: Caused by rapid rise of water in small rivers or streams that move quickly downhill. Usually caused by brief intense rainfall from thunderstorms or failure of a blocked culvert

History – History shows river building floods commonly occur on the Dungeness, Elwha, Pysht, Clallam, Sol Duc, Calawah, Bogachiel and Quillayute Rivers. Major storms can produce short-term flooding on the remaining side streams. Salmon recovery and land trust programs along with past mitigation programs have relocated most threatened housing and infrastructure out of the flood zones. Highway 112 at the mouth of the Pysht River is prone to flood closures as is Highway 110 at Three Rivers on the Bogachiel River.

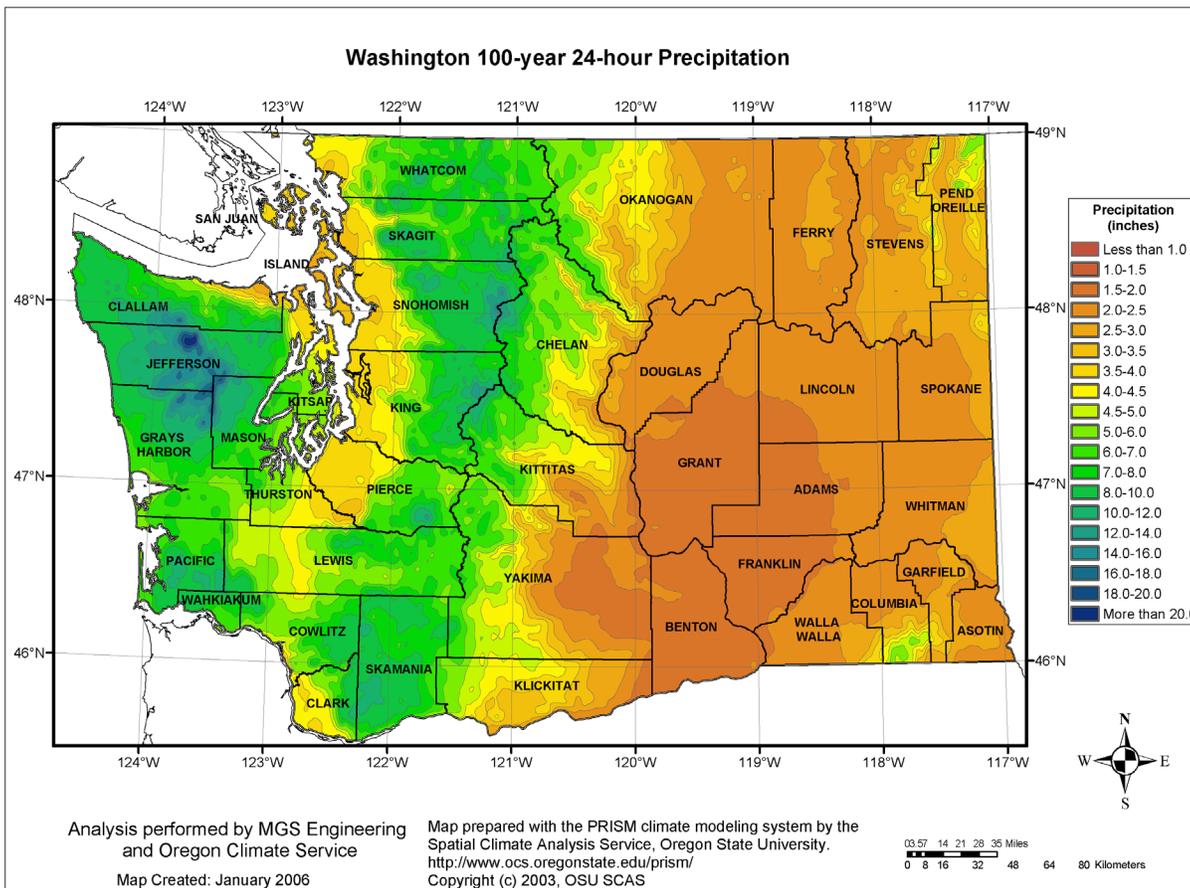
Tidal flooding occasionally threatens near-sea-level properties in La Push, Neah Bay, Sekiu, Port Angeles and Jamestown. These are short term events. Mitigation programs have relocated much threatened housing and infrastructure out of the flood zones.

Flash flooding has occurred at Bell Creek in Sequim and Valley Creek in Port Angeles. Mitigation programs have reduced the threat of recurrence.

