CITY OF BAINBRIDGE ISLAND

B

CITY OF BREMERTON

Port ORCHARD

CITY OF POULSBO
VIKING CITY

KITSAP COUNTY

18   57

WASHINGTON

Comprehensive Emergency Management Plan

CEMP   December 31, 2020

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Promulgation Letter

The Kitsap County Department of Emergency Management sincerely appreciates the cooperation and support from those agencies, departments, and local jurisdictions that have contributed to the revision and publication of the 2020 Kitsap County Comprehensive Emergency Management Plan (CEMP). Coordination of the Plan represents a committed and concerted effort by county/city agencies and local jurisdictions to emergency management. The Plan demonstrates the ability of a large number of agencies to work together to achieve a common goal.

The CEMP was revised through the synergistic effort of many agencies in Kitsap County. A major revision to the CEMP is the integration of the four Cities and County CEMPs into one document, representing a common strategic plan to mitigate against, prepare for, respond to, and recover from disasters in Kitsap County. This represents a holistic approach to a multi-agency and common picture response for the protection of the residents and visitors of Kitsap County. The Department of Emergency Management coordinated with many groups to provide a forum for those with identified responsibilities in the CEMP. They participated in planning and coordinating emergency management activities in order to identify, develop, maintain, and enhance county emergency management capabilities.

The CEMP is one of the many efforts to prepare all people in Kitsap County for emergencies or disasters. The CEMP is formatted to be consistent with the State Comprehensive Emergency Management Plan as well as the National Response Framework (NRF), complete with single function activities.

The 2020 CEMP supersedes the Kitsap County CEMP. As a multi-government document, it includes executive head resolutions signing this CEMP into public law.

Sincerely,

Elizabeth ("Lis") F. Klute, Director
Kitsap County Department of Emergency Management
911 Carver Street Bremerton, WA 98312 (360) 307-5872

Thank you for your continued support of our community emergency management and disaster planning efforts in Kitsap County.
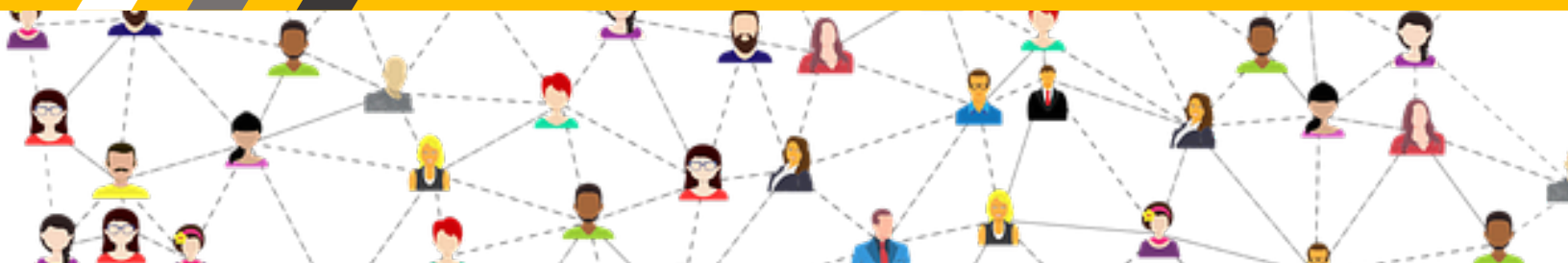
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Record of Changes

	Element	Description	Date of Change	Changed By
1	Overall	Complete 2020 revision of the CEMP, including comprehensive review and updates of the entire document.	December 2020	KCDEM
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Table 1: Record of Changes

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Record of Distribution

Kitsap County Departments	Date of Delivery	Other Supporting Agencies	Date of Delivery
Administrative Services		American Red Cross	
Assessor		Bainbridge Island Fire and Rescue	
Auditor		Bainbridge Island School District	
Clerk		Bremerton School District	
Commissioners		Central Kitsap Fire and Rescue	
Community Development		Central Kitsap School District	
Coroner		City of Bainbridge Island	
District Court		City of Bremerton	
Emergency Management		City of Port Orchard	
Human Resources		City of Poulsbo	
Information Services		Clallam County DEM	
Kitsap911		St. Michael's Medical Center	
Parks & Recreation		Jefferson County DEM	
Personnel & Human Services		Kitsap Housing Authority	
Prosecutor		Kitsap Mental Health	
Public Defense		Kitsap Public Health District	
Public Works		Kitsap Transit	
Sheriff		Mason County DEM	
Superior Court		Navy Region Northwest	
Treasurer		North Kitsap Fire and Rescue	
WSU Extension		North Kitsap School District	
		Pierce County DEM	
		Port Gamble S'Klallam Tribe	
		Port of Bremerton	
		Puget Sound Naval Shipyard	
		South Kitsap Fire & Rescue	
		South Kitsap School District	
		Suquamish Tribe	
		Washington Emergency Management	
		Washington State Patrol	

Table 2: Record of Distribution

Note: This plan can be found on the KCDEM website along with many other public-facing emergency management documents.[1]

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[1] http://www.kitsapdem.org/library.aspx

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Executive Summary

The 2020 Kitsap County Comprehensive Emergency Management Plan (CEMP) is a product of the coordinated planning efforts between the Kitsap County Department of Emergency Management (KCDEM), County and City Departments, the Emergency Management Council (EMC), emergency management representatives from selected political jurisdictions, and selected private and volunteer sector interests. It meets the requirements of:

- RCW 38.52, WAC 118-30
- FEMA's Comprehensive Preparedness Guide CPG-101
- Washington State Emergency Management Division's Comprehensive Emergency Management Supplemental Planning Guide
- FEMA's guidance on the National Response Framework (NRF) and National Incident Management System (NIMS) compliance
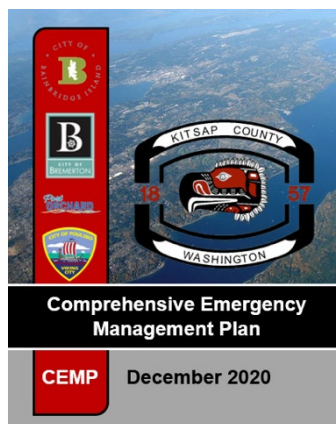
The 2020 CEMP is a comprehensive strategy for the management of disasters in Kitsap County. It is designed to provide an overall approach to emergency response and recovery and the collaboration of county and city governments and support agencies to provide essential measures to preserve life and protect residents and visitors from disasters. It provides information for county/city governments to prepare themselves to respond to disasters using a systematic response network and a comprehensive training and exercise program to ensure local responders, including county/city employees, are prepared to respond to emergencies, support ongoing Emergency Operations Center (EOC) activities, and provide a safe and secure environment for its residents and visitors.

The Kitsap County CEMP 2020 is organized into three sections:

1 The Basic Plan

2 Appendices
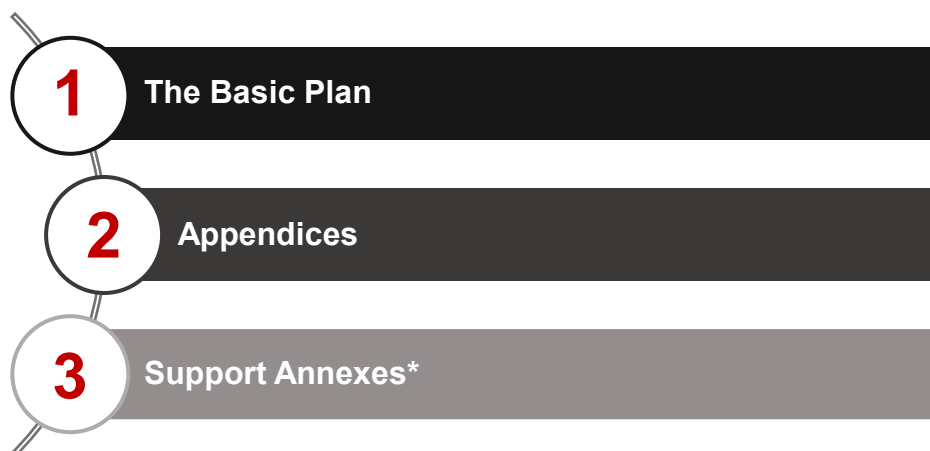
3 Support Annexes*

*Support Annexes exist as standalone plans to support the CEMP and are not attached to this document.

CEMP 2020 will improve the capability of Kitsap County and its Cities to understand the holistic approach to a county-wide response using the same concepts and principles for success in disaster response and recovery that will minimize loss of life, stabilize events quickly, and reduce long term recovery efforts.

In addition, the CEMP incorporates culturally competent approaches that draw from the community-based values and customs of the culturally diverse population groups located throughout Kitsap County. A culturally inclusive emergency management approach intends to better ensure the planning process serves the *whole* community. The Plan evaluates the County's capabilities and provides resources as needed to ensure that the needs of all community members are addressed.

KCDEM, at the direction of the EMC, will annually test the Plan through training and exercises, conduct period plan maintenance, and continue to coordinate revisions recommended by stakeholders.

Introduction

Significant Changes

In 2015, the CEMP was significantly revised to consolidate the Kitsap County CEMP 2010 with the CEMPs of the cities of Bainbridge Island, Bremerton, Poulsbo, and Port Orchard.

This 2020 CEMP updates the previous version and includes numerous revisions:

- Reformatted for consistency, new maps, and other exhibits
- Updated information based on the revised Hazard Identification and Assessment 2019
- Revised information on the role and responsibility of the KCDEM
- Revised organizational charts for Emergency Management day-to-day and EOC operations
- Revised language and content for inclusivity and cultural competency
- Updated operational expectations based on lessons learned during the COVID-19 response of 2020

Plan Design

This Plan is designed based on FEMA's Comprehensive Preparedness Guide (CPG) 101 and in accordance with Washington State and Kitsap County law referenced in this document. As such, a basic CEMP format is used to meet the needs of Kitsap County. Three main sections compose the Plan: The Basic Plan, Appendices, and the Incident Annexes.

The Development & Maintenance Section provides additional information on plan management and maintenance.

The Kitsap County CEMP is the umbrella document for all other plans associated with County Emergency Management. The Plan is broken down as follows:

1. **The Basic Plan** delineates the application of emergency operations as it applies to incidents in Kitsap County, including the general role and responsibilities of the County and cities in disasters. It includes a synopsis of the hazards faced by residents and visitors in the county; a discussion of the needs and capabilities in handling those hazards; and an overview of the county's emergency management structure.

2. **Appendices** expand on information and provide supporting data. The Appendices to the Basic Plan include a variety of topics such as terms and definitions, acronyms and abbreviations, legal authorities, and training requirements.

3. **Support Annexes** are strategic plans that define specific requirements and actions necessary to respond to and manage specific core mitigation, response, and recovery

Developing and Maintaining Emergency Operations Plans

Comprehensive Preparedness Guide (CPG) 101 Version 2.0

November 2010

FEMA
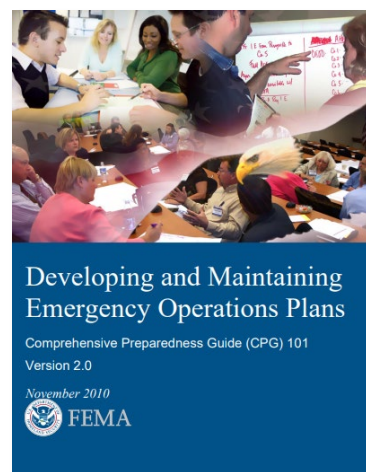
functions in Kitsap County. They include such plans for vulnerable populations, recovery, terrorism, and hazardous materials, to name a few. On page 11, Figure 1: CEMP and Select Associated Plans and Procedures is a comprehensive chart that delineates the relationships among plans and operating procedures that support the Kitsap County CEMP and define the emergency management program.

- Kitsap County operates in accordance with the NIMS and is an all-hazards plan. NIMS, including the Incident Command Structure (ICS), provides the structure and mechanism for policy and operational coordination for incident management. Consistent with the model provided in the National Response Framework (NRF) and NIMS, the CEMP can be partially or fully implemented in the context of a threat or anticipation of a response to a significant incident or event. Selective implementation through the activation of one or more of the Annexes allows maximum flexibility in responding to and recovering from an incident, meeting the unique operational and information-sharing requirements of the situation at hand, and enabling effective interaction between various county and non-county entities. This Plan will facilitate the restoration of basic county government operations and services following emergencies or disasters.

- The support annexes are revised and promulgated separately from this Plan and play an important role in defining specific agencies and procedures for responding successfully to these important functional areas.

- Some of the annexes include:
  o Multi-Hazard Mitigation Plan
  o Emergency Operations Plans
  o Terrorism Plan
  o Disaster Recovery Plan
  o Continuity of Operations (COOP) Plan (under development)
  o Animal Emergency and Disaster Preparedness Plan
  o Local Emergency Planning Committee (LEPC) for Hazardous Materials Events
  o Vulnerable Population Plan

CEMP and Select Associated Plans and Procedures

Comprehensive Emergency Management Plan
CEMP and HIVA

Emergency Management Interlocal Agreement

Support Annexes
- Multi-Hazard Mitigation Plan (MHMP)
- Emergency Operating Plans
- Terrorism Plan
- Disaster Recovery Plan
- Continuity of Operations Plan (COOP)
- Animal Emergency and Disaster Plan
- Local Emergency Planning Committee (LEPC)
- Vulnerable Population Plan

Emergency Operations Plans (EOPs)
- Kitsap County
- City of Bremerton
- City of Bainbridge Island
- City of Port Orchard
- City of Poulsbo

Kitsap County Joint Agency Plans and Procedures
- Kitsap County Fire Resource Plan
- Kitsap County Long-Term Care Plan
- Kitsap County Mass Casualty Plan
- Kitsap County Mass Fatality Plan
- Harrison Hospital Medical Casualty Plan
- Navy Region Northwest Response Plans
- Kitsap County Health District Emergency Plan

Support Operations Plans
- Amber Alert Plan
- Generator Refueling Plan
- Debris Management Plan
- Damage Assessment Plan
- Fire Area Command Plan
- Changing Gears Plan
- EAS Plan
- 911/DEM Facility Plan
- Kitsap County CERT Response Plan
- CISM Response Plan
- Kitsap County Medical Reserve Corps Plan

Kitsap County Emergency Operations Plan Annexes
- EOC Activation
- EOC Operations
- Activation of County Departments
- JIC Manual
- DEM Staff Disaster Policy
- Alternate EOC Activation
- Communications Plan
- EOC Technology Instruction
- Incident Management Team (IMT) Handbook
- Forms Resources, Status Board (M Drive)
- Acronyms and Definitions
- Standard Operating Procedures (SOPs)
- DEM Duty Officer Handbook
- EOC Communication Directory
- ICS Position Checklists
- Unified Command

Standard Operating Procedures (SOPs)
- Airplane Crash
- Dam Failures
- Utility Disruptions
- Hazardous Materials Emergencies
- Earthquakes
- Flooding
- Winter Storms
- Anthrax Events
- Amber Alert
- Bomb Threats
- Product Tampering
- Evacuation Plans
- Generator Refueling Plan
- DEM Duty Office Procedure
- CEMNET Procedures
- Changing Gears Protocols
- EAS Activation
- Search and Rescue
- Alternate EOC Setup
- CISM Team Activation

Figure 1: CEMP and Select Associated Plans and Procedures

Mission

The mission of KCDEM is to prepare for, respond to, recover from, and mitigate for any emergency or disaster that affects Kitsap County and its cities[2].

To carry out the mission, KCDEM's goals are to:

| Develop public awareness and self-sufficiency. | Develop responder capabilities. | Have reasonable procedures for emergencies and disasters. | Create an atmosphere of interagency cooperation in emergency and disaster operations. |

This document brings the mission and goals together with a unified focus and strategy to protect the public from harm and provide a system for managing emergencies and disasters. This Plan includes the roles and responsibilities of Kitsap county and city governments and other agencies to work together in a coordinated response for the good of the residents and visitors of Kitsap County.

Purpose

The **purpose** of the CEMP is to **provide a framework for the emergency management principles and the function and responsibilities** of KCDEM and County/City Governments.

The Plan considers the concept of emergency management functions of preparedness, response, recovery, and mitigation strategies for the ongoing maintenance and enhancement of emergency services. It defines primary and secondary roles of governments during and after emergencies and the support roles of a variety of agencies, service groups, volunteers, and faith-based organizations to provide assistance to the residents and visitors of Kitsap County.

The CEMP Basic Plan provides an overview of the jurisdiction's approach to emergency operations and guides the development of the more operationally-oriented annexes, other supporting plans, operating procedures, and related documents. It is not the intent of this document to encompass

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[2] Mission statement can be found on the KCDEM website http://www.kitsapdem.org/about-us.aspx

all of these additional plans, but will provide reference information in support of emergency management.

Throughout this Plan, the term "county/city" refers to the four incorporated cities, Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, as well as unincorporated Kitsap County. Each of the Cities and the County retain their own jurisdictional rights imposed by charters and Washington State law, but recognize a common approach to all phases of emergency management. KCDEM has established an Emergency Management Council (EMC) to provide direction, control, and oversight of KCDEM. As noted, each City and County Government will have a CEMP specifically defining the role of their government in disaster response and recovery operations.

The governments of Kitsap County and its employees, augmented by trained reservists, volunteers, and appointed emergency management officials, will take all possible action to respond to the effects of a disaster and expedite response and recovery while prioritizing the preservation of health and social services, housing, infrastructure, and economic, natural, and cultural resources. This is also true for Kitsap incorporated cities that have a responsibility for the welfare of their residents and visitors. **The top priority is the preservation of human life.**

Scope

The scope of the CEMP includes:

- Functions and activities necessary to implement the five phases of emergency management – prevention, mitigation, preparedness, response, and recovery.
- Responsibilities in relation to Kitsap County Code Title 2.104, Chapter RCW 38.52, Public Law 93-288, as amended and other applicable laws as appropriate.

Although the CEMP touches on many topics, the following are **outside** of the scope of this document:

- Individual disasters or types of response: Many different types of disasters are referenced in this Plan, but the specific response expectations for each hazard will not be detailed.
- Standard operating procedures and guidelines: These should be developed separately using the broad level guidance outlined in this Plan.
- The use of good judgment and common sense: Although this Plan strives to be all-hazards, there may be circumstances not foreseen or covered by the Plan itself. It is expected that this Plan will serve as a roadmap, along with the use of good judgment to extrapolate additional expectations.
- Guarantee of a perfect response: Assets and systems may become overwhelmed for various reasons and situations, so Kitsap County can only endeavor to make every reasonable effort to respond based on the situation, information, and resources available at the time. This Plan does not guarantee a perfect response system.

Authority

This Plan is developed, promulgated, and maintained pursuant to all applicable state and federal statutes and regulations, including but not limited to:

Authorities (State and Federal)

- State of Washington CEMP
- Revised Code of Washington (RCW) Chapters 38.52 and 39.34.
- Washington Administrative Codes (WAC) 118.04, 118.30, and 296-62.
- National Planning Frameworks
- Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
- Public Law 96-342, Improved Civil Defense, 1980.
- Public Law 99-499, Superfund Amendment, and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right-to-Know Act (EPCRA).
- Public Law 106-390, Disaster Mitigation Act of 2000

City and County Authority

- Kitsap County Code, Chapter 2.104.
- City of Bainbridge Island Ordinance 86-26, Interlocal Agreement for Emergency Management Services and Ordinance 68-22, Emergency Proclamation
- City of Bremerton Municipal Code 2.26 Emergency Management Organization
- City of Port Orchard Interlocal Agreement for Emergency Services and Ordinance 1712, Designation of Hazardous Materials Incident Command Agency and Mutual Aid Agreements
- City of Poulsbo Municipal Code 2.26 Emergency Management Organization

A comprehensive listing of Local, State, and Federal Laws and Authority are provided in Appendix B to the Basic Plan.

Situation Overview

Pursuant to Kitsap County and the Cities of Bainbridge Island, Bremerton, Poulsbo, and Port Orchard codes and ordinances for Emergency Management and RCW 38.52, this CEMP is set forth, and each Government and its departments and those agencies with roles outlined in the document. Entities are directed to be knowledgeable of the contents and be prepared to respond and/or support response efforts when called upon.

KCDEM is governed by an interlocal agreement with each of these entities to provide day-to-day emergency management services as well as support mitigation, preparedness, response, and recovery activities to the entire county. One consolidated CEMP brings all jurisdictions under one emergency management umbrella designed to incorporate stakeholders into a collaborative process and streamline a consistent approach to emergency management principles and services.

In alignment with this Plan and to reinforce the strategic and tactical support of emergency management, each jurisdiction will have an updated CEMP that defines details such as specific roles and responsibilities or facilities for emergency response based on strategies outlined in the Kitsap County CEMP 2020.

The 2020 Kitsap CEMP provides a comprehensive strategy for the management of disasters in Kitsap County.

It is designed to provide an overall approach to emergency response and recovery and the collaboration of county and city governments and support agencies to provide essential measures to preserve life and protect residents and visitors from disasters. This Plan is based on providing a well-rounded, ongoing program for emergency prevention, preparedness, mitigation, response, and recovery activities and to encourage residents, visitors, governments, businesses, and other organizations to prepare for disasters.

Hazards Assessment Summary

The Hazard Identification and Vulnerability Assessment (HIVA), updated in October 2019, provides information on potential hazards and threats that may affect Kitsap County. Disasters have occurred in Kitsap County and will occur again, some with warning and others with no warning at all. The purpose of the HIVA is to provide an evaluation of potential hazards for mitigation and preparedness priorities, as well as defining strategic planning for the KCDEM.

The HIVA outlines the following considerations:

- Except for rare, isolated incidents, there is no hazard identified that would require an entire evacuation of Kitsap County and its four cities.
- Kitsap County plans for all-hazards response utilizing the NIMS and by training all response personnel and EOC staff to use the Incident Command System (ICS).
- The Department of Homeland Security (DHS) Threat and Hazard Identification and Risk Assessment (THIRA) process provides a means to evaluate Kitsap County's state of

readiness for manmade threats. Kitsap County relies on the Washington State THIRA for this information rather than a local assessment.

The CEMP considers that emergencies and disasters are likely to occur as described and assessed in the HIVA. The following table shows the identified potential threats and hazards to Kitsap County (it is important to remember that this is not a definitive list, and the County may still be affected by incidents not covered in the HIVA).

Natural Hazards	Technological Hazards/Human-Caused Threats
Droughts	Cybersecurity
Earthquakes	Dam Failure
Floods	Energy Emergency
Forest and Urban Fires	Hazardous Sites/Materials
Landslides and Erosion	Radiological Emergencies
Severe Storms/Tornadoes	Search and Rescue Emergencies
Tsunamis, High Waves, and Seiches	Terrorism
Volcanic Ash Fall	Transportation Mass Casualty Incident
	Epidemics (Human and Animal)

Table 3: Kitsap County Natural, Technological, and Human-Caused Hazards and Threats

Historically strong or severe winter storms have triggered the activation of the County EOC to supporting a coordinated response to power outages, minor flooding, and minimal damage. These latter types of winter storms are the most common. Throughout the years, Kitsap County and its cities have made significant efforts to mitigate the effects of these events through successful stormwater systems, tree-trimming along roads, and community preparedness programs.

Although severe winter storms are Kitsap County's most common events, the most significant risk to the County continues to be earthquakes. As such, KCDEM continues to prepare staff, first responders, and the public for the next significant earthquake. An earthquake of a "Nisqually" or greater incident will have a considerable impact on people, the economy, and the environment.[3] Within reason, preparing for the most significant all-hazard event will prepare Kitsap County for events of lesser magnitude.

The Plan rates potential hazards and assigns weights based on hazard predictability, potential damage, and loss of life, and costs to individuals and governments. The following table presents the 2019 HIVA Risk Ratings for Kitsap County:

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[3] The Nisqually earthquake, with a moment magnitude of 6.8 and Mercalli intensity rating of VIII-Severe, affected the region on February 28, 2001. https://en.wikipedia.org/wiki/2001_Nisqually_earthquake

HIVA Risk Ratings 2019					
Hazard/Threat	Overall Risk	People	Damages	Economy	Environment
Natural Hazards					
Earthquake	High	High	High	High	High
Flooding	Moderate	Low	Moderate	Low	Low
Forest & Urban Fires	Moderate	High	Moderate	Low	Moderate
Landslides	Moderate	Low	Moderate	Low	Low
Severe Storms/Tornadoes	Moderate	Low	Moderate	Moderate	Moderate
Tsunamis	Moderate	Low	High	Moderate	Moderate
Droughts	Low	Low	Low	Low	Moderate
Volcanic Ash Fall	Low	Low	Low	Low	Moderate
Technological & Human-Caused Hazards					
Cyber Attack	Moderate	High	Moderate	Moderate	Moderate
Energy Emergencies	Moderate	Moderate	Moderate	Moderate	Moderate
Hazardous Materials	Moderate	Moderate	Moderate	Moderate	Moderate
Radiological	Moderate	Low	Moderate	High	High
Terrorism	Moderate	Moderate	Moderate	Moderate	Moderate
Transportation-MCI	Moderate	Moderate	Moderate	Moderate	Moderate
Epidemics	Moderate	Moderate	Moderate	Moderate	Moderate
Dam Failures	Low	Low	Low	Low	Low
Search & Rescue	Low	Moderate	Low	Low	Low

Table 4: HIVA Risk Ratings 2019

Since the 2015 HIVA was published, there have been three major emergencies in Kitsap County:

- The 2020 COVID-19 Pandemic required ongoing EOC operations through most of 2020. The response included unprecedented prevention, isolation, and quarantine efforts and remains ongoing at the time of publication.[4]

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[4] President Donald J. Trump Approves Major Disaster Declaration for Washington, https://www.fema.gov/news-release/20200724/president-donald-j-trump-approves-major-disaster-declaration-washington

- The December 2018 Winter Storms included an EF-2 tornado that caused catastrophic damage to 250 homes and community buildings in incorporated and unincorporated Port Orchard. This was the strongest tornado to hit Washington State since 1986.[5]

- In 2016, a windstorm with severe rain affected Kitsap County but did not meet the State declaration threshold.[6]

Planning Assumptions and Considerations

The following is a list of planning assumptions essential to planning processes and response and recovery actions:

- Some emergencies or disasters will occur with enough warning that appropriate notification will be issued to ensure some level of preparation. Other situations will occur with no advanced warning.

- Some residents, visitors, businesses, county and city departments, and industries will not be disaster-ready with two-week kits prepared as recommended by the Washington Emergency Management Division.

- Comprehensive response and recovery operations are based on an effective training and exercise program and the essential elements of communication, coordination, and command and control. These elements and the management principle of ICS will help to focus response and guide responders with the same priorities: save lives, stabilize the event, and protect the environment and economy.

- Kitsap County and its cities will comply with the intent of RCW 38.52 and WAC 118 as well as follow the National Incident Management System (NIMS) principles.

- Disruption and damage to infrastructure and facilities will likely occur in the event of an emergency or disaster. The type and degree of damage may limit the effectiveness and efficiency of the response and recovery.

- The successful activation and on-going operation of the EOC will rely heavily on the collaborative efforts of all partner agencies in addition to the EOC at large.

- Kitsap County may be unable to satisfy all emergency resource requests during a major emergency or disaster. When local resources are overwhelmed, additional support will be sought from neighboring regions, the state, and federal entities.

- Weather, damage to roads and bridges, and other factors may restrict emergency capabilities and repairs. Initial reports of damage will be fragmented and provide an incomplete picture of the extent of damage to facilities and infrastructure.

- As assets and personnel may be overwhelmed, Kitsap County can only endeavor to make every reasonable effort to respond to a hazardous event based on the situation

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[5] https://www.king5.com/article/news/local/ef-2-tornado-in-port-orchard-strongest-to-hit-washington-in-32-years/281-c810fb2e-2beb-4906-bd88-cad3c411d43c

[6] Kitsap County Department of Emergency Management

and on information and resources available at the time. There is no guarantee of a perfect system implied by this plan.

Consumer Protection

Consumer complaints pertaining to alleged unfair or illegal business practices will be referred to the State Attorney General Consumer Protection Division. There are existing protections in place for the public including an easy online form to file a complaint.[7] Additional protections may be put into place based on the disaster or emergency.

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[7] Washington State Attorney General online form to file a complaint https://www.atg.wa.gov/file-complaint.

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Concept of Operations

KCDEM and the EOC is the focal point of emergency management organization and response in Kitsap County. Before a disaster, mitigation and preparedness activities are the responsibility of each county/city department and supporting agency, with KCDEM providing support in these activities.

Protection of human life, public property, the economy, culture, and the environment are the primary concerns of county/city governments. Local governments are mandated by law, and special purpose jurisdictions are advised to perform emergency management functions within their jurisdictional boundaries. Local governments may conduct functions outside identified territorial limits as required pursuant to RCW 38.52 as amended, current resolutions, ordinances, and mutual aid agreements.

Normal day-to-day organizational structures and chains-of-command will be maintained as much as possible in government and supporting organizations.

The elected and appointed county/city officials, departments and offices of county/city governments, and supporting organizations, agencies, or individuals, will retain their identity and autonomy but will function under this Plan as an emergency organization under the direction of the Kitsap County Commissioners and City Mayors, or the Bainbridge Island Chief Executive Officer, through KCDEM. The essential activities of the emergency organization will be coordinated through the Kitsap County EOC or City EOCs as appropriate. Emergency operations can be conducted on a 24-hour basis, as required.

The county/city governments are responsible for providing qualified and trained personnel to appropriate EOCs and to carry out essential assigned activities,

Within county/city governments, supervisors and employees will use department plans and procedures to carry out essential response activities during an emergency. This may include department/facility response activities for life safety and support for county/city response to include EOC operations.

Other governmental entities within Kitsap county are responsible for ensuring effective operations and using all available resources, including mutual aid, for managing the emergency within their respective jurisdictions, prior to requesting assistance from county government to ensure addressing the needs of the whole community.

Any assistance needed due to exhaustion of resources of Kitsap county government will be managed through the Kitsap County EOC, who will request assistance through neighboring jurisdictions, state government, or federal assets.

When mutual aid is initiated, the requesting organization will be in charge unless the specific mutual aid agreements direct otherwise.

Whole Community Involvement

Introduction

The Whole Community is defined by FEMA as:

"Whole Community is a means by which residents, emergency management practitioners, organizational community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Whole Community includes individuals and families, including those identified as at-risk or vulnerable populations; businesses; faith-based and community organizations; nonprofit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial, and federal partners."[8]

Working toward streamlining the response to a disaster, the involvement of the Whole Community is essential. Involving the Whole Community is a means by which 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 and Kitsap County attempts to engage the full capacity of the public, private, and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.

Emergency management activities must occur in a manner that does not discriminate based on race, color, national origin, limited English proficiency, and disability, and to ensure their sub-recipients of services and funds do the same. Furthermore, section 308 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act) prohibits discrimination on the basis of race, color, religion, disability, nationality, sex, English proficiency, age, or economic status in all disaster assistance programs.

Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating on the basis of race, color, or national origin. Recipients of federal financial assistance must

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[8] https://www.fema.gov/media-library-data/20130726-1813-25045 0649/whole_community_dec2011__2_.pdf

also take reasonable steps to provide meaningful access for persons with Limited English Proficiency (LEP) to their programs and services.

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

Kitsap County is committed to communicating with the Whole Community throughout the disaster cycle and taking approaches to address the needs of the whole community. This approach includes this document and all appendices and attachments.

Inclusive Approach

It is critical for the county to take an inclusive approach to all aspects of the planning and response process. Inclusive planning is no longer an "add-on" component to emergency response and EOC operations. This shift in expectations can be seen all the way through to the federal government, which introduced to the US Senate on May 7, 2020, the *Achieving Racial and Ethnic Equity in Disaster Response, Recovery, and Resilience Act of 2020* (Introduced and pending at the time of publication). If passed, this act will establish a separate office within FEMA to ensure equitability and promote disaster relief programs to underserved populations.

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

This CEMP update reinforces the primacy of the County and City governments in preparing for, responding to, and recovering from disasters, using an approach that is inclusive of the whole community. It is the policy of Kitsap County and the Cities of Bremerton, Bainbridge Island, Poulsbo, and Port Orchard that no services will be denied on the basis of race, color, national origin, religion, sex, age, or disability and no special treatment will be extended to any person or group in an emergency or disaster over and above what normally would be expected in the way of county services. While every person is vulnerable to risk, individuals from diverse populations, particularly those with access and functional needs (AFN), are disproportionately more vulnerable and may be at a higher risk to harm in a disaster event. The ability of the culturally diverse communities to prepare for, respond to, and recover from emergencies and disaster events may not be the same as more mainstreamed populations.

The County is committed to using inclusive, culturally competent tactics and strategies in the transparent conduct of its disaster reduction and disaster management services. County/City

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

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

Actions that address the AFN and other diverse communities are those actions, services, accommodations, and programmatic, architectural, and communication modifications that are taken or provided to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them. An example is the county's considerations to conduct emergency companion animal evacuation and transportation.[9]

Detailed information on inclusive programming and AFN integration has been included in Appendix E.

Leadership Intent and Operational Objectives

KCDEM daily operations are guided at the policy level by the EMC. Regular communication between KCDEM and the EMC is designed to ensure that the operational direction of the department meets the boards intent for the direction of the county. Any deviation from established mission plans or objectives, especially a change that may affect funding expectations, needs prior approval through the EMC.

During a disaster/emergency, Kitsap County will endeavor to maintain normal operations as long as feasible. Conditions may be of such magnitude and severity that some or all county services may be redirected, limited, or lost altogether. Restoration of services will be done as

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[9] Pets and Evacuation and Sheltering Standards of 2006, PL. 109-308

soon as possible after disruptions. The county may be unable to fulfill all disaster/emergency related requests under extreme conditions and will need to set priorities for the county.

Overarching county priorities for all disaster/emergency operations are for:

- Life safety
- Incident stabilization
- Protection of property and the economy
- Preservation of culture and the environment

Operational objectives are created using the priorities above and any incident-specific priorities set by the Unified Command Group (UCG). Objectives are then established by the Disaster Manager, with input from others responding to the emergency or disaster. The objectives are published in the IAP and follow the SMART (specific, measurable, achievable, relevant, and time-bound) format as much as possible. The incident objectives are not limited to a single operational period but must consider the totality of the incident and response needs.

The goal end state after a disaster/emergency is to stabilize all FEMA-identified community lifelines.[10] This includes a standard of normalcy for the county, although the expectations are that the outcome from a disaster will not necessarily emulate the pre-incident status. More details regarding recovery are integrated throughout this document.

Request for a Proclamation of Emergency

An important component of jurisdictional EOC activation is to determine if a jurisdictional Proclamation of Emergency is warranted. This decision will be typically be driven by the scope or complexity of the disaster/emergency. For instance, a major earthquake will require an immediate emergency proclamation, while a Winter storm may not warrant one right away or at all.

If a proclamation may be warranted, KCDEM will work with the County Commissioners to determine if the situation meets the criteria that would make an emergency proclamation necessary. Any jurisdiction or department and/or agency requiring an Emergency Proclamation pursuant to their respective authority coordinates the process with KCDEM. If requested, KCDEM will assist cities in Kitsap County with preparing their own Emergency Proclamations.

Depending on the size and complexity of the emergency, the Governor may follow up with a State Proclamation of Emergency and request assistance from the Federal Government.

EOC Activation Levels

During disaster/emergencies, the Kitsap County EOC activates county department representatives and selected representatives of other EOC partner agencies within the county as needed. Those EOC partners consist of volunteer organizations, special purpose districts, utilities, and city government agencies such as fire, police, or public works. During significant

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[10] FEMA Community Lifelines information https://www.fema.gov/emergency-managers/practitioners/lifelines

events, liaison personnel from affected cities, Washington State, and Federal agencies may be in the EOC to provide expertise, information, coordination, and authority.

The following graphic provides an overview of Kitsap County's Emergency Response Activation Levels, outlining the:

- Activation phase number
- County/City EOC activation status
- Declaration status
- Staffing
- Incident example
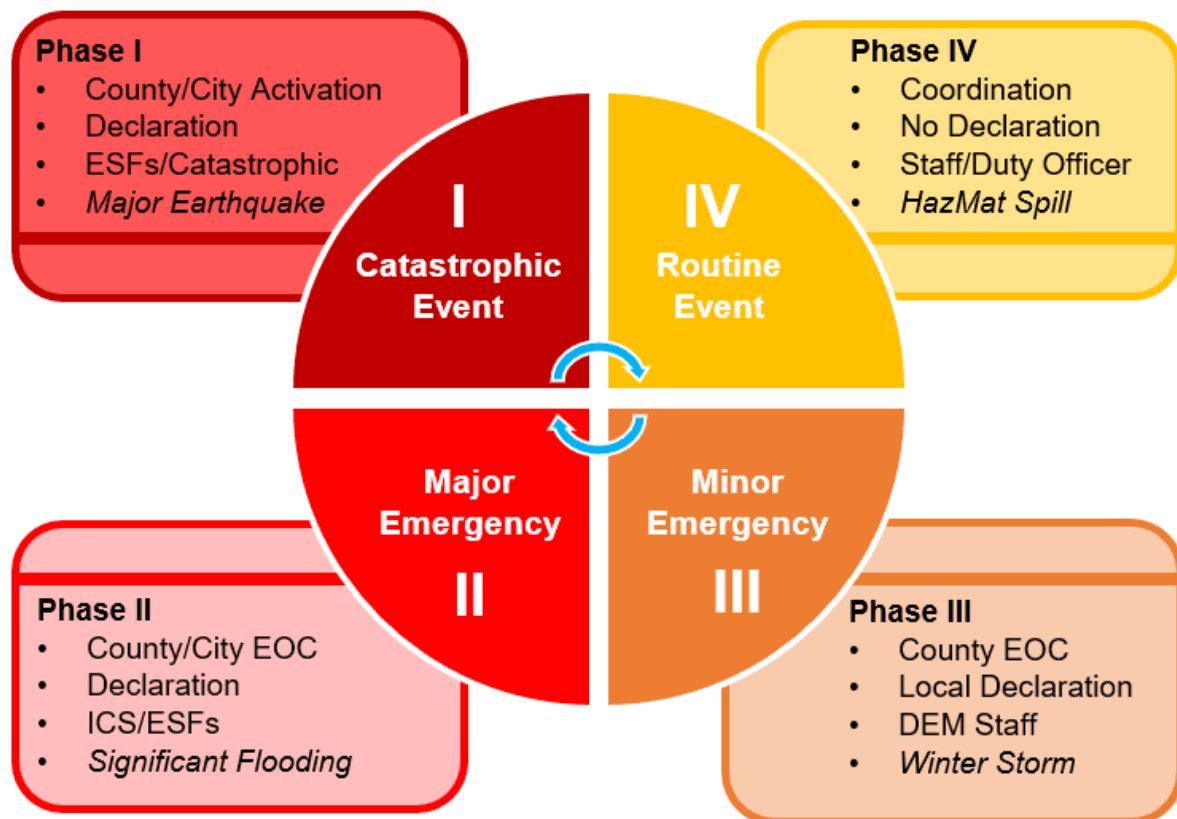
Figure 2: Kitsap County's Emergency Response Activation Levels

Direction, Control, and Coordination

The Kitsap County EOC is the coordination point for emergency management activities for the response and recovery from a disaster of emergency. KCDEM provides the organizational structure for the disaster cycle in Kitsap County. The Director of Emergency Management reports to the EMC. The EMC authorizes the Director of Emergency Management and their successors to take appropriate actions to preserve life and stabilize the emergency to include activation of the EOC, use of County resources, and Emergency Declaration.

Appendix D provides additional detailed direction and control information in support of the disaster cycle and EOC activities.

Multi-Jurisdictional Coordination

The county may not be able to effectively mitigate the effects of significant disaster/emergency alone. It may require assistance from other local jurisdictions, multi-jurisdictional special districts, the State of Washington, other State governments, and/or the Federal Government – as well as from private industry partners and a variety of nongovernmental organizations (NGO) and nongovernmental service providers.

Large or countywide disasters/emergencies will require multi-jurisdictional coordination, decision-making, problem-solving and resource allocation. In an incident of this scope and complexity, a multi-jurisdictional Policy Group could be stood up to provide strategic guidance and direction to County/City Executives and the EOC Managers throughout the disaster cycle.

Preparedness Cycle

This plan is in coordination and in support of the existing county preparedness plans and programs. Kitsap County, through KCDEM, has a comprehensive preparedness program for every tier of preparedness for residents, visitors, the private sector, non-governmental organizations, and county and city governments. The program's core elements are presentation, training, and exercises, and programs to enhance emergency response like Community Emergency Response Teams (CERT) to enhance preparedness through collaboration.

The primary goals of preparedness are to connect all members of the county's diverse communities, organizations with a disaster response or recovery role, and first responders so they can rely on each other's support during

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disasters. KCDEM also uses social media and other services, including those crafted for and unique to diverse populations, for enhancing and driving preparedness programs to widen the reach to serve the whole community.

As part of a comprehensive preparedness program, planning for response to hazards provides an approved structured and defined response to maximize the communication, coordination, and control to save lives and minimize damage as a result of the event.

Key elements of disaster readiness include comprehensive training for all responders, periodic and consistent exercising of those response skills, and standards for personnel qualifications and credentialing. The purpose of this section is to outline the preparedness programs in Kitsap county that align to ensure the readiness of the entire county.

Analysis

Annually, KCDEM assesses the capacity of the County and its Cities to respond to a wide range of emergencies, as outlined in HIVA 2019. Each year, KCDEM, along with representatives from first responding agencies, assess capabilities using the Homeland Security's Threat Hazard Identification and Risk Assessment (THIRA) process to determine gaps in the preparedness program. As gaps are identified, methods are examined to close gaps via planning, operations, equipment, training, or exercises (POETE). Gap analysis is documented in KCDEM's goals and objectives, which become the basis for annual training and exercise programs. KCDEM delivers a range of training classes to enhance the emergency planning and response capabilities of Kitsap County elected officials, department directors, managers, employees, special purpose districts, businesses, schools, emergency workers, organizations, and the public. In addition to these local classes, KCDEM, in alliance with Washington State Emergency Management, define statewide training and exercise goals and formal training courses offered by the State and FEMA.

KCDEM is the focal point for exercises that test and evaluate Kitsap County's many emergency response plans. The department develops and coordinates the exercise program to facilitate a training that is necessary to orient Kitsap County agencies to the CEMP and other incident plans.

Training Program

KCDEM will annually develop a comprehensive training and exercise program based on preparedness needs, THIRA gaps, and training needs of EOC personnel, the various volunteer organization sponsored by KCDEM, and the public.

Training may come from a variety of resources. KCDEM staff, working with collaborative agencies, will provide local training; KCDEM, working with Washington State Emergency Management Division, will provide State-sponsored training; and formal education sponsored by FEMA's Emergency Management Institute will be utilized to close THIRA gaps and increase skills and expertise of those responsible for emergency response and recovery.