Flooding Hazard Identification and Vulnerability Assessment – Flooding is addressed as a hazard in the Draft 2019 Clallam County Multi-Jurisdiction Hazard Assessment. Appendix D of the plan found no flooding threat to Clallam County infrastructure other than a few identified roads and highways. The Quillayute, Makah, Lower Elwha Klallam and Jamestown S’Klallam Tribes have all taken steps to mitigate damage to their infrastructure.

In the history of Clallam County, there have been Presidentially-declared floods dating back to December 1979. Occurring principally during the winter months, flooding has inflicted some damage to property and infrastructure. Occasionally, there has been short-term isolation of west end and north coast communities. Road and bridge washouts on Highway 101 and 112 are common.





Implementation - Understanding these rivers and the hazards they pose is important when conducting response actions.

- PENCOM is the designated local warning point; they will advise CCEM if a flood bulletin is received
- CCEM may be required to:
 - Maintain situational awareness such as understanding recent weather that has occurred.
 - Know that storms frequently develop further southwest; look for developing flooding in counties to the southwest.
 - Check weather and flood bulletins
- CCEM may:
 - Verify that bulletins include rivers on the Olympic Peninsula.
 - Check bulletin type (Advisory, Watch, or Warning).
 - Conduct a threat analysis.
 - Check freezing level.
 - Check rainfall last 24/48 hours.
 - Check soil saturation.
 - Conduct data collection.
 - Recommend public warning action (Warning).
 - Activate EOC.
 - Establish communications with Operational Areas at risk.
- Local fire districts, , county agencies, state and Olympic National Park resources can be tasked to check on conditions and assist with
 - Emergency activities.



- Staff EOC as needed.
- Begin damage information collection process.



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Clallam County Comprehensive Emergency Management Plan Hazard-Specific Annexes

Annex F - Severe Weather

Definition - Severe weather encompasses a variety of atmospheric hazards that range in impacts.

Severe weather can be:

- Heavy precipitation (pineapple express, snow and ice)
- Damaging winds (Frazer River outflow or pineapple express)
- High/low temperature events
- Drought
- Thunderstorms

Wind storms have a high probability of occurring every year between October and April. Damaging winds are considered storms with sustained winds of 50 mph or gusts 65 mph or higher. Of all hazards that can occur in Clallam County, damaging winds happen most often and usually cause the most damage.

Most weather systems move into Washington from the Pacific Ocean traveling from the southwest to northeast. Maritime air reaching the Olympic Mountains rises and cools and can result in precipitation. Seasonal temperatures determine the type of precipitation. Impacts and effects of storms include:

- Loss of life,
- Damage to homes, businesses and critical transportation infrastructure:
 - Damage to timber resources
 - Delays in emergency responses
 - Damage or loss of recreation facilities
 - Disruption of utilities
 - Loss of jobs due to damaged equipment and facilities
 - School and business closures resulting in economic impacts
 - Debris removal and management

History- Clallam County has a history of severe weather with winter storms creating the most damage. Between 2006 and 2019, there were multiple instances of winter storms occurring in Western Washington. These caused landslides, flooding, snow, and wind damage costing millions of dollars to thousands of homes and businesses. One of the most famous storms to strike the Olympic Peninsula caused the collapse of the Hood Canal Bridge in 1979. This limited the Clallam County supply chain to Highway 101 for a number of years.

Experience in the December 2018 windstorm and the February 2019 Snowstorm show that emergency services need to plan to assist oxygen dependent and dialysis patients as well as provide temporary shelter and emergency device charging facilities for stranded travelers.

Hazard Identification and Vulnerability Assessment - Severe weather is an annual threat to Clallam County. Wind, snow, ice and rain storms often disrupt transportation, electrical power, phone service, and internet for hours to days. These events also disrupt emergency responses from fire, EMS, and law enforcement.

Implementation - Clallam County follows the Federal Functional Classification (FFC) codes to prioritize emergency work on urban and rural roads. The county has procedures for providing emergency services, mutual aid with other public entities, and procedures for requesting state and federal aid if needed. As part of the public information campaign, county residents are regularly informed on how to prepare for and react when severe weather strikes.

NATIONAL WEATHER SERVICE (NWS) CRITERIA:



- **HIGH WIND ADVISORY/OUTLOOK** – Events that are not life threatening, but may cause limited power outages or other inconvenience. Sustained wind of 30 to 39 mph or gusts of 45 to 57 mph
- **HIGH WIND WATCH** – Conditions are favorable for the HIGH WINDS in the next 48 hours but are not yet certain.
- **HIGH WIND WARNING** – A potentially life-threatening HIGH WIND event is occurring or is about to occur. Winds are or will be at the WARNING level or above the HIGH WIND WARNING threshold:
Sustained winds of 40 MPH with gusts to 58 MPH or higher.