Training is made up of a variety of methods, including formal and informal classroom training, online training, seminars, workshops, and qualification cards. KCDEM Community Preparedness program is designed for a variety of preparedness activities for numerous tiers of response including personal, business, government, and responders.

Exercise Program

The exercise program incorporates the results of gap analysis, but also to accommodate the many agency exercise needs in Kitsap County. This includes individualized city exercises, exercises with military, federal, private, and NGO partners, and full-scale exercises to evaluate collaboration with other Counties in the Puget Sound Region.

Exercise programs will be developed and managed using the Homeland Security's Exercise and Evaluation Program (HSEEP). HSEEP provides a systematic approach to exercise development, evaluation, execution, and post-improvement planning. Various opportunities will be provided to County agencies/organizations to participate in exercises and gain valuable lessons from their experiences. Exercises can come in several forms, but mostly follow those defined by FEMA as a workshop, seminar, drill, functional, or full-scale exercises. Each activity provides the opportunity to gain knowledge, exercise a skill, validate plans, or exercise teamwork to coordinate and resolve complex disasters or emergencies.

Preparedness and Outreach Programs

In the past five years, Kitsap County and its jurisdictions have made great strides in increasing public awareness of hazards and how they can mitigate and prepare for these events. Such programs are commonplace and provided to residents and visitors through various public campaigns or on agency websites.

All of these programs and many others by a variety of different jurisdictions and agencies constitute an ongoing commitment to public education and awareness, which is a critical foundation for the mitigation of hazards in the County. Here are some examples:

Kitsap County Education and Outreach Programs
"Bolt It, Brace It – Do it" Program. Designed to teach local residents and contractors how to assess building structures for earthquake retrofitting and conduct the required modifications. This is a partnership program with the Homebuilders Association, Olympic Peninsula Chapter of International Code Council, and Simpson Strong-Tie.
Map Your Neighborhood Program. Designed to provide mitigation and preparedness information and training to neighborhood groups. The program is used to identify key resources in neighbor and the essential for training and exercising personnel in disaster preparedness. To date, KCDEM has mapped approximately 200 neighborhoods in Kitsap County, with several awarded "Disaster Ready" for meeting all the criteria for preparedness.
Community Emergency Response Team (CERT). This nationally recognized CERT program was added in 2012 to promote community awareness and participation. This program provides a 10-week training program to develop community-specific CERT teams.
KREP School Preparedness Program. An ongoing program to train schoolteachers and staff to respond to a myriad of hazards associated with schools. Response teams are developed for hazard response, but the program also includes emergency preparedness for students. All public school districts and some private schools have been part of this program.

Kitsap County Education and Outreach Programs
Alert and Warning Program. Using purchased software, KCDEM allows residents and visitors to sign up for the "Alert and Warning Program to receive alerts, tips, and instructions on hazardous events in Kitsap County. The Alert & Warning Program has been enhanced through the county formalizing a memorandum of understanding (MOU) with FEMA and the State of Washington, which allows the county to send EAS and WEA alerts directly to the County and adjacent counties during an emergency. Further, the Alert & Warning Program is transitioning into a formalized Community Warning System (CWS) with a Technical Advisory Committee (CTAC) charged with providing stakeholder input to the CWS Program and Alert & Warning processes. The CWS program not only facilitates public opt-in registration, but it also allows for trained operators to select geo-targeted areas for notification and provides the call-in capability and group alerting for county personnel assets and specific focus groups. Over time the CTAC will develop alert and warning protocols for each of the actions to take in an emergency: SIP, Ready-Set-Go (Evacuate), Vertical Evacuate, Be On The Lookout, and All Clear/Return to Normal.
Public Media Programs. KCDEM has a website at www.kitsapdem.org for continued public mitigation, preparedness, response, and recovery information. Additionally, Facebook and Twitter accounts have been established and useful for obtaining information on threats and hazards in Kitsap County. KCDEM has been working with the local cable television station in Bremerton (BKAT) on a series of public and programmatic information vignettes to improve public awareness of the functions of KCDEM and the actions the public can take to improve resilience.
Business Preparedness Programs. A program to support mitigation and preparedness for local governments, districts, and businesses in Kitsap County. This program teaches mitigation to include evaluating structures for earthquake mitigation, providing employee training in emergency response, and individual/home preparedness information. The Business and Preparedness Program hosted a Business Continuity and Preparedness Planning workshop in 2019 and was the beneficiary of a Security Forum for small businesses and nonprofits towards the close of 2019.
Kitsap Public Health initiatives. Kitsap Public Health District is working closely with the community to minimize the effects of the pandemic through public outreach and other preventative measures.
Hazardous Materials Spill Reduction. A program by the Kitsap County and City Public Works to promote initiatives to reduce hazardous materials spills and better reporting to local officials.
Clean Water Kitsap. A Kitsap County and City Public Works program to provide public information regarding stormwater systems and how the public can help mitigate rainfall runoff during winter storms.
Flood Risk Reduction Program. Kitsap County and City Community Development programs to provide information to the public on flood-prone areas, land use, and a variety of other information through GIS programs and databases.
Earthquake mitigation Program. KCDEM educational programs for earthquake mitigation for schools, businesses, and residents of Kitsap County. A list of these programs is outlined in the next

Table 5: Kitsap County Public Education & Outreach

Credentialing

KCDEM is responsible for maintaining the County's credentialing program. As required under Homeland Security Directives, personnel, as well as equipment, will be "typed" to support a comprehensive inventory of resources in the County. The credentialing of personnel is designed

to validate and document the training and qualifications of personnel who serve to respond in any number of capacities based on their skills and expertise. This includes NIMS training requirements for responders and those who work in EOCs.

To ensure consistency throughout Kitsap County and the greater Puget Sound area, a protocol was developed to meet the minimum requirements for agencies and disciplines to use for their badging process. The system includes discipline-specific colors and the minimum date/expiration date requirements for each badge. This policy was built to further implement the intent outlined in Washington Administrative Code 118-04,[11] Emergency Worker Program. The policy helps facilitate the following goals:

- Expand, strengthen, and/or sustain capabilities and resources, ensuring a flexible, reliable, and effective response
- Resource tracking
- Personnel tracking
- Standardization of identification/badges throughout the region

Core Capabilities

The core capabilities established in the NPG are the critical elements necessary for success in any emergency management program. Kitsap County recognizes the interdependent nature of the core capabilities and the critical nature of addressing each of them. By following the core capabilities, Kitsap County will use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation. FEMA is tasked to coordinate with all partners to develop the core capabilities and should be considered an asset in the improvement of the county status for each of the core capabilities. The complete core capabilities are listed in Figure 3 - Core Capability by Mission Area. Current detailed information about each of the mission areas and core capabilities is available online through FEMA.[12]

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[11]Washington Administrative Core 118-04 can be found at
https://app.leg.wa.gov/wac/default.aspx?cite=118-04
[12] https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

Figure 3: Core Capability by Mission Area

Prevention Mission

This plan is in coordination and in support of the existing county prevention plans and programs. Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Prevention is a focused effort on terrorism type event and covers what will be done upon the discovery of intelligence or information regarding an imminent threat to the homeland in order to thwart an initial or follow-on terrorist attack.[13] Kitsap County, through

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[13] National Prevention Framework - https://www.fema.gov/media-library-data/20130726-1913-25045-6071/final_national_prevention_framework_20130501.pdf

KCDEM and the law enforcement entities, have policies and procedures in place to address the threat of a terrorist attack including management of secure information.

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

Table 6: Prevention Core Capabilities

Protection Mission

This plan is in coordination and in support of the existing county prevention plans and programs. Protection includes the capabilities to safeguard against acts of terrorism and man-made or natural disasters. It focuses on actions to protect people, vital interests, and way of life. Protection is a law enforcement heavy responsibility but requires a coordinated effort across Kitsap County to implement and uphold.

Protection Core Capabilities	
Planning	**Public Information and Warning**
Conduct a systematic process engaging the whole community as appropriate in the development of	Deliver coordinated, prompt, reliable, and actionable information to the whole community

Protection Core Capabilities	
executable strategic, operational, and/or tactical-level approaches to meet defined objectives.	through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination	**Intelligence and Information Sharing**
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Screening, Search, and Detection	**Risk Management for Protection Programs and Activities**
Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Interdiction and Disruption	**Supply Chain Integrity and Security**
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.	Strengthen the security and resilience of the supply chain.
Cybersecurity	**Access Control and Identity Verification**
Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Physical Protective Measures	
Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.	

Table 7: Protection Core Capabilities

Mitigation Mission

This plan is in coordination and in support of the existing county mitigation plans and programs.

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

Mitigation Core Capabilities	
Planning	**Public Information and Warning**
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination	**Community Resilience**
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.	Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Risk and Disaster Resilience Assessment	**Long-term Vulnerability Reduction**
Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.	Build and sustain resilient systems, communities, and critical infrastructure and key resource lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Threats and Hazards Identification	
Identify the threats and hazards that occur in the geographic area including climate change projections; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.	

Table 8: Mitigation Core Capabilities

Kitsap County has an active program working with County, City, and special purpose districts to identify and mitigate hazards in Kitsap County. An approved Hazard Mitigation Plan 2019 is in place to benchmark mitigation strategies and take advantage of mitigation funding or local resources to improve Kitsap County's protection from hazards. Mitigation strategies are standard in many county and city land use and management plans to make the best use of land vulnerable to hazards without increasing risk to nearby neighborhoods or communities.

Response Mission

This plan is in coordination and in support of the existing county response plans and programs. This Plan, along with the many supporting plans, provides comprehensive response processes for a variety of hazards. Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that Kitsap is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.

Response Core Capabilities	
Planning	**Public Information and Warning**
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination	**Infrastructure Systems**
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Logistics & Supply Chain Management	**Critical Transportation**
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Situational Assessment	**Mass Care Services**
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
On-scene Security, Protection, & Law Enforcement	**Mass Search & Rescue Operations**
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Operational Communications	**Public Health, Healthcare, & Emergency Medical Services**
Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Environmental Response/Health & Safety	**Fire Management & Suppression**
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Fatality Management Services	
Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care	

Response Core Capabilities
services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Table 9: Response Core Capabilities

The primary goals of response for Kitsap County are to:

- Report to the pre-designated site to manage department operations.
- Ascertain what happened, what can be done about it, and what is needed. Report on assessments using appropriate chain of command.
- Contact KCDEM upon activation of a Command Post or City EOC.
- Take appropriate actions per department capabilities to save lives and stabilize the emergency at their location (preserve life and injuries).
- Keep good records of actions taken and the information that guided those actions. Also keep track of costs, overtime, etc.

Kitsap County's response program begins with a structured response network made up of responders from many agencies, all trained and exercised within the system defined in Kitsap County using the fundamentals of the NIMS and the Incident Command System (ICS).

Specific details for Kitsap County Response Operations can be found in the attachments and the annexes to this plan and through the specific SOPs and EOPs of the EOC partners.

Recovery Mission

This plan is in coordination and in support of the existing county recovery plans and programs.

The primary focus during the recovery phase is to return the county to normalcy. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence, and livelihoods, especially those who experience financial, emotional, and physical hardships. This can be done through re-establishing businesses, reopening schools, and returning the public and visitors back to a normal routine. Successful recovery ensures that we emerge from any threat or hazard stronger and positioned to meet the needs of the future. Short- and long-term recovery requires an all-county approach to solving complex problems to bring the community back to normalcy. This requires the collaboration of governments, agencies, businesses, non-profit organizations, and the public to provide a safe and secure environment for all those impacted in the short-term and long-term recovery process. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historical, and environmental fabric.

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

Recovery Core Capabilities	
	any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination	**Infrastructure Systems**
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Health & Social Services	**Economic Recovery**
Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community including responders.	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Natural & Cultural Resources	**Housing**
Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive Orders.	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Table 10: Recovery Core Capabilities

Primary goals of recovery for Kitsap County include:

- Define short- and long-term recovery goals and projects

- Conduct damage assessments

- Identify and acquire recovery funding sources including State and Federal Public and Individual Assistance process

- Ensure short- and long-term housing and mass care support

- Develop business and government continuity programs

- Manage an inclusive, culturally competent recovery process

Kitsap has a Comprehensive Disaster Recovery Plan with a draft version in process at the time of this writing. The Kitsap Disaster Recovery Plan provides a basic approach to manage recovery activities and is designed to complement the NRF and the State of Washington recovery guidelines.

Organization

Daily Operations Organizational Structure

KCDEM is designated a "department" of Kitsap County reporting administratively to the County for personnel, budgeting, and administrative support. General Operations in Kitsap County is organized as shown in the figure to the left and operates in accordance with RCW 38.52 and WAC 118 for routine and operational Emergency Functions. Under Kitsap County Code, Chapter 2.104, Emergency Management is responsible for all emergency management functions; to prevent, to mitigate, to prepare, to respond, and to recover from emergencies and disasters resulting from natural and technological hazards and terrorism events. Emergency Management provides services to each of the incorporated cities and unincorporated regions of Kitsap County as well as their residents and visitors to prepare for and respond to emergencies.

Figure 4: Daily Operations Organization:

RCW 38.52, the Washington Emergency Management Act and Kitsap County Code, Chapter 2.104, empower local governmental entities to establish a program to deal with emergencies and specifically authorizes two or more entities to join together to establish such a program. In 1989 the Kitsap County EMC was formed. All city and county governments are represented on the council as follows: one elected County Commissioner; the Mayor and/or Chief Executive Officer of Bremerton, Port Orchard, and Poulsbo, and Bainbridge Island; and one City Council member representing the City of Bainbridge Island. The EMC delegates authority to the Director to make decisions to mobilize resources to save lives, stabilizes the incident, protect property and the economy, and preservation of culture and the environment.

KCDEM is normally staffed Monday through Friday from 8:00 a.m. to 4:30 p.m. After-hours incidents are handled by an assigned KCDEM Duty Officer who is available 24 hours per day, seven days a week.

Emergency Organization

During an emergency or disaster, KCDEM assumes enhanced operations under the incident management system. This could include opening the County EOC, either physically, virtually, or both, and to coordinate the activation of City EOCs, each at a level dependent on the severity of the event.

The county emergency response structure employs a hybrid Incident Command Structure (ICS) and Emergency Support Function (ESF) approach with an ICS base and ESF's being activated as needed. This approach identifies sources for direct assistance and operational support through the EOC that the county and its cities may need in order to address response and recovery from an emergency or disaster. The County EOC serves as a coordinating center for all-hazard activity in the County.

City EOCs have the option to decide the components of EOC management based on the availability of employees to manage EOC operations. ICS/ESF establishment is not expected at the city level; however, they may activate their own EOCs within their jurisdiction, and/or city representatives may be incorporated into the County EOC structure as needed. In the event a city is unable to activate its EOC, the County EOC will activate to respond and coordinate resources for the affected city. The city will take back jurisdictional control when able and appropriate.

The following figure shows KCDEM Draft 2021 Programmatic Structures.
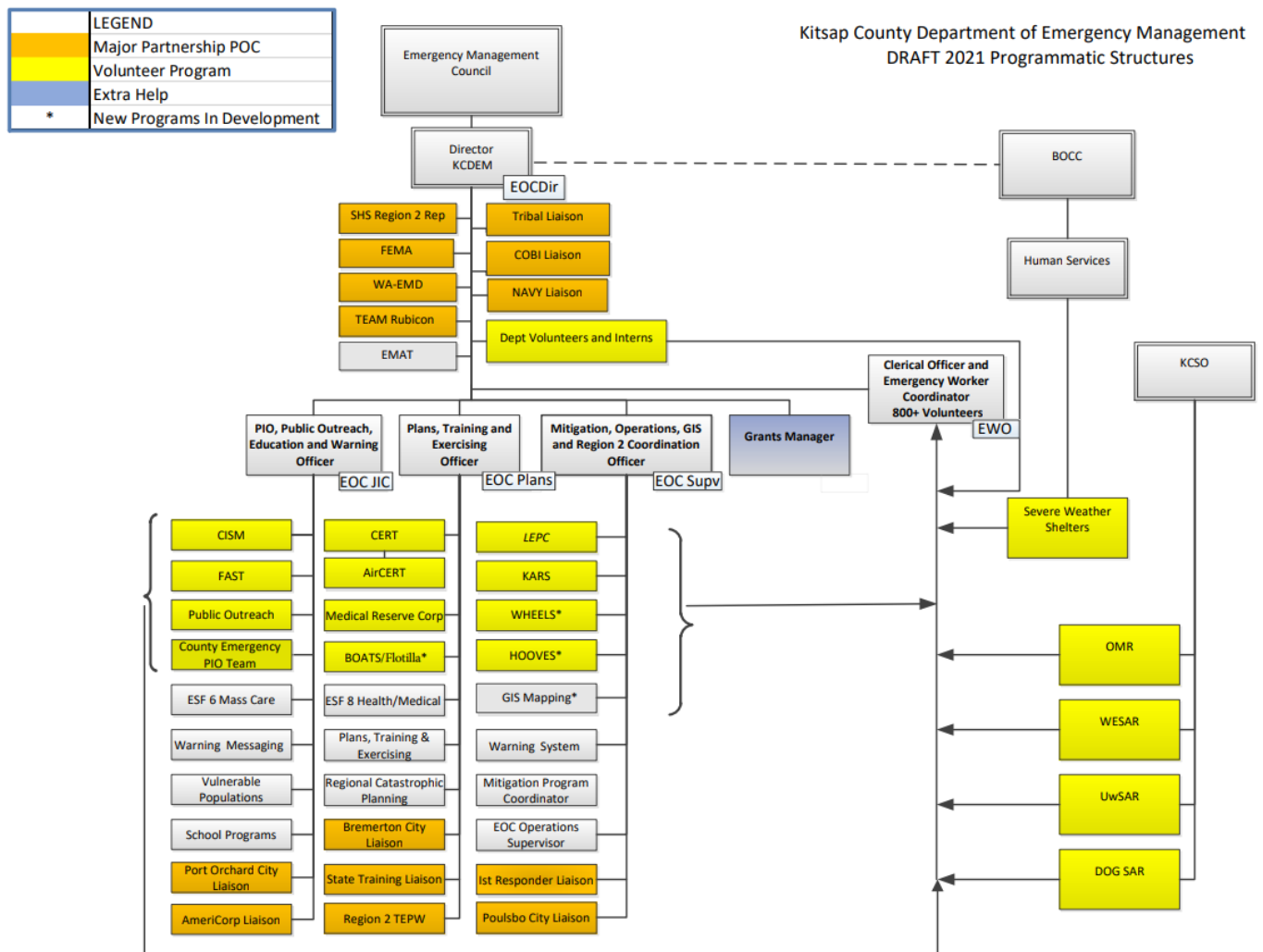
Figure 5: KCDEM Draft 2021 Programmatic Structures.

Emergency Operations Center (EOC)

County/City governments coordinate disaster activities from an EOC either in a central physical location or a common virtual location. The EOC has the capability to support effective communications and response activities. Emergency operating and support procedures are maintained to ensure the county EOC is adequately staffed and equipped to be immediately available when needed. Cities and special purpose districts will closely coordinate activities impacting county resources with the County EOC.

The primary County EOC is located at Kitsap911 in Bremerton, WA. Alternate EOC locations are utilized when necessary and are determined by the size, severity, and damages of disaster events. The size and complexity of a disaster will determine the need to move operations to an alternate site large enough to accommodate all responding support agencies or to utilize a virtual EOC. A virtual EOC takes the physical EOC (people and processes) and moves it into "cyberspace" through a variety of technology tools.

The county/city alternate EOCs may be used if the primary facility is unable to accommodate the county's needs during a disaster or it is necessary to transition to a larger facility to accommodate a large and/or complex disaster in the County. An EOC may choose to transition to a virtual EOC when social distancing becomes a course of action or if by the direction of the KCDEM Director. For details on critical locations and alternate sites, see the following table: Primary and Alternate Kitsap County and City EOCs. More details can be found in Appendix D Direction and Control.

Primary and Alternate Kitsap County and City EOCs		
Government	**Primary**	**Alternate**
Kitsap County EOC	Kitsap County Emergency Management 911 Carver St Bremerton, WA. 98312	Kitsap County Fairgrounds 1195 NW Fairgrounds Road, Bremerton, WA.
City of Bainbridge Island	Bainbridge Island Fire and Rescue Station 21 8895 Madison Ave NE, Bainbridge Island, WA. 98110	Bainbridge Island Fire and Rescue Station 23 12985 Phelps Road, Bainbridge Island, WA. 98110
City of Bremerton	Bremerton Public Works 100 Oyster Bay Ave North Bremerton, WA. 98312	Bremerton City Hall 645 6th Street Bremerton, WA. 98337
City of Poulsbo	Poulsbo City Hall 200 NE Moe St Poulsbo, WA. 98370	Poulsbo Fire and Rescue 911 Liberty St. Poulsbo, WA. 98370
City of Port Orchard	Port Orchard City Hall 216 Prospect St Port Orchard, WA. 98366	South Kitsap Fire and Rescue 1974 Fircrest Drive SE Port Orchard, WA. 98366

Table 11 Primary and Alternate Kitsap County and City EOCs

Emergency Response Organizational Structure

Once activated, Kitsap County EOC becomes the center for coordination between the local jurisdiction and the state and federal responding organizations. If needed, City EOCs may also activate to provide safety, security, and resources to their residents and visitors. City EOC's will coordinate response needs with the county EOC who will in turn coordinate with WA State EOC and the federal government. As a coordinating EOC, the County EOC will house representatives from various agencies. As the event expands and an increased span of control is required, the Disaster Manager may activate additional partners or ESFs to address the needs of the incident.

The County EOC activates in an ICS based structure with the option to activate ESF's as needed based on the operational impacts of the event. The size and complexity of the emergency will define the extent of response. KCDEM will activate agencies and ESF's that have a role in the emergency response. This can include government entities as well as non-governmental agencies. City EOCs can activate or may choose to send support to the County EOC to help coordinate. Figure 7 is a graphical view of a potential EOC structure. Because the response structure is dependent on the situation, this should only be used as a guide. All EOC activations will look different based on the emergency or disaster.

Large events may require coordination and decision making among key county leaders. When appropriate, the Executive Group would form a Unified Command Group (ICG) to support key decisions that affect the residents and visitors of Kitsap County. The group size and members will be determined by the type of event and affected jurisdictions and may begin with the members of the EMC.

Kitsap County EOC Assignments

Executive Group: County Commissioners *ESF-14*

Unified Command

Joint Information Center (JIC)

Liaison Officer

Safety Officer

EOC Supervisor *ESF-5*

Legal Representative

Recovery *ESF-14*

Public Information *ESF-15*

Assistant EOC Supervisor

Operations Section *ESF-8, ESF-9, & ESF-10*

- **Fire and EMS Unit** *ESF-4*
  - Fire Representative
  - EMS Representative
- **Public Safety and Security Unit** *ESF-13*
  - KCSO *(ESF-9)*
  - WSP *(ESF-10)*
- **Public Works and Utilities Unit** *ESF-3 and ESF-12*
  - KCPW
  - Utilities Representative
- **Medical and Health Unit** *ESF-8*
  - KCPH
  - Harrison Medical Center
- **Mass Care and Shelter Unit** *ESF-6*
- **Transportation Unit** *ESF-1*
  - Kitsap Transit

Planning Section *ESF-20 & ESF-22*

- **Documentation Unit**
  - Clerk's Office
- **Situation Analysis Unit**
  - DCD
- **Plans Review Unit**
  - KCDEM
- **Damage Assessment Unit** *ESF-21*
  - DCD
  - KCPW
  - GIS
- **Demobilization Unit**
  - Kitsap Transit
  - KC PW
  - KSCO
- **Agriculture and Natural Resources** *ESF-11*

Finance/ Admin Section

- **HR/Staffing Unit**
- **Time Unit**
  - Payroll Department
- **Cost Unit**
  - Accounts Payable
- **Compensation and Claim Unit**

- **Liaisons/Technical Specialists**
  - Public Health: KCPH
  - Medical Facilities: HMC
  - Mortuary Services: Coroner
  - Mass Care: ARC
  - Military Support: Military
  - Mental Health: KMHS
  - Schools: District Rep
  - At-Risk Population: KC

Logistics Section *ESF-7*

Support Branch
- **Ground Support Unit**
  - Kitsap Transit
  - Ports
  - Airports
  - Maintenance
  - KCPW
- **Supply Unit**
  - Purchasing
  - HR & Personnel
  - Volunteer Services
  - Donations
- **Facilities Unit**
  - Parks/Recreation

Service Branch
- **Communications Unit** *ESF-2*
  - Amateur Radio
  - IS Representative
  - Call Center Support
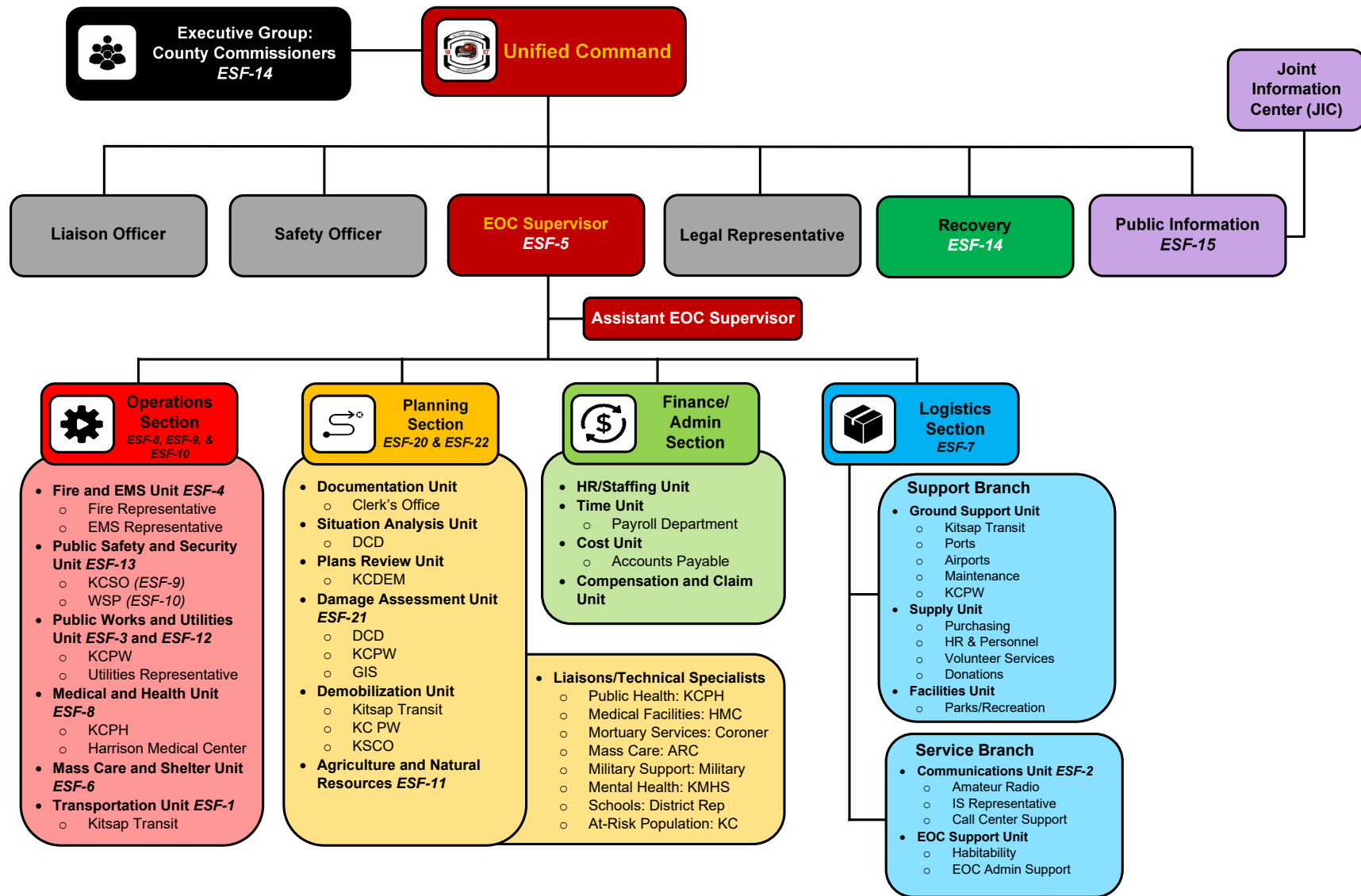- **EOC Support Unit**
  - Habitability
  - EOC Admin Support

Figure 6: Kitsap County EOC Assignments

Emergency Recovery Organization

As the event is stabilized, the County EOC would decrease EOC representation and shift to short- and long-term recovery operations.

Disaster recovery will consist of actions to provide safety and security of residents and visitors to include sheltering, food, and water, return to operational normalcy for the county, and coordinating State and Federal assistance. State and Federal agencies, upon State and Presidential Declaration of Disaster, will meld into the locally activated EOC and support response and recovery operations. As such, Kitsap County becomes part of the national response network.

The figure below is a graphical view of a potential EOC Recovery structure. This example is taken directly from the recovery operations during the COVID 19 EOC Recovery. Much like response, because the structure is dependent on the situation, this should only be used as a guide. All EOC activations will look different based on the emergency or disaster.
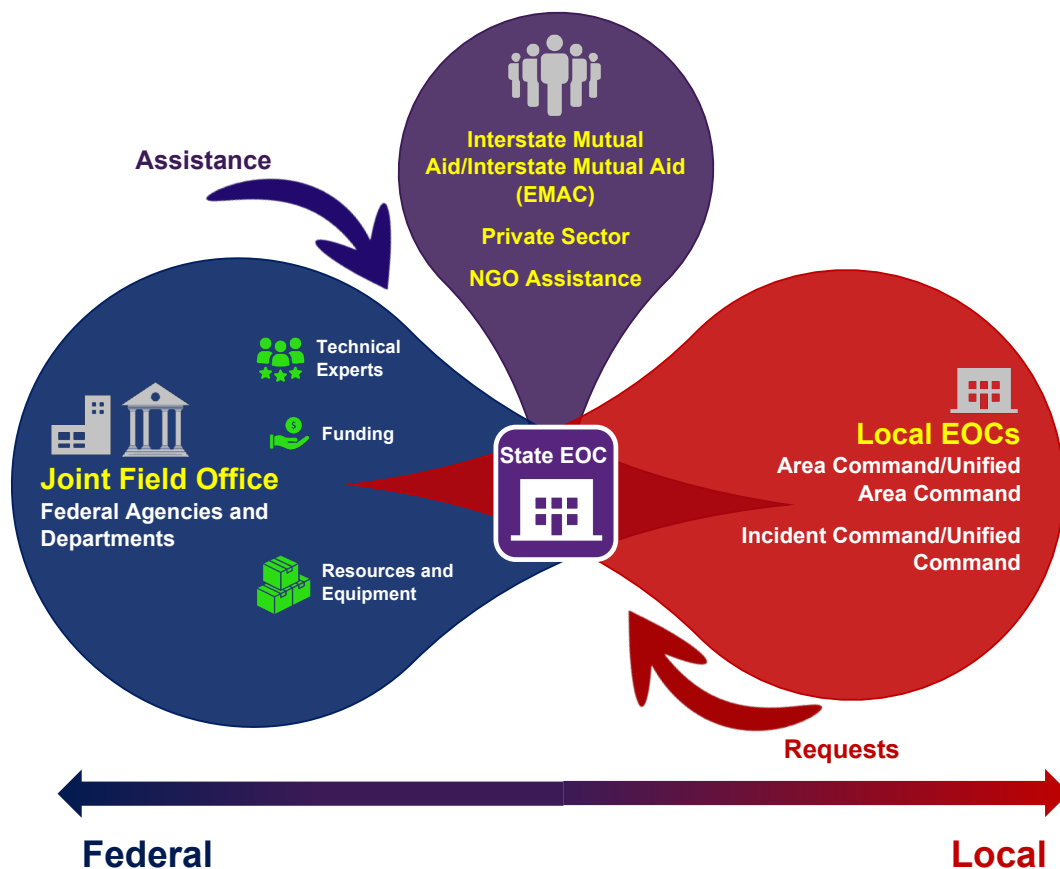

Figure 7: Local, State, and Federal Support

Activation

When a disaster first occurs, the local first responders will respond based on their regular procedures and as directed by Kitsap911 to save lives and stabilize the event. KCDEM will be notified if there is a need for an EOC activation. Some example triggers for an EOC activation as identified in the Kitsap County EOP include:

- One or more local government response agencies or departments (e.g., fire/rescue, law enforcement, or public works) under the direction of an Incident Commander (IC) normally handling a disaster/emergency may request activation of the EOC.
- Need for general guidance and direction to coordinate external support and/or provide resource support for the disaster/emergency.
- A disaster/emergency that requires jurisdictional public alert, warning, and notification.
- A disaster/emergency that requires jurisdictional sheltering in place or evacuation and/or requires the implementation of mass care and shelter operations.
- A disaster/emergency that requires a sizeable, multi-agency, or departmental response under the direction of an IC.
- A disaster/emergency that requires external assistance from other local jurisdictions, contractors, NGOs, non-governmental service providers, and limited State and/or Federal assistance.
- A disaster/emergency that requires external assistance from other local jurisdictions, contractors, NGOs, non-governmental service providers, and extensive State and/or Federal assistance.

To activate the EOC, the KCDEM Duty Officer will be notified of the situation and the potential for an Activation. The Duty Officer will then notify the KCDEM Director of the situation. Based on the recommendation of the KCDEM Director, the duty officer will begin the process of activating the County EOC.

The KCDEM Director is responsible for an initial hazard assessment, including expected impacts to the residents and visitors of the cities and county. Depending on the size and complexity of the emergency, the KCDEM Director will determine the need to activate the EOC. The EOC will be activated to an operational phase appropriate to the magnitude of the emergency and may shift throughout the event. KCDEM will identify appropriate partners and mobilize agency representatives to staff the EOC and provide resource coordination.

Generally, the KCDEM Director or his/her successor will act as Disaster Manager and coordinate response and recovery actions. Staffing will be determined by the KCDEM director based on the complexity and type of event.

A significant disaster (such as a catastrophic earthquake) may result in loss of communications throughout portions or the entirety of the County. In any incident that significantly reduces communications capabilities within the jurisdiction, EOC partners will assume that an EOC activation will occur, and staff members should report to their assigned EOCs.

Further details regarding EOC activation procedures are identified in the EOP, which can be accessed through KCDEM.

Ongoing Operations

The EOC operates primarily using an ICS functional process. This is a standard NIMS compliant operational structure. Among the benefits is that this format is standard nationally and can be augmented with additional support easily because of the common language and standards.

The ICS format establishes a "Planning P" planning cycle to ensure operational expectations are standardized throughout the response. This is a formal planning cycle that includes established meetings and deliverables throughout the operational period. The Planning P, illustrated in Figure 7: The "Planning P" Planning Cycle, should be used as a reference when structuring EOC operational period and includes the sequence and relationship of the meetings and briefings of the incident action planning cycle.
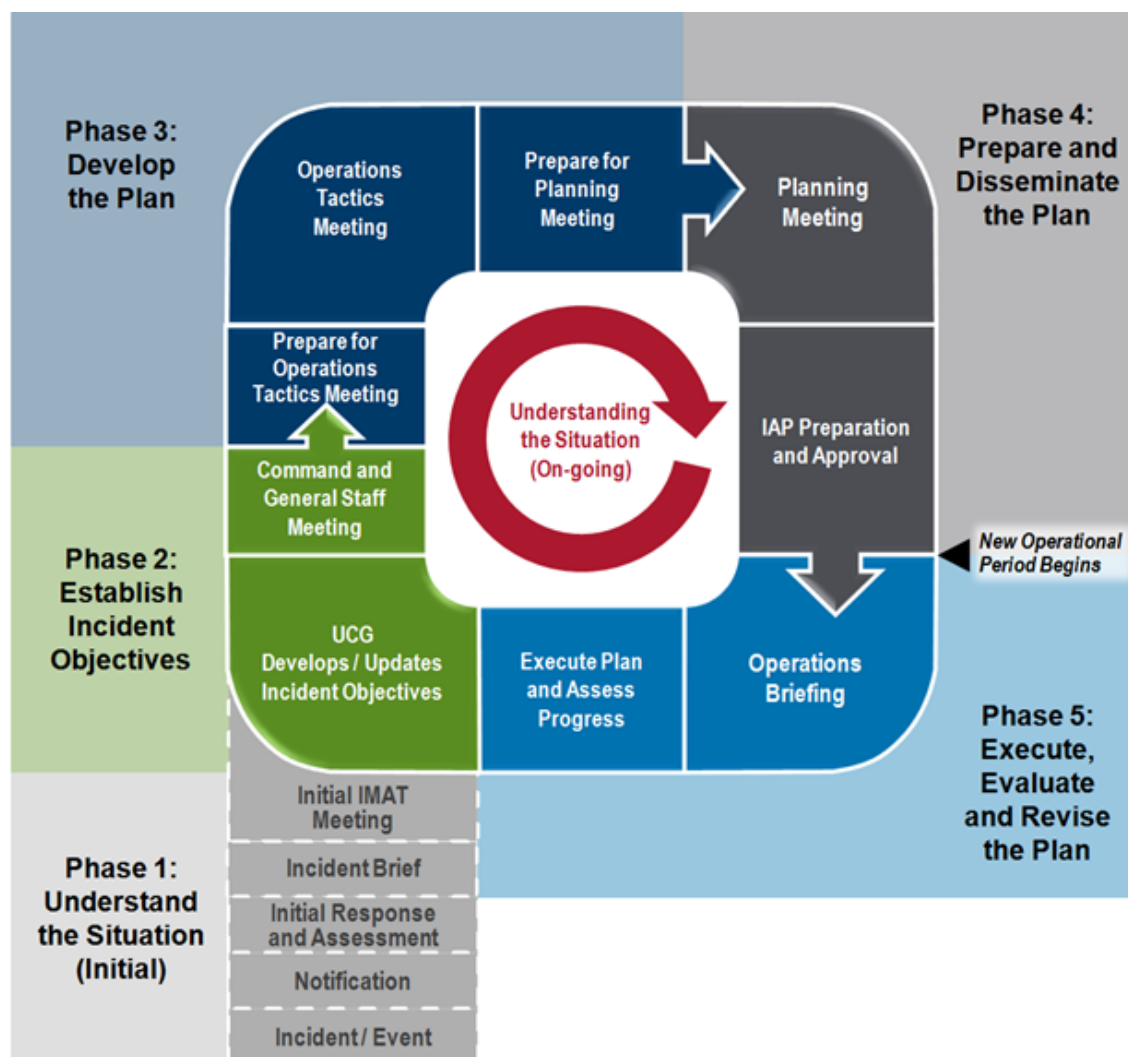
Figure 8: The "Planning P" Planning Cycle

More information is available in the Kitsap County EOP for specific operational expectations, including the Planning P.

Deactivation Process

The EOC director deactivates EOC staff as circumstances allow, and the EOC 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. EOC leadership may phase deactivation depending on mission needs. EOC staff

complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating.

Deactivation shall conclude with a hot wash and/or After-Action Report (AAR) following the closure of the EOC, depending on the nature and complexity of the response. The Kitsap County EOP lays out specific deactivation protocol and function and can be accessed through KCDEM.

Emergency Support Functions (ESFs)

EOC partners in conjunction with KCDEM establish prevention, mitigation, preparedness, response, and recovery activities within their own agency/department. When activated, ESFs provide a means to bring responsible agencies and governments together around a single capability to plan and resolve emergency issues as well as provide safety for residents and visitors.

County agencies have been identified with primary responsibility for each of the ESF's with additional agencies and/or organizations identified with ESF support roles. ESFs numbered 1-15 correspond to the Washington State CEMP and NRF system. ESFs 20-22 are used by Kitsap County. The following table of Kitsap County ESFs provides a synopsis of the ESFs used and their primary roles.

ESF-1 Transportation	ESF-10 Oil and Hazardous Materials Response
• Aviation/airspace management and control • Transportation safety • Restoration/recovery of transportation infrastructure • Movement restrictions • Damage and impact assessment	• Oil and hazardous materials (chemical, biological, radiological, etc.) response • Environmental short- and long-term cleanup
ESF-2 Communications	ESF-11 Agriculture and Natural Resources
• Coordination with telecommunications and information technology industries • Restoration and repair of telecommunications infrastructure • Protection, restoration, and sustainment of national cyber and IT resources • Oversight of communications within the incident management and response structures	• Nutrition assistance • Animal and plant disease and pest response • Food safety and security • Natural and cultural resources and historic properties protection and restoration • Safety and well-being of household pets
ESF-3 Public Works and Engineering	ESF-12 Energy
• Infrastructure protection and emergency repair • Infrastructure restoration • Engineering services and construction management	• Energy infrastructure assessment, repair, and restoration • Energy industry utilities coordination • Energy forecast
ESF-4 Firefighting	ESF-13 Public Safety and Security
• Emergency contracting support for lifesaving and sustaining services • Coordination of local firefighting activities • Support to wildland, rural, and urban firefighting operations	• Security planning and technical resource assistance • Public safety and security support • Support to access, traffic, and crowd control • Facility and resource security
ESF-5 Emergency Management	ESF-14 Long-Term Community Recovery
• Coordination of incident management and response efforts • Issuance of mission assignments • Resource and human capital • Incident action planning • Financial management	• Social and economic community impact assessment • Long-term community recovery assistance to states, local governments, and the private sector • Analysis and review of mitigation program implementation
ESF-6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF-15 External Affairs
• Mass care • Emergency assistance • Disaster housing • Human services	• Emergency public information and protective action guidance • Media and community relations • Congressional an international affairs • Tribal and insular affairs
ESF 7 Logistics Management and Resource Support	ESF-20 Defense Support of Civil Authorities
• Comprehensive incident logistics planning, management, and sustainment capability • Resource support (facility space, equipment, supplies, contracting services, etc.)	• Defense support to civilian authorities • National Guard support
ESF-8 Public Health and Medical Services	ESF-21 Damage Assessment
• Public health • Pandemic management • Medical and mental health services • Mass fatality management	• Rapid damage assessment • Detailed damage assessment • Building safety and re-entry assessments
ESF 9 Search and Rescue	ESF-22 State and Federal Support
• Life-saving assistance • Search and rescue	• Catastrophic response and recovery • Preparedness and mitigation planning • Resource support • Disaster assistance

Table 12: Kitsap County ESFs

Coordinating

Coordinators oversee the preparedness activities for a particular capability and coordinate with its primary and support agencies. KCDEM acts as the coordinating agency for most of the ESFs but may call on primary agencies to assist with the coordinating activities. Responsibilities of the coordinator include:

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

Primary

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

- Orchestrating support within their functional area for the appropriate response core capabilities and other missions.
- Notifying and requesting assistance from support agencies.
- Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate state officials, operations centers, and other stakeholders.
- Coordinating resources resulting from mission assignments.
- Working with all types of organizations to maximize the use of all available resources.
- 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.