TRIGGER LEVELS – The NOAA/NWS HIGH WIND WARNING thresholds usually do not require activation of DAMAGING WINDS protocols unless the upper gusts are in excess of 70 MPH.

(See SUGGESTED THRESHOLDS below).

THREAT ANALYSIS – Experience shows the county may plan for:

- Downed trees and tree branches.
- Closed roads (trees or other debris in the roadway; tree/power line entanglement).
- Power outages (short term specific sites; long term system-wide damage).
- Telephone outages (conventional and cellular; line damage; tower damage; overload).
- System outages (internet service providers; data transfer systems; communications).
- Property damage (homes and businesses; impacts from any of the above).
- Debris removal and debris management.

RECOMMENDED RESPONSE ACTIVITIES FOR DAMAGING WINDS

- Maintain 24/7 awareness of conditions during storm season
- Ramp up CCEM situational awareness when storm potential increases
- Provide for receipt and analysis of NWS storm bulletins
- Ramp up EOC staffing depending on potential severity
- Advise emergency response agencies to execute storm checklists (refueling chainsaws, staff call-back, etc. depending on the potential severity)
- Monitor storm activities and track damage reports
- Enhance or de-escalate EOC staffing as conditions warrant
- Provide the public with information

RECOMMENDED POST-INCIDENT RECOVERY

- Initiate private/public property damage information collections process
- Provide public and private damage data to WAEMD
- Modify or enhance EOC staffing to transition from response to recovery operations
- Coordinate with partner agencies to prioritize restoration of services and debris disposal
- CCEM will act as principal coordinator in organizing and executing short term and long-term recovery.



Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex G – Wildland Urban Interface Fires

DEFINITION – Wildland urban interface fires, forest or wildland fires are the uncontrolled destruction of forested lands and wildlands by fire caused by natural or human-made events. Forest and wildland fires occur primarily in undeveloped areas. Interface fires are fires that occur in developed forest and wildlands, only partially cleared, and occupied by structural development. When weather conditions are dry and fuels are abundant, rapidly spreading fires can cause significant loss of life and property.

HISTORY – The Olympic Peninsula has a long history of wildland fires in the past thousand years. Some old-growth trees and fire scars to indicate that large fires have occurred about 450, 480, 540, and 670 years ago. More recent fires include the Great Forks Fire of 1951, Hoko Complex Fires 1998, and Lake Quinault Fire of 2016.

HAZARD IDENTIFICATION AND VULNERABILITY ASSESSMENT - Clallam County’s fire season usually runs from mid-May through October. Any prolonged period without significant precipitation presents a potentially dangerous situation, particularly if strong dry, east winds prevail. The probability of a forest fire or an interface fire in any one location depends on fuel conditions, topography, the time of the year, past weather conditions, and if there is human activity such as debris burning, camping, etc.

Short-term loss caused by fires is the complete destruction of valuable resources such as timber, wildlife habitat and scenic vistas. Vulnerability to flooding increases due to the destruction of the watershed’s vegetation. Long-term effects are reduced amounts of timber for harvest and recreation areas.

Home building in and near forests and wildlands increases the risk of property loss from fires. Frequently, there is little clearance of vegetation resulting in a lack of defensible space. Narrow access roads frequently found in these areas interfere with fire suppression efforts.

IMPLEMENTATION - A number of activities can be undertaken which will reduce the actual numbers and resulting loss from fires. These include:

- Forest fire education and enforcement programs must be emphasized to include early reporting of fires
- Effective early fire detection and emergency communication systems are essential
- Effective early warning systems are essential to notify local inhabitants and persons in the area of the fire
- An evacuation plan detailing primary and alternate escape routes should be developed if possible
- Fire-safe development planning for ESF 4 undertaken by Operational Areas including:
 - Sufficient fuel free areas around structures.
 - Fire resistant roofing materials.
 - Adequate two-way routes and turnaround areas for emergency vehicles.
 - Adequate water supplies.
 - Development of local ordinances to control human caused fires.
 - Road closures should be increased during peak fire periods to reduce access to fire prone areas.
- Enforcement of “no-burn” periods.