Support

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

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

- Identifying new equipment or capabilities required to respond to new or emerging threats and hazards or to improve the ability to address existing threats.
- Coordinating resources resulting from response mission assignments.

The following tables show ESF roles by department.

P = Primary S = Support

Emergency Support Function		Commissioners and County Administrator	American Red Cross	Assessor	Auditor	Kitsap911	City Representative	Clerk	Courts	Community Development	Conservation District	Cooperative Extension	Coroner	Correctional Center	Emergency Management
Transportation	ESF 1						S								S
Communication	ESF 2					P	S								S
Public Works/Engineering	ESF 3						S			P					S
Firefighting	ESF-4						S								S
Emergency Mgt.	ESF-5						S								P
Mass Care/Housing/Human Services	ESF-6		P				S								S
Resources Mgt.	ESF-7						S							S	S
Public Health & Medical Services	ESF-8						S								S
Search & Rescue	ESF-9						S								S
Oil & Hazmat Response	ESF-10						S								S
Agriculture & Natural Resources	ESF-11						S				S				S
Energy	ESF-12														S
Public Safety & Security	ESF-13			S			S								S
Long-Term Recovery & Mitigation	ESF-14	P			S	S	S	S	S	S	S			S	P
External Affairs	ESF-15	S					S								S
State and Federal Support	ESF-20														P
Damage Assessment	ESF-21	S	S	S	S	S	S	S		S	S			S	S
Military Support	ESF-22														

Table 13: ESF Roles by Department 1

P = Primary S = Support	Emergency Support Function	Fire Service	Health District	Housing Authority	Information Services	Personnel & Human Services	Port of Bremerton	Prosecutor	Puget Sound Energy & Cascade Natural Gas	Public Works	Sheriff	Transit	Treasurer	Water Purveyors
Transportation	ESF 1	S					S			S	P	P		
Communication	ESF 2	S			S						S			
Public Works/Engineering	ESF 3	S	S						S	P				
Firefighting	ESF-4	P												
Emergency Mgt.	ESF-5													
Mass Care Housing /Human Services	ESF-6		S	S								S		
Resources Mgt.	ESF-7	S					S		S	S				
Public Health & Medical Services	ESF-8	S	P											
Search & Rescue	ESF-9	S									P			
Oil & Hazmat Response	ESF-10	P								S	S			
Agriculture & Natural Resources	ESF-11		S											S
Energy	ESF-12								P	P				S
Public Safety & Security	ESF-13	S									P			
Long-Term Recovery & Mitigation	ESF-14	S	S	S	S	S	S	S	S	S	S	S	S	S
External Affairs	ESF-15										S			
State and Federal Support	ESF-20													
Damage Assessment	ESF-21	S	S	S	S	S	S	S	S	S	S	S	S	S
Military Support	ESF-22													

Table 14: ESF Roles by Department 2

Roles and Responsibilities

It is the role of each jurisdiction to support emergency operations to the extent defined in each of their CEMPs. This Plan provides an overview of County EOC, which serves as the primary EOC for response and recovery coordination for Kitsap County.

Each jurisdiction has been trained to manage emergencies in accordance with the NIMS and as required by Homeland Security Presidential Policy Directives 5[14] and 8[15]. As noted, the County EOC will employ an ICS structure integrating ESFs as appropriate and include those individuals representing the cities and county of Kitsap.

EOC partners in conjunction with KCDEM establish prevention, mitigation, preparedness, response, and recovery activities. There is either one agency or joint agencies, with primary responsibility for each ESF. Other agencies and/or organizations may have ESF support roles. ESFs numbered 1-15 correspond to the Washington State CEMP and NRF system. ESFs 20-22 are used by Kitsap County. Refer to Table 7: Kitsap County ESFs for a synopsis of ESFs used.

Federal Government

The federal government shall provide assistance to save lives and to protect property, the economy, and the environment in a timely manner. They are responsible to implement national laws, regulations, guidelines, and standards as well as to ensure the free flow of commerce and the protection of privacy, civil rights, and civil liberties

The NRF facilitates the delivery of federal response assistance to states to help them respond to and recover from the consequences of significant emergencies and disasters. Some federal agencies are mission tasked with actions that can directly support the county response efforts prior to a federal declaration. Once a federal declaration is issued, all federal agency response efforts will be coordinated through FEMA and the Joint Field Office (JFO).

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[14] Homeland Security Presidential Policy Directive 5 https://www.dhs.gov/publication/homeland-security-presidential-directive-5
[15] Homeland Security Presidential Policy Directive 8 https://www.dhs.gov/presidential-policy-directive-8-national-preparedness

Although FEMA is the most common lead response agency, some federal agencies will provide leadership in specific types of emergencies such as terrorism (FBI lead), epidemics (CDC), and environmental disasters (EPA).

Washington State Government

Washington State, through its CEMP and the State EOC, coordinates all emergency management activities of the State to protect lives and property and preserve the environment. In addition, the State takes appropriate actions to mitigate the effects of, prepare for, respond to, and recover from the impacts of emergencies or disasters. Washington State is responsible for promoting resilience by implementing legislation that facilitates mitigation in all relevant function components of the government.

State government departments are responsible for providing various services such as specialized skills, technical assistance and training, equipment, and resources in support of state and local government emergency operations. State Government will also work with other states, the Regional FEMA Office and other Federal Agencies for interstate mutual aid, federal resources, and public and private assistance upon the Presidential Declaration of a Disaster.

Tribal Governments

Two Tribal Reservations are bordering Kitsap County that are not tasked under this CEMP: The Port Gamble S'Kallam and the Suquamish Tribes. They both have comprehensive Emergency Management Programs that oversee their jurisdiction. During a disaster/emergency, they collaborate with Kitsap County to support response and recovery efforts. In addition, at the request of the Tribes, Kitsap County and its Cities will support requests for assistance and resources as needed for the tribes to respond and recover from an event.

Elected/Appointed Officials

Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected or appointed officials must have a clear understanding of their emergency management roles and responsibilities and the authority they have to make decisions regarding resources and operations during an incident. Elected and appointed officials routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities.

Response

- Overall responsibility for public safety and welfare within their jurisdiction

- Chief executives' response duties may include:
  - Obtaining assistance from other governmental agencies
  - Providing direction for response activities
  - Ensuring appropriate information is provided to the public
- Understand how to apply response core capabilities regarding decisions related to resources and operations

Recovery

- Has the authority to appoint local recovery leadership that they select or that is selected by a designated recovery management organization

Mitigation

- Ensure a clear understanding of emergency management roles and responsibilities

- Shape or modify laws, policies, and budgets to aid in preparedness, response and recovery efforts and improve emergency management and response capabilities

Kitsap County and City Government Agencies/Departments

The following are basic responsibilities for emergency management operations provided by and through Kitsap County government.

Department-level operating procedures detail how individual departments shall perform their responsibilities as delineated in this basic plan, appendices, and annexes, as well as the operating Plan for each of Kitsap's Cities. Additional information about the role of county and city governments are toward the end of this section.

This section is a broad overview of the responsibility of the government during emergencies. Each department in the Kitsap County government has basic responsibilities in the phases of emergency management: prevention, mitigation, preparedness, response, and recovery. The roles and responsibilities in each of these areas are outlined in CEMP attachments, annexes, and SOP's where specific strategies in accomplishing these tasks can be found. Through the Kitsap County EOC, Kitsap County also has a regional (county-wide) responsibility for coordination of response and recovery operations including warning, public information, damage assessment, resource coordination, and recovery guidance for individuals plus political and special purpose jurisdictions.

The following provides the overarching roles and responsibilities of county governments to ensure employees are trained, ready, and able to respond to disasters. It is the policy of Kitsap County and its Cities that the head of each county/city department (including elected officials) is responsible to:

Prevention

- Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors.

Protection

- Promote the coordination of ongoing protection plans, the implementation of core capabilities, the engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities.

- Address unique geographical protection issues, transborder concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination.

- Local law enforcement agencies are responsible for the protection of life and property, the preservation of peace, the prevention of crime, and the arrest of violators of the law.

Mitigation

- Reduce disruption to operations through planning, equipment and supply acquisition, technology improvement, removal of barriers to restoration, and other mitigation projects.

- Reduce disruption to systems caused by hazards in the region.

- Inspect equipment, infrastructure, and facilities for deterioration, make repairs and upgrades to reduce risk, and enhance the capabilities.

- Developing public awareness programs for safety, hazard identification, and emergency notification to minimize life safety risks.

- Employ a variety of incentives to implement successful practices.

- Active participation in the Kitsap County Mitigation Program and FEMA's Mitigation Grant Program to develop and execute projects that mitigate hazards and impacts.

- Develop disaster conscious building codes and enforce the regulations.

- Develop Continuity of Operations Plan (COOP) including procedures to reestablish department operations, including notification of critical personnel, assessment of damage and resources, relocation of critical department functions, and estimated time to open for business.

- Ensure that all hazard prevention and controls are in place in accordance with Labor and Industries.[16]

- Lead pre-disaster recovery and mitigation planning efforts, including:
  - Provide a better understanding of local vulnerabilities as they relate to risk reduction activities
  - Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the jurisdiction

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[16] Labor and Industries F417-227-000, Safety and Health Program Assessment Sheet

- o Improve resiliency by preparing for recovery and integrating mitigation policies into the recovery phase to ensure opportunities are not lost for risk reduction during rebuilding
- Assist in making the connection between community resilience priorities and private sector development, most often addressed directly at the local level.

Preparedness

It is the policy of Kitsap County and its Cities that the head of each county/city department (including elected officials) is responsible to:

- Establish policies and procedures for departmental chain of command and succession of authority.

- Designate primary and alternate locations from which to establish direction and control of departmental activities during a disaster.

- Develop COOP planning, including identifying the information needed to manage department activities, including how it will be gathered, stored, and accessed.

- Coordinate how departmental management relates to the county or city EOCs, and who should report there when an emergency or disaster occurs.

- Establish policies and procedures for documentation of disaster costs and developing administrative methods to keep accurate disaster expenditure records.

- Maintain notification rosters in support of response and recovery efforts.

- Establish policies for 24-hour contact to activate department responsibilities.

- Liaising with partners including KCDEM, EOC partners, state and regional counterparts before an incident to ensure familiarity when an emergency or disaster occurs.

- Appoint a liaison and alternates to work with KCDEM in the development and maintenance of county plans and agency procedures.

- Participate in planning directed toward the safe and efficient operations of the state and local systems, including the development and maintenance of agency-specific, local, and regional plans and procedures.

- Assist in the coordinated development of critical county-wide plans, including the HIVA and CEMP updates.

- Make staff available for appropriate training including:

  - o Train department employees on disaster plans and procedures to ensure operational capabilities and facilitate an effective response
  - o Ensure staff is trained in accordance with NIMS standards and credentialing expectations
  - o Participate in drills and exercises to test and update plans and procedures
- Identify and obtain the necessary equipment and supplies, which may be needed to manage departmental activities.

- Keep an updated inventory of key departmental personnel, facilities, and equipment resources.

- Keep equipment in operating condition, including maintaining an up-to-date inventory of all equipment, its operational readiness, and operational resource and repair availability.

- Develop mutual support agreements with similar departments or organizations in other jurisdictions, when appropriate.

- Ensure compliance with federal and state requirements to protect the environment as much as deemed possible when responding during an emergency.

- Encourage the development of employee response teams from within their department.

- Ensure county/city department personnel are trained in the conduct of socially inclusive and equitable program service delivery and seek to build upon best practices in inclusive and equitable emergency planning and response to protect and serve the County's diverse populations, particularly those considered as those most socially vulnerable, before, during and after an emergency.

Response

It is the policy of Kitsap County that, upon the occurrence of an emergency or disaster, each county/city department is responsible to:

- Break down areas of responsibility into manageable units, assess what has happened, what can be done about it, and what is needed.

- Report assessment information through the respective department's chain of command to KCDEM or the county or city EOC on a continuing basis, as appropriate.

- Keep complete records of costs, expenditures, overtime, repairs, and other disaster-related expenditures.

- Conduct operations with the focus on protection of lives, stabilization of the incident, and conservation of property and infrastructure.

- Provide personnel, equipment, and resources to adequately support KCDEM and ensure the efficient support of the County EOC.

- Make staff available, when requested by KCDEM, for emergency assignments, such as EOC activities, damage assessment, and liaisons with other agencies and organizations.

- Provide liaisons and coordination elements in the county and city EOCs. Ensure EOC staffing is with trained personnel provided with all the tools needed to coordinate activities and that they are prepared to coordinate with the other ESF's and EOC staff, state, federal, and private sector entities. EOC liaisons will be expected to coordinate response efforts and support field operations from their EOC assignments.

- Create internal communication structures to keep employees informed.

- Assess the impact of the event on departmental personnel, clients, facilities, equipment, and capabilities. Inspecting, monitoring, and reporting the status of

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disaster-caused damage in the county, including private property, infrastructure, and public facilities.

- Identify and implement temporary alternative solutions and emergency lifelines when primary systems are unavailable or overwhelmed.

- Ensure that adequate disaster supplies and equipment are available for department staff and assigned government response teams to provide for individual needs and the needs of the operations.

- Coordinate and prioritize requests for equipment, personnel, and other support needs in support of EOC operations. Provide department resources (supplies, equipment, services, and personnel), as coordinated through the EOC.

- Recommend for KCDEM to work with the County Commissioners to determine if the situation meets the criteria that an Emergency Proclamation is necessary. Any jurisdiction or department and/or agency requiring an Emergency Proclamation pursuant to their respective authority coordinates the process with KCDEM. If requested, KCDEM will assist cities in Kitsap County with preparing their own Emergency Proclamations.

- Coordinate with KCDEM through the EOC requests for assistance from within the county using EOC procedures, the region through established MOUs, Washington State through State Emergency Management. Depending on the size and complexity of the emergency, the Governor may follow up with a State Proclamation of Emergency and request assistance from the Federal Government.

- Ensure accessibility and reach of the widest range of culturally diverse communities, which includes, but is not limited, to race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location.

- Use a "Whole Community" approach to engaging the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public, in conjunction with the participation of local, tribal, state, and federal governmental partners.

Recovery

It is the policy of Kitsap County that, during recovery from an emergency or disaster, each county/city department is responsible to:

- Coordinate unmet other ongoing needs that remain from the response phase. These efforts may include providing for continuity and/or restoration of basic services, providing physical safety and security, as well as a sense of stability necessary for recovery and resumption of normal or new normal levels of functioning.

- Continue to render support when and where required as requested by the EOC.

- Seek out and utilize guidance from subject matter expertise, including the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, stormwater management, capital projects.

- Sustain lifelines and restore infrastructure and public facilities. Ensure continuity of lifeline utilities and services and infrastructure restoration. Restoration and reconstruction of public facilities needed for the maintenance of lifelines and basic public services will likely be required.

- Assist in developing Disaster Recovery Plans that address the short- and long-term recovery goals, restoration of services and infrastructure, as well as incident-specific Community Recovery Plans.

- Documenting damage assessment and restoration profiles.

- Maximize funding opportunities. County Recovery leadership will work to leverage state and federal recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing. The County will strive to ensure appropriate, fair, and accountable utilization and/or distribution of such funds, as well as safeguard its own fiscal condition.

- Enact procedures to document all costs of disaster response and recovery.

- Manage an inclusive, culturally competent recovery process.

- Provide effective command and coordination. An organized transition of command structure from response to recovery will allow emergency management functions to evolve smoothly and for recovery work to begin even while basic life safety, incident stabilization, and immediate property protection issues are still being addressed. Coordination should include local, state, and federal agencies during the implementation of recovery plans.

- Promote mitigation and foster resilient restoration and redevelopment. The County will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as the Kitsap County Comprehensive Master Plan and Hazard Mitigation Plan.

- Communicate useful, practical, relevant, accurate, and timely information regarding services and resources to all impacted members of the community. The county will use all communications capabilities available to inclusively reach county residents in their homes, temporary housing, and the unhoused and make reasonable accommodations for the diverse populations, including non-English speakers and individuals with disabilities and access and functional needs. This will include using multiple methods, alternate formats, and reasonable communication accommodations to ensure the information can be communicated to people with disabilities.

- Provide and/or ensure quality housing. Quality housing will be a goal of both temporary and medium-term housing efforts and of permanent reconstruction and redevelopment of housing. The county will strive to ensure that all residents, to include those persons with disabilities, are able to continue living in settings that are:
  - Safe, sanitary, and secure

- o Affordable at levels comparable to residents' pre-disaster housing
- o Integrated with the rest of the community
- o Accessible to public services and transportation
- o Compliant with all applicable regulations and standards

- Provide and/or restore basic services needed to sustain the community. These services will include social and human services, public safety, and health services.

- Maintain and provide mental health and spiritual support and counseling, both to response and recovery personnel and members of the community at large.

- Maintain and enhance the county's economic base will be vital to the county's economic health. The county will focus on business continuity, critical infrastructure systems, supply chains, social services, and proactive business recruitment and retention strategies by recognizing that new markets, new expertise, and new opportunities will be created by crises.

- Ensure efforts to retain core businesses and to support their recovery by attempting to clear obstacles to recovery, including assisting in facilitating staffing, supporting relocation, and/or helping to resolve supply-chain issues.

- Take the lead in ensuring that recovery needs assessment and planning processes are inclusive and accessible, often by establishing local recovery structures that address overall coordination, sectors impacted, and survivor services.

- Participate in AAR processes with recommendations for plan or procedure improvements.

Private Sector

Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Owners and operators of private sector entities and infrastructure should maintain situational awareness and take actions on a continuous basis to promote and build capabilities.

Prevention

- Maintain situational awareness of the current threat environment, including potential terrorism-related activities; this awareness allows private sector entities to assist in preventing terrorism by identifying and reporting potential terrorism-related activity to law enforcement.

Protection

- Both private and public sector infrastructure develop and implement:
  - o Risk-based protective programs
  - o Resilience strategies for infrastructure
  - o Related information and operations under their control

- Make investments in security and resilience as necessary components of prudent day-to-day business and continuity of operations planning.

- Work together and with public sector entities through established sector coordination bodies established under relevant legal authorities to share information and jointly address public risks.

Mitigation

Mitigation is a sound business practice that reduces disaster losses and quickens restoration of normal operations. Private sector investments in continuity and vulnerability reduction have broad benefits. Private sector entities are essential to improving resilience through planning and long-term vulnerability reduction efforts and the development of regulatory measures that address and manage risks across infrastructure sectors. A more resilient private sector strengthens community resilience by helping to sustain economic vitality and ensuring the delivery of goods and services in the aftermath of a disaster. Among numerous activities that promote and implement the mitigation core capabilities, businesses:

- Analyze and manage their own risks.

- Volunteer time and services.

- Operate business emergency operations centers.

- Help protect America's infrastructure.

- Promote the return on investment realized from increased resilience, developed continuity of operations plans, and reduced vulnerability.

Response

- Provide for the welfare of their employees in the workplace.

- Should have a direct link to emergency managers and, in some cases, be involved in the decision-making process.

- Critical infrastructure—such as privately-owned transportation and transit, telecommunications, utilities, financial institutions, hospitals, and other health regulated facilities—should have effective business continuity plans.
  - Unique private sector organizations, including critical infrastructure and regulated entities, may require additional efforts to promote resilience.

- Certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents and responding when an incident occurs.

- Participate in state and local preparedness activities by providing resources (donated or compensated) through local public-private emergency plans, or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives.

Recovery

- Participate in coordination opportunities during pre-disaster planning processes.

- Maintain communication with the recovery officials about the status of operations and supply chains, as well as restoration challenges and timelines.

- Businesses that plan for disruption are less likely to go out of business after an incident than those that do not.
  - o Develop continuity plans that include actionable, effective, and accessible internal communication processes and protocols to convey critical information.
- May provide volunteers, leaders, technical assistance, commodities, and facilities to support the recovery effort.

Nongovernmental/Volunteer and Community Organizations

Nongovernmental Organizations (NGOs) include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Communities are groups that share goals, values, and institutions. They are not always bound by geographic boundaries or political divisions. Instead, they may be faith-based organizations, neighborhood partnerships, advocacy groups, academia, social and community groups, and associations. All these groups bring people together in different ways for different reasons, but each provides opportunities for sharing information and promoting collective action by fostering the development and organizational capacity to act toward a common goal. Communities may be the most effective actors to take specific actions to manage and reduce their specific risks.

Prevention

- May possess the knowledge and understanding of the threats they face and have the capacity to alert authorities of potential terrorism-related information and/or suspicious activities.
- Support terrorism prevention activities through information sharing by identifying and reporting potential terrorism-related information to law enforcement.

Protection

- Understand the threats and hazards in their locales.
- Promote, implement, and deliver core capabilities within the Protection mission by:
  - o Sharing information
  - o Establishing protection standards of practice
  - o Advocating for, or assistance providers to, the entire range of community members by helping communities, individuals, and households to receive that protection information and resources.
- Central role in the development of Protection plans and in identifying and implementing solutions to Protection challenges.
  - o As risks transect geographical and jurisdictional boundaries, communities are essential partners for understanding how to manage complex Protection issues across multiple spheres of responsibility.

Mitigation

- Represent communities and many groups in mitigation policy discussions.

- Apply a localized understanding of risks to effective planning.
  - Identify strategic mitigation options.
- As able, promote and implement mitigation activities without necessarily holding a formal position of authority within a jurisdiction.
- May provide training and education to communities, including how-to guides.

Response

- Possess the knowledge and understanding of the vital roles for delivering important services; some are officially designated as support elements to national response capabilities:
  - The American Red Cross: The American Red Cross is chartered by Congress to provide relief to survivors of disasters and help people prevent, prepare for, and respond to emergencies. Red Cross has a legal status of "a federal instrumentality" and maintains a special relationship with the Federal Government. In this capacity, the American Red Cross supports several ESFs and the delivery of multiple core capabilities.
  - National Voluntary Organizations Active in Disaster (National VOAD): Is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery, and mitigation—to help disaster survivors and their communities. National VOAD is a consortium of approximately 50 national organizations and 55 territorial and state equivalents.
  - National Center for Missing & Exploited Children (NCMEC). Within the NCMEC, the National Emergency Child Locator Center (NECLC) facilitates the expeditious identification and reunification of children with their families.
- Support the volunteer and donations objective for managing the influx of volunteers and donations to voluntary agencies and all levels of government before, during, and after an incident.
  - The goal is to support jurisdictions affected by disasters through close collaboration with the voluntary organizations and agencies.

Recovery

- Foster relationship building with local emergency management organization.
- Maintain access to extended networks through local offices and chapters of the organization, providing contextually based insight and access to potential recovery partnerships and resilience champions.
- Play a critical role in the implementation of an inclusive, locally led recovery organization and planning process.
- Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD), which are responsible for meeting disaster-caused unmet needs of disaster survivors.
- May note milestones achieved and document best practices for their use and for the benefit of their peers.
  - This information may also be implemented into the planning process for the state VOAD or COAD as appropriate.

- May provide experience and subject matter expertise greatly assisting with the management of money, manpower, and materials to meet recovery needs and obligations that otherwise are not funded by government programs.
- In addition to collaborating on disaster planning with recovery partners, it is beneficial for NGOs to develop their own plans for how they will support disaster recovery efforts.

Individual Community Members

Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness; each can be better prepared in the immediate aftermath of a disaster if they:

- Build an emergency kit that includes food, water, battery-powered communication devices, and other essential needs.
- Prepare emergency plans, with family members who have access and functional needs, to addresses evacuation, sheltering-in-place, and sheltering needs; include medical needs; provisions for their animals, including household pets or service and assistance animals; prepare for the essential needs of their children and ensure children know the family emergency plan.
- Contribute to the preparedness and resilience of their households and communities by volunteering with emergency organizations and completing emergency response training courses.

Safe, secure, and prepared individuals, families, and households are often less dependent on response services, which, in turn, places fewer responders in hazardous response situations. Those who prepare will reduce their personal stress, be able to reach out to others in need of assistance and be better positioned to actively contribute to post-disaster response and recovery efforts.

Residents and Visitors Preparedness Policy

Because of the nature of an emergency or disaster, the government may be limited in its response capabilities. Community preparedness is an essential element of preparing for the next disaster. Collaboration among organizations in the County as well as its residents and visitors to prepare for disasters will save lives and provide a network to help those in need of assistance. During the first few hours, days, or weeks following a disaster, essential services may not be available. It is the policy of Kitsap County and its Cities that residents and visitors are encouraged to be self-sufficient for at least fourteen (14) days should an emergency or disaster occurs.

Prevention

- Identify and report potential terrorism-related activity to law enforcement.
  - Individual vigilance and awareness help communities remain safer and bolster prevention efforts.

Protection

- Understand the threats and hazards in their locales.

  o Acquire an awareness of potential threats and hazards through sources such as news outlets, local emergency management agencies, public information and warning systems, community education campaigns, and information-sharing mechanisms.
    - Take risk-informed protective actions based on this knowledge.

Mitigation

Mitigation begins with individual awareness and action; informed decisions facilitate actions that reduce risk and enable individuals, families, and households to better withstand, absorb, or adapt to the impacts of threats and hazards and quickly recover from future incidents. Homeowners who have adequate hazard and flood insurance coverage and take steps to protect their property from hazards common to their area reduce the impacts of an incident and are less reliant on external assistance to repair or rebuild their homes.

- Stay aware of and participate in disaster preparedness efforts in their community.

- Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations.

- Take actions and the basic steps to prepare themselves for emergencies.

  o Reduce hazards in and around their homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds.

Response

- Prepare to take care of themselves and their neighbors until assistance arrives.

  o Preparedness should account for a minimum of three days (72 hours).
  o Due to the unique catastrophic hazard profile in the State of Washington, EMD recommends striving to prepare for 14 days.
- Monitor emergency communications and follow guidance and instructions provided by local authorities.

Recovery

- After suffering losses, survivors can:

  o Maximize any benefits from insurance coverage.
  o Pursue additional funding through any available personal or loan-based resources.
  o Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available
    - After applying, survivors should:
      - Ensure they follow up on agency requests
      - Gain full understanding of program processes
      - Express any unmet needs
- Get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process.

Mutual Aid

If local government resources prove to be inadequate during a disaster, requests will be made for assistance from other local jurisdictions and higher levels of government according to existing or emergency-negotiated mutual aid agreements and compacts. Such assistance may take the form of equipment, supplies, personnel, or other capabilities.

All mutual aid agreements and compacts will be entered into by duly authorized officials and will be formalized in writing whenever possible. Kitsap County is currently a signee to the Washington State Intrastate Mutual Aid System. Collaboration through aid agreements is essential in pre-empting a disaster with a holistic response by all responders in Kitsap County. Kitsap County is also a member of the Puget Sound Regional Catastrophic Coalition for planning and responding through a regional collaborative plan during catastrophic events.

Kitsap County maintains existing MOUs with some of the neighboring jurisdictions. All efforts will be made for the county and all EOC partners to coordinate with regional efforts to expand the existing MOUs to include similar regional programs.

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Communications

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

The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are:

- Interoperability
- Reliability, Scalability, and Portability
- Resilience and Redundancy
- Security

Information and intelligence management includes identifying essential elements of information (EEIs) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

Interoperable Communications Plans

Kitsap County complies with all state and local guidance in their communications plans and procedures. This guidance is used to improve the communications systems as well as the communications content within Kitsap County. Some of the guidance specific to communications includes:

- Kitsap Auxiliary Radio Service (KARS) Radio Amateur Civil Emergency Service (RACES) Operations Plan
- Kitsap911 Communications and Changing Gears Plan
- Kitsap County Wireless Emergency Alert (WEA) and Emergency Alert System (EAS) Plans
- Kitsap County Joint Information Center Manual
- Washington State Homeland Security Region 2 Interoperability Communications Plans
- State Radio Amateur Civil Emergency Services (RACES) Plan
- State Telecommunications Service Priority (TSP) Planning Guidance
- Statewide Communications Interoperability Plan (SCIP)
- Washington Statewide AMBER Alert Plan
- Appendix: Communications; Washington State CEMP - ESF 2

- Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15
- National Emergency Communications Plan (NECP)

Communication Systems

During EOC operations, there are several communication systems in place. Every effort should be made to maximize communications essential to response and coordination. Each individual in the EOC has a responsibility to know what communications are available to them and use them effectively. The EOC Manager will keep the EOC up to date on the availability of systems. Some of the systems utilized may include:

- The ICS designed to manage information flow through sections and leadership, forms, processing, and briefings.
- Web-based systems designed to manage communication networks like WebEOC, inter/intranet communications, and visual information systems.
- Communication networks to include radio, amateur radio, phone systems, satellite communications, and Video Teleconference (VTC) systems.

It is the role of the EOC to work with the local on-scene Incident Commander (IC) to ensure access have the necessary communication systems to accomplish their mission. If the need arises, a Communications Leader under the Logistics Section can be assigned to monitor and maintain EOC communications and to work with ICs to maintain communications at the scene.

The Kitsap County EOC will establish communications with City EOCs, Fire Area Commands, and other coordination agencies to provide essential services to the public.

Information on these systems is provided in the Kitsap County Emergency Operations Plan and the Kitsap Auxiliary Radio Service (KARS) Plan.

Communications Disruption

If communication systems break down in a disaster, identified locations may act as remote command centers for their local area until coordination is established from the EOC. Each may serve as a command post, staging area, reception center, triage station, communications center, or other functional capacities as appropriate.

The Alternate Communications System (ACS, Amateur Radio) can also provide supplemental communications for multi-agency networking during emergencies. They will also monitor and communicate with other Counties and State agencies.

Public Information and Warning

As soon as it is apparent that the public must take some action to prepare or protect itself, the local warning system will be activated, as appropriate and as time and resources allow. Public information and warning could take the form of one or more of the following:

- Activation of the National Oceanic and Atmospheric Administration (NOAA) Weather Alert Radio to alert citizens to turn on their radio or television and listen to instructions

- Activation of the WEA/EAS to disseminate urgent information

- Activation of a mass communications platforms such as Alert Sense or Nixle

- Fire District and Law Enforcement apparatus providing warnings along specific routes using public address systems and sirens

- Activation of volunteer resources to assist (e.g., posting of signs)

- Activating a call response center in the EOC

- Providing local warning information to traditional media including regional television and radio stations

- Holding community meetings and town halls

- Websites and social media postings with information

- Any other mechanism that closes gaps in the network of communications to the public

When the need arises for coordinated public messaging, the Joint Information Center (JIC) will be assembled in Kitsap and coordinate with the comprehensive network in the Puget Sound Region to collect and disseminate warning and general information and instruction. The JIC will be stood up and coordinated based on the needs of the event and the types of threats to the public associated with the event and may be implemented ahead of a threat. All public information disseminated to the news media about Kitsap County government emergency operations and services by county departments, offices, and elected or appointed officials, will be released through the JIC to ensure information is consistent.

It is the role of the JIC to support county/city EOCs and provide timely and accurate information to increase public awareness and ask for the public to take safety or precautionary actions. Public information development and dissemination will use an inclusive process that promotes accessibility to ensure reach and engagement to diverse populations throughout the affected communities.

The JIC will usually be led by a County Public Information Officer (PIO) and will coordinate information flow and process with the affected city PIO's government agencies and relevant private sector partners. As communication needs shift throughout the event, the messaging itself and the techniques used will also shift. All EOC partner agencies/departments will be expected to coordinate public messaging through the JIC during an activation and assist in re-broadcasting critical messages to ensure the widest possible audience.

For more information regarding public information processes and procedures, the JIC SOP is available through contacting KCDEM.

LEP Communications Plans

All disaster/emergency public communication for Kitsap County includes a focus on the whole community and inclusivity approach. Efforts are made for Kitsap to translate all public communications to ensure communications are accessible to the LEP communities.[17] This

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[17] Presidential Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency.

requirement extends to any other entity receiving or distributing funds on behalf of the county to assist with response or recovery activities.

Significant Population Segments[18] determine the minimum languages that public information is translated into. Because of the critical life safety information being created from the EOC and the JIC, the county makes all efforts to ensure translations are available for all communications. For the county, the Department of Health and Human Services is the lead for communications translations, with the JIC in support through the dissemination of translated releases.

Communications Challenges and Recommendations

Because of the critical nature of communications systems to the county, reviews of communications systems and elements will be conducted regularly and at a minimum after any significant response activation. In addition to regular periodic testing, a review of the communications process should be included as a part of any After-Action Report (AAR) process. A complete summary of the AAR process, including the integration of communications feedback, can be found in the Development & Maintenance section.

Kitsap County recognizes the importance of identifying challenges in order to reduce any potential risks to the county. The communications systems remain one of the potential vulnerabilities for the county. Some of the communications based needs the county has identified include:

- There is a shortage of planning for a widespread communications outage. Although alternate communications planning is in place, there is a need for a written communications plan for a limited communications type of situation.

- Many key positions have some secondary communications capabilities, but additional capabilities will increase the resiliency of the county. Additional communications equipment is being procured and distributed to key positions.

- Satellite communications can be hardier than existing cell and landline infrastructure, but there is limited access to satellite communications equipment in the county. Additional satellite lines and equipment is being purchased and strategically distributed in the county.

- Communication devices have become commonplace for most of the community. Determining which positions or personnel are in need of access to additional communications devices and when they would need it is a challenge. Additional planning needs to be conducted on the process and procedures for managing communications equipment when there is limited access.

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[18] "Significant Population Segment" is determined by the State Office of Financial Management – Forecasting Division and is established as 5% or 1000 residents, whichever is less.

- Translated communications are available, but sometimes the cultural competency of a pure translation is limited. Kitsap county is looking to develop its LEP program to include additional cultural competency in its existing language access programs.

- The differing levels of familiarity and comfort with technology lead to different types of engagement in the programs designed to support the EOC operations. Increased training and exercise will improve the comfort of responders on the existing technology.

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Administration

One of the important functions of emergency management includes documentation management. The documentation that records what happened and why is often used to shape future policy and improve future responses. Critical information can include information concerning the nature, magnitude, and impact of a disaster/emergency. Any document generated by the EOC should be maintained as a part of the even files including, but not limited to:

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

Documentation Process

All disaster/emergency records will be kept in compliance with current state and county legislation. Records will be kept in such a manner to separately identify incident-related expenditures and obligations from general programs and activities of local jurisdictions or organizations. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters, and for audit reports.

Final documents are submitted either electronically or in hard copy format to be collated into the complete event records. The EOC may choose to activate the documentation unit leader position in the planning section to assist with the management of all EOC documents and records. This position becomes progressively more important as the size and complexity of the response increases. In the absence of an assigned position, the responsibility falls to the planning section chief and the EOC Director positions.

Retention and Preservation

EOC partners are responsible for submitting all disaster/emergency related documents for retention. All disaster/emergency records will be kept in compliance with current state and county legislation.

KCDEM and all of Kitsap County follows the Local Government Common Records Retention Schedule per the Washington State Secretary of State.

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Finance

General Regulations

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

- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.
- Emergency expenditures for counties. RCW 36.40.180.

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

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

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

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

County Disaster Funding

Some emergencies like local flooding or winter storms may result in EOC activation and the expenditure of unbudgeted funds. The EMC should anticipate these events either through annual budgeting or by covering these unexpected costs through local compensation efforts.

As with the potential state and federal funding streams, any funding available for the response to and recovery from a disaster/emergency will be utilized. Any local assistance programs will be delineated as appropriate and in compliance with the expectations of the funding streams. It is the policy of Kitsap County to appropriately utilize any funding sources available and to develop programs to disseminate the funding throughout Kitsap County.

Response and short-term recovery funding will be cycled through the EOC. Long-term recovery will likely be conducted by a committee, and the finances associated with long term recovery will be handled by that committee.

Incurred Costs Tracking (Expenditure Approval)

In a disaster/emergency, some procurement processes may need to be altered for life safety purposes, but to the best of the county's ability, all purchases will follow regular procurement rules for the county.

If agencies/departments are making internal purchases related to a disaster, and operational budgets will allow for covering the items, regular daily procedures will be followed. The EOC is authorized to make purchases based on the needs of the event. This should expect to fluctuate based on the type of event and the state of the response/recovery. The UCG will be closely involved with identifying and morphing in response to the funding streams that come in. People with statutory/regulatory authority and funding capabilities should be considered to participate in the UCG and also to assist in directing financial needs of the county.

Kitsap County EOC uses the ICS structure for tracking and approving costs including a finance section. All EOC purchases will be made using the ICS structure and approval process. For most purchases, this will be with the approval of the director in coordination with the UCG command directions. Purchases over the established threshold may need to be approved by the EMC prior to the funding made available.

The finance section in the EOC will ensure appropriate documentation is being collected and tracked in compliance with local, state, and federal regulations.

Cost Recovery

Disaster-related expenditures may be reimbursed under a number of state and federal programs. Reimbursements may be authorized for approved costs for work performed in the protection or restoration of public facilities or functions. In addition, funding may be available for individuals or businesses to assist with the recovery process.

It is the policy of Kitsap County to apply for any reasonable funding opportunity after a disaster/emergency to attempt to recoup some of the expenses incurred. Many of these programs shift in requirements, and there should be an expectation of volatility in the future of grant funding. Any funding sources attempted will need to be reviewed at the time of application for appropriateness of the source and to ensure requirements are being met by the county.

Federal Assistance Programs
Public Assistance (PA) Program

FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly-owned facilities and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is up to 75 percent of the eligible cost.

Individual Assistance (IA) Program

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

- Mass Care and Emergency Assistance (MC/EA)
- Crisis Counseling Assistance and Training Program (CCP)
- Disaster Unemployment Assistance (DUA)
- Disaster Legal Services (DLS)
- Disaster Case Management (DCM)
- Individuals and Households Program (IHP)

IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

Small *Business* Administration (SBA)

SBA provides low- or no-interest disaster loans to help businesses and homeowners recover from declared disasters. The SBA declaration process has a lower threshold than FEMA and will only assist those who do not meet FEMA requirements.

State Assistance Programs
The State of Washington will make all reasonable efforts to identify, secure, and leverage recovery resources and funds for local governments. It is the responsibility of Kitsap County to work with the state of Washington to leverage access to those available funds

Public Assistance (PA) Program

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

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

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

Local Assistance Programs

Kitsap County and its Cities will meet disaster expenditures with currently appropriated funds in accordance with RCW 38.52.070 (2), RCW 36.40.180 and 190, and County Code. The EMC will be responsible for identifying other sources of funds to meet disaster-related expenses if organizational budgets are exceeded.

Logistics and Resource Management

During a disaster/emergency, an incorporated city may utilize all available jurisdictional and mutual aid resources. Once those resources are exhausted, the incorporated city should promulgate a Proclamation of Emergency, and its jurisdictional EOC should work with the County EOC to request additional resources.

The EOC has qualified staff members assigned to manage logistics and procure resources. If the County EOC cannot fill a particular resource due to non-availability or the County itself reaches resource exhaustion, requests for assistance (RFAs) should then be routed to the State EOC's (SEOC) Logistics Section for additional support.

WebEOC is utilized by the Logistics Section to process and track RFAs. RFAs from the County EOC to the State emergency operations center (SEOC) are typically transmitted via WebEOC but can also be emailed (utilizing an ICS Form 213 RR State Request Form), telephoned, or radioed through an amateur radio operator.

EOC staff engaged in logistics and resource procurement functions are regularly trained in order for them to be able to appropriately identify NIMS' categories, the kinds of resources that may be requested, and their respective typing levels.

Resource Typing

Kitsap County is engaged in typing its resources for use in a disaster. Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale.

Resource Prioritization

Following a disaster, the County EOC will coordinate resources to support county and city response efforts. The resource prioritization concept is to "do the most good for the most people." If a disaster/emergency is multi-jurisdictional in nature, the County EOC will assist affected jurisdictions that have legally proclaimed an emergency. Assistance may include resource mobilization, mutual aid agreements, and public and private sector resources as well as local, state, and federal assets. The county evaluates capabilities and provides resources as available and prioritized to help ensure the protection of human life, public property, the economy, culture, and the environment.

Resource Request Process

The Kitsap County EOP and the Logistics Section Plans should be consulted for current process and procedures. The following outlines the usual process but may be altered based on the needs of the event.

If the response to a situation is or may become beyond the capabilities of the resources of Kitsap County and those provided by mutual aid, the City Mayors, or the Bainbridge Island Chief Executive Officer, or Board of County Commissioners may request assistance from the Governor, or from the federal government, through the Governor. As the coordinating entity for resources, KCDEM through the EOC will request assistance from Washington State through State Emergency Management. Depending on the size and complexity of the emergency, the Governor may follow up with a State Proclamation of Emergency and request assistance from the Federal Government.

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

In general, the planning section chief will identify resource needs based on the needs provided by the operations section chief and resource data available from the resource unit. Utilizing ICS forms and processes, including the Planning Matrix (ICS Form 215), it will be possible to determine how many of the resources required for the next operational period are already available at the incident or in route. This process will remain the same for specialized resources.

By matching resource needs with those resources available for the operational period, the resources that must be ordered can be determined. With this new assessment, new resource orders can be put together and shown to the Disaster Manager for his/her approval, and then ordered through normal dispatch channels by the Logistics Section.

Procurement Methodology

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

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

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

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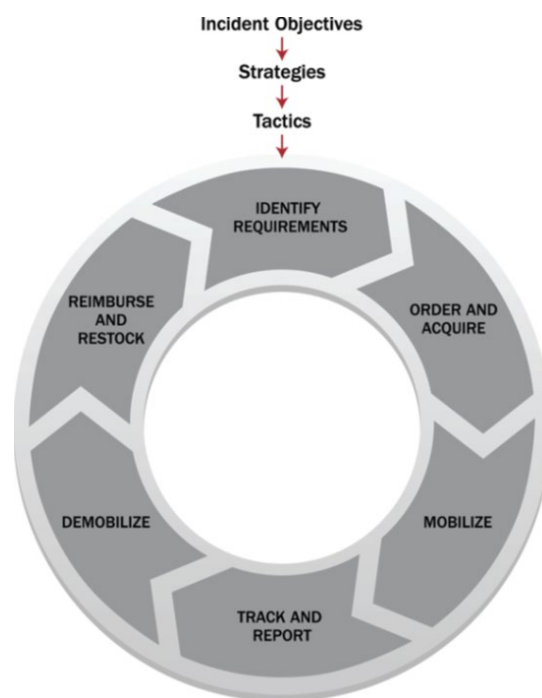
Emergency Worker Program/Liability Protection

RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(7), while provisions addressing the registration, use, classification, and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310, and WAC 118.04. The KCDEM Volunteer program provides liability protection for the volunteers assisting with emergency operations.