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Clallam County Comprehensive Emergency Management Plan

Hazard-Specific Annexes

Annex H – Terrorism

Definition - Terrorism comprises a political effort to oppose the status quo by inducing fear in the civilian population through the widespread and publicized use of violence, including murder, injury, and destruction. The FBI definition of terrorism is “the unlawful use of force or violence against person or property to intimidate or coerce a government; the civilian population; or any segment of it, in furtherance of political or social objectives.

HISTORY - While Clallam County has not been the target of known terrorist activity, it has been used as an infiltration route by terrorist organizations. The county’s experience with terrorism occurred in December 1999 when Algerian terrorist Ahmed Ressaym drove off the MV Coho ferry from Victoria with a trunk full of explosives. He used Port Angeles to enter the United States on his way to bomb LAX.

HAZARD IDENTIFICATION AND VULNERABILITY ASSESSMENT – Washington State is vulnerable to terrorist activity. Terrorism can be state sponsored by foreign governments or the home-grown extremist groups. These include:

- Ethnic groups, separatists, and political refugees.
- Radical political organizations.
- Extremist issue-oriented groups such as religious, animal rights, environmentalists, etc.

While Clallam County is not immune to terrorist activity, our close proximity to Seattle’s economic, financial, and population center makes vulnerability to the effects of terrorism marginal.

Terrorists hope to instill fear and panic in the civilian populations by convincing them that their governments cannot:

- Protect their population.
- Protect symbols of its authority.
- Protect society’s institutions.
- Protect society’s infrastructure.
- Protect their officials.
- End the threat of more terrorism, and as a result.
- Cannot maintain normal, peaceful conditions in society.

Communities that are most vulnerable to terrorist incidents have visible and vulnerable targets.

Potential targets in Clallam County include:

- Government office buildings, courthouses, schools, hospitals.
- Water supplies, power distribution systems.
- Ferries, bridges, seaports and ships in harbor.
- Theaters and parks.
- Law, fire, emergency medical services and responder facilities.
- Special events such as parades, religious services, festivals, and celebrations.

The term “Weapons of Mass Destruction” (WMD) describes weapons that can be classified into the following categories: Chemical, Biological, Radiological, Nuclear and Explosive. These categories are often referred to as the acronym CBRNE. Biological and chemical agents pose threats because of their accessible nature and the rapid manner in which they could be employed. Most agents can be easily introduced into the environment through aerosol generators, explosive devices, breaking containers, or other forms of covert dissemination. Dispersed as an aerosol, chemical agents have their greatest potential for inflicting mass casualties. Biological agents can be disseminated by the use of aerosols, contaminated food or water supplies, direct skin contact, or injection. The consequences of biological attacks will first be recognized in the hospital emergency rooms and by other health care resources, and will present communities with an unprecedented requirement to



provide mass protective treatment, mass patient care, mass fatality management, and environmental health clean-up procedures and plans. Radiological and nuclear weapons would inflict explosions, thermal radiation, and radiation exposure injuries, sickness or death. Cyberterrorism is a relatively new phenomenon that can be used to potentially disrupt society and exploit our continuing reliance on computers and telecommunication. Cyberterrorism threatens the electronic infrastructure supporting the social, health, and economic well-being of all citizens.

Interlinked computer networks regulate the flow of power, water, financial services, medical care, telecommunication networks, and transportation systems.

A terrorist attack in Seattle, Tacoma, Joint Base Lewis McCord, Everett, Bremerton, Bangor or Whidbey Island NAS would be more likely than a target located in the County. The County may not be directly impacted but it could see a surge in people fleeing the terrorist situation. County resources would be quickly overwhelmed, food supplies would quickly be depleted, lodging would be scarce, and management of people (both local and “refugees”) could be extremely difficult.

Implementation – The best mitigation and prevention strategy is vigilance by the public. Attacks are best prevented when people report suspicious behavior to law enforcement. Multiple levels of local, state and federal law enforcement carefully observe activities along our borders, highways and in our communities. Assistance from concerned citizens provides an added level of security.

County IT employees are alert to cyber security.

CCEM can be mobilized at any time to support this protection mission. Terrorism produces similar threats to life safety and property, the economy and environment as those from natural disasters. The Emergency Service Functions in place minimize the need for specific response and recovery actions for each type terrorist incident.

If a terrorism incident were to occur, the following expected to take place:

- Maintain situational awareness
 - Who, what, when, where, and why?
 - Size and scope of incident
- Damage assessment of affected area
- Immediate evacuation or shelter-in-place of those in the impacted area
- EOC full activation in support of partner agencies
- EOC provides logistical support