Resource Gaps

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

Development and Maintenance

Process

Once approved, the CEMP will be part of a typical plan maintenance cycle to ensure the plan remains current and up to date. Maintenance consists of:

- Reviewing the plan each year as it moves toward the next required Revision (4-year Cycle).
- Train on the plan to ensure Governments and response agencies are familiar with its content.
- Exercise the plan as much as feasible, especially through functional and full-scale exercises to address the inclusive needs of the community.
- Evaluate the plan after each functional and full-scale exercise or actual emergency.
- Improve the plan based on lessons learned during real or exercised events.
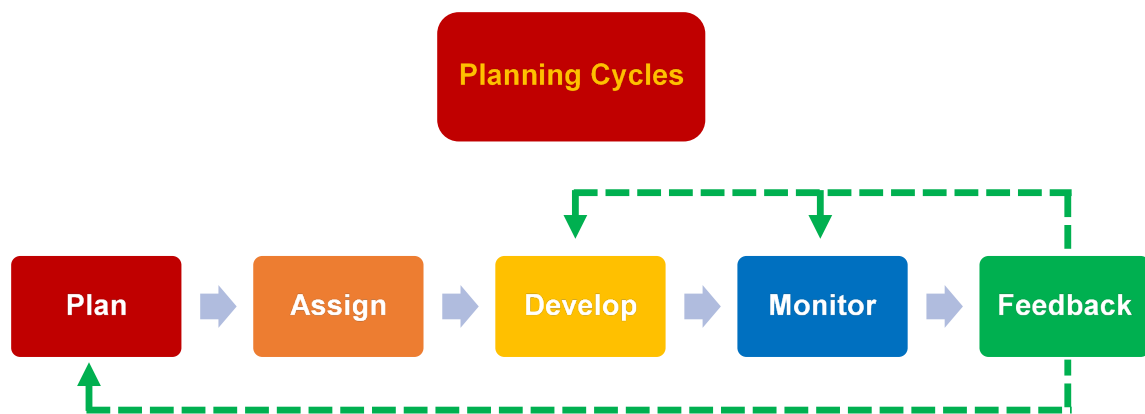
Figure 9: Planning Cycles

Planning Process

Planning is a continuous process that does not stop when the plan is published. The planning team will be an inclusive, whole community team convened to develop a rough draft of the basic plan or annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to organizations that have responsibilities for implementing the plan. The existing written plans should be checked for its conformity to applicable regulatory requirements and the standards of Federal or state agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation

process should be based on a specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

Review Process

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

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

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

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

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

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

Plan Updates

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

This plan will be updated in full at least every 5 years. Interim revisions to this Plan will be submitted to Emergency Management for review and approval. Minor changes that revise clarification of existing portion of the plan, reflect changes in state or federal requirements or laws, or other changes that do not change the integrity or responsibilities of Kitsap Government or establish or change City or County policy, will be approved by the EMC only. If required for significant changes, the revised plan will be submitted before the Board of County Commissioners and each City Council for resolution.

Training and Exercise Program

Details on the complete training and exercise program are identified earlier in this document in the Preparedness Cycle section under the header Direction, Control, and Coordination.

The CEMP will be considered as a part of the annual development of the KCDEM comprehensive training and exercise program. This includes both training and exercises to improve comfortability with this document as well as testing the implementation of the basic plan and the annexes. The training and exercise program will incorporate findings into further improvement of the CEMP and the Annexes.

After-Action Report (AAR)

The After-Action Report (AAR) summarizes key evaluation information, including overview and analysis. AAR protocols are outlined in the Kitsap County EOP, which should be consulted for the most up to date processes and procedures. The Kitsap County EOP can be accessed through KCDEM.

AAR Triggers

An AAR is conducted for exercises as well as EOC activations. AAR will usually be conducted at the completion of the event, although in a long-term activation interim AAR's may be done during ongoing response operations.

An AAR is an opportunity to capture what happened during the event, what went well and should be reinforced or repeated, as well as what gaps there were that need to be filled in the future. The AAR shall, at a minimum, be a review of response actions, suggested modifications to plans and procedures, identified training needs, and recovery activities to date.

Methods

The AAR includes an overview of performance while highlighting strengths and areas for improvement. The main elements of an AAR include a summary of the situation and actions taken, consolidation of feedback from participants, and approval of leadership. Since each disaster/ emergency or Exercise is different, the needs of the AAR will be different. The AAR process should be tailored to the situation and the needs of the event itself. Some of the methods that should be considered when conducting an AAR include:

- Hotwash
- Review of documents generated
- Document draft review by leadership
- Participant surveys
- Participant interviews
- Open solicitation of written feedback
- After-Action Meetings to validate findings
- Webinars
- Workshops
- Public surveys or solicitation for feedback
- Approval process from elected officials and other government leadership

To ensure a complete assessment is conducted and to ensure compliance with federal and state regulations, the following topics should be considered during the AAR evaluation process.

- Evaluation of the effectiveness of the communication of life safety information per RCW 38.52.070(4)
- Describe the technological challenges which limited communications efforts
- Identify recommendations and resources needed to address communication challenges
- Evaluate the inclusivity and whole community approach

Corrective Action Program

The AAR contains analysis that is intended to establish best practices and affect change that enables response and incident stabilization to be the most efficient and effective. Areas for improvement that require action are those that will impede capability performance if left unresolved. These items are consolidated as a part of the AAR process into an improvement plan that is attached to the final AAR report.

An improvement plan is made up of corrective actions based on the findings in the AAR. The corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in the AAR process.

KCDEM is dedicated to ensuring the continuity of lessons learned and builds upon the previous incidents through ongoing review of improvement plans and updated corrective actions.

In Kitsap County, each department/agency is responsible for completing their own corrective actions identified in the improvement plans. For EOC-wide corrective actions or for KCDEM specific actions, the KCDEM Plans, Training, and Exercise Position is responsible for tracking the status of implementation.

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Appendix A

HIVA 2019 Abstract

Executive Summary

Every four years, communities in Washington State must update their Comprehensive Emergency Management Plans (CEMP). To support this update, The Hazard Identification and Vulnerability Assessment (HIVA) is reviewed concurrently with the CEMP to validate hazards in the community to include natural, manmade, and technological. The HIVA has been reviewed and updated by the Kitsap County Emergency Management Staff, and any changes will be incorporated into the CEMP.

Kitsap County Hazard & Disaster History

The frequency of historic events determines the prioritization of mitigation strategies and recommendations. Some general conclusions arise out of Kitsap County's disaster history:

- The novel coronavirus COVID-19 was first presented to the world towards the end of December 2019, with a first confirmed case in the U.S. (Everett, WA) on January 21, 2020. The spread of COVID-19 resulted in a global pandemic resulting in millions of job losses across the country, and economic recession, and the demand for a virtual work environment.

- During severe winter weather in December 2018, an EF-2 tornado caused catastrophic damage to homes and commercial buildings. Tornadoes in Kitsap County are rare due to irregularities in geography and elevation of the area. The geography is not typically conducive to forming tornadoes large enough to be destructive.

- Since 1962, earthquakes have had the biggest economic impact on the county relative to costs and community disruptions.

- Winter storm events represent 77% of historical declarations at the local level. Some significant events have occurred, but, in most cases, probably did not create disruptions in the entire county or cause substantial damages.

- The Mount St. Helens catastrophic incident in 1980 is listed, but Kitsap County was not significantly affected, nor was Kitsap County part of the Presidential Declaration. It is a reminder, like the incidents of 9/11, that catastrophes outside the county can affect the local area. For example, an eruption of Mt. Rainier would affect Kitsap County.

- From a historical perspective, mitigation efforts should concentrate on reducing the impact of winter storms, flooding, and earthquakes.

Over time, projects to mitigate winter storm events had a significant impact on future damages from storms and improve the quality of life in Kitsap County. Historically, winter storms and their impact are more predictable; therefore, the cause, effect, and mitigation can be quantified and therefore justified for improvements. As such, in the last 10 years, the numbers of

declarations have declined due to these minor mitigation efforts to control flooding, runoff, and other issues caused by winter storms.

Kitsap County Disaster/emergency History 1962-2019			
Date of Incident	Type	Declared	Comments
March 2020	Pandemic (COVID-19)	Local, State, Federal, Global	Disaster in progress at the time of publication. General federal assistance provided through the CARES Act
February 2019	Severe Winter Storm	Local (was undeclared locally), State	Local Public Assistance threshold not met.
December 2018	Severe Winter Storms - Tornado	Local, State, Federal	Local Public Assistance threshold not met. Local SBA declaration.
December 2016	Windstorm with Severe Rain	Local	Did not meet the State declaration threshold.
December 2016	Windstorm with Severe Rain	Local	Did not meet the State declaration threshold.
November 2010	Severe Winter Storm	Local	Local Public Assistance threshold not met
December 2008	Severe Winter Storm	Local, State, Federal	Local Public Assistance threshold not met
August 2008	Hurricane Katrina Evacuation	State, Federal	State: $1.7 million. Local: None
December 2007	Severe Winter Storm	Local, State, Federal	State: $82.5 million. Local: $3.13 million.
December 2006	Severe Storm	Local, State	Local Public Assistance threshold not met.
November 2006	Severe Storm	Local, State	Local Public Assistance threshold not met.
January 2006	Severe Storm	Local, State	Local: $544,775
December 2005	Severe Winter Storm	Local, State, Federal	Local Public Assistance threshold not met.
January 2004	Severe Winter Storm	None	Freezing rain, ice, flooding. No record of assistance on file.
October 2003	Severe Winter Storm	Local, State, Federal	State: $11.9 million. Local Public Assistance threshold not met. Individual Assistance received.
May-Sept 2003	Drought	Local, State	No assistance requests. Losses to pasture.
January 2003	Flooding	Local, State	Local Public Assistance threshold not met.
January 2002	Flooding	Local, State	Presidential declaration denied.
September 2001	9/11 Attack on the U.S.	Local, State	No record of requests for assistance on file.
February 2001	Earthquake – Nisqually	Local, State, Federal	State $66.7 million. Local: $832,926

Kitsap County Disaster/emergency History 1962-2019			
Date of Incident	**Type**	**Declared**	**Comments**
February 1999	Flooding, Slides	Local, State	Federal public assistance threshold not met. SBA declaration.
June 1997	Earthquakes	None	Series of small earthquakes between June 23 and June 27, ranging in magnitude from 3.1 to 4.9.
March 1997	Flooding	Local, State, Federal	Local Public Assistance threshold not met. Individual Assistance received.
December 1996	Severe Storm	Local, State, Federal	Total Public Assistance: $20 million. Local: $1.96 million.
April 1996	Mudslide	Local (City of Bainbridge Island)	Rolling Bay Mudslide. Local (City) declaration; no record of assistance on file.
January 1996	Flooding	Local, State, Federal	Received Public Assistance. No Individual Assistance received. Bainbridge Island heavily impacted.
November 1995	Severe Storm – Wind/flooding	Local, State	Local Public Assistance threshold not met.
December 1994	Flooding	Local	Local declaration; no record on file.
January 1993	Windstorm	Local, State	No record on file.
January 1992	Severe Storm	No declaration	No record on file.
December 1990	Severe Storm	Local, State, Federal	State: $785k.
November 1990	Severe Storm	Local, State, Federal	No record on file.
December 1986	Severe Storm	Local, State	No record on file.
December 1982	Severe Storm	Local, State	No record on file.
May 1980	Mount St. Helens Volcano	State, Federal	No record on file.
December 1979	Severe Storm	Local, State, Federal	No record on file.
January 1974	Severe Storm	Local, State, Federal	No record on file.
May 1965	Earthquake	Local, State, Federal	No record on file.
October 1962	Severe Storm – Wind	Local, State, Federal	No record on file.
No FEMA financial data were available online for Federal declarations prior to 2000, only records of declarations. Unable to verify reimbursements.			

Table 15: Kitsap County Disaster/emergency History 1962-2020

Hazard Losses for Kitsap County

Kitsap County Hazard Losses 1960-2017[19]			
Number of Hazard Events	Number of Casualties	Property Damage	Crop Damage
298	68	$309,860,381	$703,234

Table 16: Kitsap County Hazard Losses 1960-2017

Situation

Since the last update to the HIVA in 2019, there have been two major emergencies in Kitsap County. In 2016, a windstorm and severe winds affected the county, although it did not meet the State declaration threshold. The December 2018 Winter Storms included an EF-2 tornado that caused catastrophic damage to 250 homes and community buildings in incorporated and unincorporated Port Orchard. This was the strongest tornado to hit Washington State since 1986.[20] In 2016, a windstorm with severe rain affected Kitsap County but did not meet the State declaration threshold.[21] Historically, strong or severe winter storms have triggered the activation of the County EOC to support a coordinated response to power outages, minor flooding, and minimal damage. These latter types of winter storms are the most common. Throughout the years, Kitsap County and its cities have made significant efforts to mitigate these events through successful stormwater systems, tree-trimming along roads, and community preparedness programs.

Enhancements in geographic information system (GIS) technologies have provided valuable information in assessing natural hazards in Kitsap County. These enhancements provide mapping of United States Geological Survey (USGS) and Washington State hazard data for ongoing assessments at all levels of government. For example, in 2010, FEMA began conducting mapping and analysis to provide better information regarding the effects of tides and tsunamis on Kitsap County's shorelines. FEMA also concluded a Risk Report for Kitsap County in 2015 discussing flood, earthquake, landslide, and tsunami hazards. The report includes a discussion of mitigation strategies for Bainbridge Island, Bremerton, Port Orchard, and Poulsbo. The installation of rain gauges throughout Kitsap County has also provided improved information on water tables, droughts, and rainfall data.

Although severe winter storms are Kitsap County's most common events, the most significant risk to the County continues to be earthquakes. As such, KCDEM continues to prepare staff, first responders, and the public for the next significant earthquake. An earthquake of a "Nisqually" or greater incident will have a considerable impact on people, the economy, and the environment.[22]

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[19] Washington State Enhanced Hazard Mitigation Plan (2018)
[20] https://www.king5.com/article/news/local/ef-2-tornado-in-port-orchard-strongest-to-hit-washington-in-32-years/281-c810fb2e-2beb-4906-bd88-cad3c411d43c
[21] Kitsap County Department of Emergency Management
[22] The Nisqually earthquake, with a moment magnitude of 6.8 and Mercalli intensity rating of VIII-Severe, affected the region on February 28, 2001. https://en.wikipedia.org/wiki/2001_Nisqually_earthquake

Within reason, preparing for the most significant all-hazard event will prepare Kitsap County for events of lesser magnitude.

The following table provides a summary of risk assessment conclusions based on the 2019 HIVA.

HIVA Risk Ratings 2019					
Hazard/Threat	Overall Risk	People	Damages	Economy	Environment
Natural Hazards					
Droughts	Low	Low	Low	Low	Moderate
Earthquake	High	High	High	High	High
Flooding	Moderate	Low	Moderate	Low	Low
Forest & Urban Fires	Moderate	High	Moderate	Low	Moderate
Landslides	Moderate	Low	Moderate	Low	Low
Severe Storms/Tornadoes	Moderate	Low	Moderate	Moderate	Moderate
Tsunamis	Moderate	Low	High	Moderate	Moderate
Volcanic Ash Fall	Low	Low	Low	Low	Moderate
Technological & Human-Caused Hazards					
Cyber Attack	Moderate	High	Moderate	Moderate	Moderate
Dam Failures	Low	Low	Low	Low	Low
Energy Emergencies	Moderate	Moderate	Moderate	Moderate	Moderate
Hazardous Materials	Moderate	Moderate	Moderate	Moderate	Moderate
Radiological	Moderate	Low	Moderate	High	High
Search & Rescue	Low	Moderate	Low	Low	Low
Terrorism	Moderate	Moderate	Moderate	Moderate	Moderate
Transportation-MCI	Moderate	Moderate	Moderate	Moderate	Moderate
Epidemics	Moderate	Moderate	Moderate	Moderate	Moderate

Table 17: HIVA 2019 Ratings

The overall ratings for hazards from the 2013 MHMP remain similar. Two major updates include raising the overall rating for Tsunamis from "Low" to "Moderate" due to studying simulated data and information, as well as the addition of ratings for Cyber Attacks, which did not have any ratings previously.

In reviewing the HIVA, the reader should consider the following:

- Except for rare, isolated incidents, there is no hazard identified that would require an entire evacuation of Kitsap County and its four cities.
- Kitsap County plans for all-hazards response utilizing the National Incident Management System (NIMS) and by training all response personnel to use the Incident Command System (ICS).

- The HIVA helps to assign weight and focus to vulnerabilities and to ensure the County and four cities prepare themselves for the likelihood of an event.
- The Department of Homeland Security (DHS) Threat and Hazard Identification and Risk Assessment (THIRA) process provides a means to evaluate Kitsap County's state of readiness for manmade threats. Kitsap County relies on the Washington State THIRA for this information rather than a local assessment.

Kitsap County made several key updates to enhance this 2019 HIVA. The document:

- Was restructured to better align with FEMA Local Mitigation Plan requirement guidance.
- Contains updated statistical data and maps.
- Incorporates information from the Washington State Enhanced Hazard Mitigation Plan (2018) and Washington State THIRA (2018).
- Better integrates climate change information by moving the subject from its own section to within the hazard descriptions.
- Provides increased attention to cybersecurity information by giving topic into its own section under Technological & Human-Caused Hazards.

Appendix B

Codes and Regulations References

This is a compilation of legal references used in the completion of this version of the Kitsap County Comprehensive Emergency Management Plan. References include Federal, State, and local codes and regulations.

Kitsap County

- Kitsap County Code, Chapter 2.104
- Kitsap County Code, Chapter 2.04

City of Port Orchard

- Port Orchard Municipal Code
- 2.04.045 Council Meetings Remote Attendance.
- 2.14 Hazardous Materials Emergency Assistance Agreements
- 2.80 Emergency Management Organization
- 13.04 Water and Sewers

City of Bremerton

- City of Bremerton Charter
- Bremerton Municipal City Code, Chapter 2.16.30
- Bremerton Municipal City Code, Chapter 2.26
- Bainbridge Island Manual of City Governance Policies, Procedures, and Guidelines

City of Poulsbo

- 2.60 Emergency Proclamations
- 2.62 Emergency Management Plan
- 11.04.050 Telecommunications; General conditions upon use of public rights-of-way.
- 13.06 Water And Sewer Code
- 16.20 Environment; Critical Areas

Bainbridge Island Municipal Code

- 2.44 Emergency Management
- 8.20 Emergency Proclamation

Washington Administrative Codes

- [WAC 118 - City/County Project Coordination](#)
- [WAC 296.62 - General Occupational Health Standards](#)
- [WAC 468.200 - Conduct and Management of Emergency Air Operations Air Search And Rescue/Disaster Relief](#)

Revised Codes of Washington

- [RCW, Chapter 36.22, County Auditor](#)
- [RCW, Chapter 36.32.070, Vacancies on Board](#)
- [RCW, Chapter 36.40, Budget](#)
- [RCW, Chapter 38.08, Powers and Duties of Governor](#)
- [RCW, Chapter 38.52, Emergency Management](#)
- [RCW, Chapter 39.34, Interlocal Cooperation Act](#)
- [RCW, Chapter 4.24.314, Person causing Hazardous Material Incident – Responsibility for incident clean-up - Liability](#)
- [RCW, Chapter 40.10, Microfilming of Records to Provide Continuity of Civil Government](#)
- [RCW, Chapter 42.14, Continuity of Government Act](#)
- [RCW, Chapter 43.21G, Energy Supply Emergencies, Alerts](#)
- [RCW, Chapter 43.43, Washington State Patrol](#)
- [RCW, Chapter 43.43.960-975, State Fire Services Mobilization](#)
- [RCW, Chapter 43.63A, Department of Community, Trade, & Economic Development](#)
- [RCW, Chapter 47.68, Aeronautics](#)
- [RCW, Chapter 52.12, Powers – Burning Permit](#)
- [RCW, Chapter 68.50, Human Remains](#)
- [RCW, Chapter 68.52, Public Cemeteries, and Morgues](#)
- [RCW, Chapter 70A.415.010, Hazardous Substance Information](#)
- [RCW, Chapter 70A.300, Hazardous Waste Management](#)
- [RCW, Chapter 70.136, Hazardous Materials Incidents](#)
- [RCW, Chapter 76.04, Forest Protection](#)

United States Governing Statutes

- [S.3658, Achieving Racial and Ethnic Equity in Disaster Response, Recovery, and Resilience Act of 2020](#) (Introduced to the US Senate 05/07/2020 and pending at the time of publication)
- [Public Law 104-201, Defense Against Weapons of Mass Destruction Act of 1996](#)
- [Public Law 105-19, Volunteer Protection Act of 1997](#)

- Public Law 105-381, Pacific Northwest Emergency Management Arrangement
- Public Law 106-390 Disaster Mitigation Act of 2000
- Public Law 107-296, Homeland Security Act, 2002
- Public Law 109-295, Post Katrina Emergency Reform Act 2006
- Public Law 109-308 Pets Evacuation and Transportation Standard (PETS) Act of 2006
- Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Public Law 96-342, Improved Civil Defense Act of 1980, as amended
- Public Law 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right to Know
- 5 USC, Section 552, Freedom of Information Act Disclosure Exemption 49 USC, Section 5101-5127, Hazardous Materials Transportation Act of 1994
- 29 USC §621 - Age Discrimination in Employment
- 29 USC §6101 - Age Discrimination Act of 1975
- Presidential Decision Directive -39, United States Policy on Counterterrorism (June 21, 1995)
- Presidential Decision Directive -62, Protection Against Unconventional Threats to Homeland and Americans Overseas (May 22, 1998)
- Presidential Decision Directive -63, Protecting America's Critical Infrastructure (May 22, 1998)
- Presidential Policy Directive 6; U.S. Global Development Policy [Fact Sheet]
- Presidential Policy Directive 8; PPD-8: National Preparedness
- Executive Order 12898 (1994) – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.
- Executive Order 13166 (2000) – Improving Access to Services for Persons with Limited English Proficiency.
- Executive Order 13347 (2004) – Individuals with Disabilities in Emergency Preparedness.
- Individuals with Disabilities Education Act (IDEA) of 1975, as amended.
- Title VI of the Civil Rights Act of 1964, as amended.
- CFR 29 Labor, chapter 37, 1625, 2626 - Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act
- CFR 47, Title 11, Part 11; FCC Rules and Regulations, Emergency Alert System
- CFR 44, Emergency Management and Assistance
- CFR, Title 49, Transportation
- 33 USC, Section 1251 et seq., Clean Water Act of 1948, as amended in 1972, 1977, and 1987
- 42 USC, Sections, Public Health and Welfare

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Appendix C

Plan References

This is a compilation of references used in the completion of this version of the Kitsap County Comprehensive Emergency Management Plan. References include Federal, State, and local texts, plans, and widely used standards.

Kitsap County

- Kitsap County Alternate Communications System (KCACS) and Radio Amateur Civil Emergency Services (RACES) Plan
- Kitsap County Emergency Operations Plan
- Kitsap County Joint Information Center Operations Plan
- Kitsap County Long Term Care Plan; November 2013
- Kitsap County Medical Reserve Corps Plan
- Kitsap County Refueling Plan
- Hazard Identification Vulnerability Assessment (HIVA)
- Puget Sound Regional Catastrophic Plan
- Multi-Hazard Mitigation Plan
- Kitsap Comprehensive Disaster Recovery Plan
- LEPC - Local Emergency Planning Committee Plan
- Kitsap911 Communications and Changing Gears Plan
- Kitsap County WEA and EAS Plans
- Kitsap County Joint Information Center Manual

Kitsap Cities

- City of Bainbridge Island Emergency Operations Plan
- City of Bremerton Comprehensive Emergency Management Plan (CEMP)
- City of Port Orchard Emergency Operations Plan
- City of Poulsbo Emergency Operations Plan

State of Washington

- Washington State Fire Services Mobilization Plan
- Puget Sound Regional Catastrophic Plan 2014
- Washington State Department of Ecology Geographic Response Plan
- State of Washington Comprehensive Emergency Management Plan

- [Puget Sound Region Transportation Recovery Annex](#)
- [Washington Emergency Alert System Plan](#)
- [Washington Statewide Communications Interoperability Plan (SCIP)](#)
- [State of Washington ESF Annexes](#)
- [CEMP Catastrophic Incident Annex (2013)](#)
- [Washington State Enhanced Hazard Mitigation Plan (2018)](#)
- [Northwest Area Contingency Plan (2011)](#)
- Washington State Hazard Identification Vulnerability Analysis (HIVA)
- Washington State Homeland Security Region 2 Interoperability Communications Plans
- State Radio Amateur Civil Emergency Services (RACES) Plan
- State Telecommunications Service Priority (TSP) Planning Guidance
- Statewide Communications Interoperability Plan (SCIP)
- Washington Statewide AMBER Alert Plan
- Appendix: Communications; Washington State CEMP - ESF 2
- Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15

Federal

- Naval Hospital Disaster Preparedness Plan
- National Search and Rescue Plan
- Military Support to Civil Authorities Plan
- Northern Command Federal National Contingency Plan
- Federal Radiological Monitoring and Assessment Plan
- Navy Region Northwest Response Plans
- [National Incident Management System (NIMS)](#)
- Federal ESF Annexes
- [National Planning Framework](#)
- [FEMA EAS Guidance](#)
- [FCC EAS Guidance](#)
- National Emergency Communications Plan (NECP)

Other

- Applied Technology Council Procedures for Post Earthquake Safety Evaluation of Buildings Interstate Mutual Aid Contract
- King/Kitsap American Red Cross Disaster Services Regulations and Procedures: Survey/Damage Assessment

- American Red Cross Olympic Chapter - Shelters Disaster Plan
- Kitsap County Health District Emergency Response Plan
- Kitsap Transit Emergency Operations Plan
- California State Senate Bill 160
- South Puget Sound Region Fire Defense Mobilization Plan
- Kitsap County Long Term Agency Coordination Plan
- Community Emergency Response Team (CERT) Operating Plan
- Critical Incident Stress Management (CISM) Response Plan
- St. Michael's Medical Center Medical Casualty Plan
- Kitsap County Sheriff's Office Policy Manual Kitsap County Search and Rescue Operating Plan

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Appendix D

Direction and Control

Introduction

The purpose of the Direction and Control Appendix is to define the direction, control, and coordination among Government employees and their relationship to emergency response and operational center activities to provide:

- For the effective direction, control, and coordination of emergency management activities undertaken in accordance with the Kitsap County Comprehensive Emergency Management Plan (CEMP).
- For continued operation and continuity of Kitsap County and City governments and its functions during and after emergencies or disasters.
- For the assurance of preservation of public and private records essential to the continued operations of government and the private sector.

This appendix will concentrate on county response and support to the County EOC.

General

Emergency Management in Kitsap County is established by state law.[23] Other state and county laws and ordinances provide guidance for how emergency management conducts business during emergencies and disasters (see Appendix B and C).

When the Board of County Commissioners, or a City Mayor, or Chief Executive Officer for Bainbridge Island proclaims an emergency, direction and control can be delegated to the Director of the KCDEM in cooperation with local jurisdictions, volunteer organizations, and the private sector.

The Commissioner(s), City Mayor or their designee, or Chief Executive Officer for Bainbridge Island, directors of selected county departments and agencies or their designees, and other key individuals may operate during emergencies and disasters from the primary county/city EOC, or a designated alternate county/city EOC respectfully.

Direction and control can be conducted using the existing communications systems that are part of emergency management or communications that have been specifically established for emergency management operations.

Emergency Management provides the means for coordinating resources and assets necessary to alleviate emergency or disaster impacts on residents and public entities. Coordination occurs with federal, state, and local jurisdictions, as well as other special purpose districts, volunteer agencies, and private businesses.

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[23] RCW 38.52

Continuity of Government

Continuity of government is ensured through leadership succession, backup communications systems, alternate operational locations, and preservation of essential records.

Essential Records Preservation

All departments and agencies of Kitsap County shall identify records essential for continuity and preservation of government and provide for their protection according to the guidelines set by the State Archivist.[24]

Critical Lines of Succession

The county and cities are responsible for ensuring provisions are made for continuity of government during emergencies within their respective jurisdictions.[25] All of Kitsap County follow the Revised Codes of Washington (RCW) for succession of council members and commissioners.[26] Each jurisdiction has independently determined their own orders of succession as noted below.

County Commissioners

In the event that a disaster/emergency reduces the number of County Commissioners, the following applies: If there is one vacancy, the two remaining Commissioners fill it; if there are two vacancies, the Governor appoints one Commissioner, and the two Commissioners appoint the third; if the two Commissioners are unable to agree on the third, the Governor makes the appointment[27]. In the event the Kitsap County Commissioners are all injured, isolated, or deceased, the following "succession of command" has been established. In order of succession:

- Sheriff
- Auditor
- Assessor
- Clerk
- Treasurer

Bainbridge Island

Under the council-manager form of government, the members of the City Council choose a chair from among their number on a biennial basis. The chair has the title of mayor. He or she also continues to have all the rights, privileges, and immunities of a member of the Council. He or she has no regular administrative duties, but in time of public danger or emergency, if so, authorized by ordinance, shall take command of the police, maintain law, and enforce order.

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[24] RCW 40.10.010
[25] Continuity of Government section of the State of Washington Comprehensive Emergency Management Plan
[26] RCW 42.14.050
[27] RCW 36.32.070 statute which is based on Article II, Section 15 of the Washington State Constitution.

The City Council also selects a Mayor Pro Tem to serve in the absence or temporary disability of the mayor.[28]

Bremerton

According to the Bremerton Charter, the order of succession will be the Mayor, followed by the Mayor Pro Tempore, a member of the Council, or finally some other suitable person to represent the city. Mayor's duties will be passed down in succession if the Mayor is incapacitated. [29]

Port Orchard

The Port Orchard Municipal Code provides for a Mayor Pro Tem in the case of the mayor being incapacitated. Beyond the Mayor Pro Tem, leadership would fall to the City Council members as appointed by the majority vote of the council.[30]

Poulsbo

In Poulsbo, the mayor is given the power to proclaim an emergency for both natural and man-made disasters. If the mayor is incapacitated, the deputy mayor, followed by the alternate deputy mayor, is authorized to execute emergency powers.[31]

County Department Heads

Executive heads of departments and agencies will appoint and identify temporary interim successors or designees in the event they are unable or unavailable to fulfill their duties and responsibilities due to a disaster/emergency. The temporary interim successor, in the order identified by the department head, will have the authority to act in the place of the department head until the department head resumes control or a new executive may be appointed.

In the event the elected and/or appointed department head is injured, isolated, or deceased, the following "succession of command" has been established in order of succession for each department. See the following figure – Kitsap County Departments and Line of Succession.

Kitsap County Departments and Lines of Succession	
Department	**Line of Succession (in succession order)**
Administrator's Office	1. Community Development Dir 2. Parks/Recreation Dir. 3. Public Works Dir. 4. Personnel/HS Dir.
Assessor	1. Deputy Assessor 2. Commercial Appraisal 3. Assessment Adm. Supervisor

[28] Bainbridge Island Manual of City Governance Policies, Procedures and Guidelines, Adopted June 23, 2015
[29] City of Bremerton Charter; Article IV Section 19 and Article II Section 11
[30] Port Orchard Municipal Code; 2.80.210
[31] Poulsbo Municipal Code; 2.60.010A, 2.60.050B, and 2.12

Kitsap County Departments and Lines of Succession

Department	Line of Succession (in succession order)
Auditor	1. Chief Deputy 2. Financial Service Mg. 3. Administrative Services Mg. 4. Elections Mgr.
Clerk	1. Chief Deputy 2. Court Services Supervisor 3. Courtroom Operations Supervisor
Community Development	1. DCD Assistant Director (Chief Building Official) 2. Fire Marshal 3. Development Engineering Mgr. 4. Permit Center Mgr.
Coroner	1. Chief Deputy
District Court – Presiding Judge, Director	1. Office Supervisor 1/ Criminal 2. Office Supervisor /Accounting 3.Court Scheduler
District Court - Probation	1. Probation Supervisor 2. Clerical Supervisor 3. Probation Officer
Emergency Management	1. Plans, Training, and Exercise Officer. 2. Mitigation, Operations, and GIS Officer. 3. Public Education and Outreach/PIO.
Health District	1. Deputy Director 2. Community Health Director or Environmental Health Dir.
Human Services	1. Senior Program Mgr. Human Services
Information Services	1. Application Services Mgr. 2. Computer & Network Services Mgr. 3.GIS Division Mgr.
Juvenile	1. Detention Mgr. 2. Administration Mgr. 3. Court Services Mgr.
Kitsap911	1. Deputy Director 2. Training/Operations Mgr. 3. Professional Standards Super. 4. On-Shift Supervisors
Department of Administrative Services	1. Budget Manager 2. Senior Purchasing Agent
Parks and Recreation	1 Park Superintendent 2. Fair & Special Events Mgr. 3. Administrative Services Supervisor. 4. Parks Planning Mgr.
Personnel & Human Resources	1. Personnel Mgr. Personnel Services

Kitsap County Departments and Lines of Succession	
Department	**Line of Succession (in succession order)**
Prosecuting Attorney	Division Chiefs
Public Works	1. Asst. Director Roads 2. Asst. Director Utilities
Sheriff	1. Undersheriff 2. Patrol Chief 3. Detectives Chief 4. Corrections Chief (Lieutenant)
Superior Court – Presiding Judge, Director of Administration	1. Admin Services Supervisor
Treasurer	1. Chief Deputy 2. Investment Officer 3. Financial Analyst

Table 18: Kitsap County Departments and Lines of Succession

Emergency Operations Centers

County/City governments coordinate disaster activities from a central location, usually at the EOC. The EOC has the capability to support effective communications and response activities. Emergency Operating and Support Procedures are maintained to ensure the county EOC is adequately staffed and equipped to be immediately available when needed. Cities and special purpose districts will closely coordinate activities impacting county resources with the County EOC.

The county/city alternate EOCs may be used if the primary facility is unable to accommodate the county's needs during a disaster or it is necessary to transition to a larger facility to accommodate a large and/or complex disaster in the County. An EOC may choose to transition to a virtual EOC when social distancing becomes a course of action or if by direction of the KCDEM Director. For details on critical locations and alternate sites, see the following figures: Primary and Alternate Kitsap County and City EOC's and Key Support Agency Facilities and Alternate Locations as well as Kitsap County Multi-Agency Coordination System.

Primary and Alternate Kitsap County and City EOCs		
Government	**Primary**	**Alternate**
Kitsap County EOC	Kitsap County Emergency Management 911 Carver St Bremerton, WA. 98312	Kitsap County Fairgrounds 1195 NW Fairgrounds Road, Bremerton, WA.
City of Bainbridge Island	Bainbridge Island Fire and Rescue Station 21 8895 Madison Ave NE, Bainbridge Island, WA. 98110	Bainbridge Island Fire and Rescue Station 23 12985 Phelps Road, Bainbridge Island, WA. 98110

Primary and Alternate Kitsap County and City EOCs		
Government	**Primary**	**Alternate**
City of Bremerton	Bremerton Public Works 100 Oyster Bay Ave North Bremerton, WA. 98312	Bremerton City Hall 645 6th Street Bremerton, WA. 98337
City of Poulsbo	Poulsbo City Hall 200 NE Moe St Poulsbo, WA. 98370	Poulsbo Fire and Rescue 911 Liberty St. Poulsbo, WA. 98370
City of Port Orchard	Port Orchard City Hall 216 Prospect St Port Orchard, WA. 98366	South Kitsap Fire and Rescue 1974 Fircrest Drive SE Port Orchard, WA. 98366

Table 19: Primary and Alternate Kitsap County and City EOCs

Key Support Agency Facilities and Alternate Locations		
Support Agency	**Primary**	**Alternate**
Suquamish Tribe	Suquamish Tribe 18490 Suquamish Way Suquamish, WA 98392	None
Port Gamble S'Klallam Tribe	Port Gamble S'Klallam Tribe 31912 Little Boston Road Northeast, Kingston, WA 98346	None
North Kitsap Fire and Rescue Area Command	North Kitsap Fire and Rescue 26642 Miller Bay Road Northeast Kingston, WA 98346	North Kitsap Fire and Rescue 23260 South Kingston Road Kingston, WA. 98346
Poulsbo Fire and Rescue Area Command	Poulsbo Fire and Rescue 911 Liberty St. Poulsbo, WA. 98370	Poulsbo Fire and Rescue 1305 NW Pioneer Hill Road Poulsbo, Washington 98370
Bainbridge Island Fire and Rescue Area Command	Bainbridge Island Fire and Rescue Station 21 8895 Madison Ave NE, Bainbridge Island, WA. 98110	Bainbridge Island Fire and Rescue Station 23 12985 Phelps Road, Bainbridge Island, WA. 98110
Central Kitsap Fire and Rescue Area Command	**Central Kitsap Fire and Rescue 5300 NW Newberry Hill Road, Suite 101 Silverdale, WA 98383**	Central Kitsap Fire and Rescue Station 51 10955 Silverdale Way NW, Silverdale, WA 98383
Bremerton Fire Department Area Command	Bremerton Public Works 100 Oyster Bay Ave North Bremerton, WA. 98312	Bremerton Fire Department 911 Park Ave Bremerton, WA. 98311
South Kitsap Fire and Rescue Area Command	South Kitsap Fire and Rescue 1974 Fircrest Drive SE Port Orchard, WA. 98366	South Kitsap Fire and Rescue 200 Tremont St Port Orchard, WA. 98366

Key Support Agency Facilities and Alternate Locations		
Support Agency	**Primary**	**Alternate**
St. Michael's Medical Center	2520 Cherry Avenue, Bremerton, WA 98310	1800 Northwest Myhre Road, Silverdale, WA 98383
Kitsap Public Health District	345 6th Street #300, Bremerton, WA 98337	911 Carver Street Bremerton, WA. 98312
Navy Region NW Regional Operations Center	Navy Region Northwest Naval Base Kitsap, Bangor Silverdale, WA. 98310	Navy Base Kitsap EOC Naval Base Kitsap, Bangor Silverdale, WA. 98310
Navy Base Kitsap EOC	Navy Base Kitsap EOC Naval Base Kitsap, Bangor Silverdale, WA. 98310	Navy Region Northwest Naval Base Kitsap, Bangor Silverdale, WA. 98310
Puget Sound Naval Shipyard EOC	Puget Sound Naval Shipyard Bremerton, WA.	None

Table 20: Key Support Agency Facilities and Alternate Locations

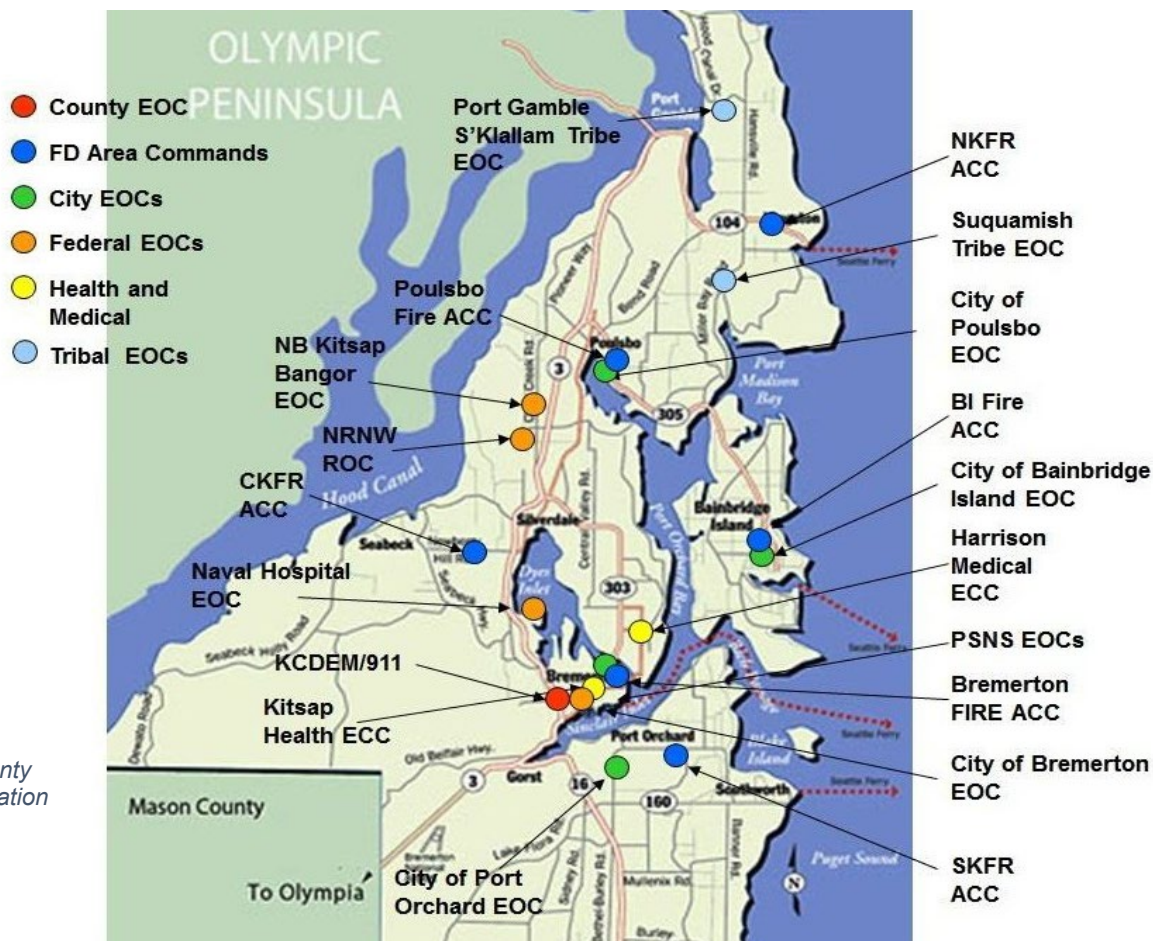## Multi-Agency Coordination System

Figure 10: Kitsap County Multi-Agency Coordination System

Roles and Responsibilities

General

Personnel in the County EOC handle coordination issues or operational decisions that significantly impact more than one department. The EOC Incident Manager informs the Commissioners of major events and decisions regarding the emergency or disaster. In return, the Commissioners/Mayor, or Chief Executive Officer for Bainbridge Island or their designee informs the EOC of all policy decisions concerning the emergency.

Policy decisions affecting county government are made by the Board of County Commissioners or the respective Mayor of the affected city, or the Chief Executive Officer for Bainbridge Island. The Commissioners/City Mayor or Chief Executive Officer for Bainbridge Island may choose to convene a group of advisors or may make decisions based on information gathered by others. The EOC will be informed of all policy decisions. Final policy decisions of residents and visitors rest with the elected official of a jurisdiction.

Major decisions made at the department level will be transmitted to the EOC for coordination with other agencies or departments that may be impacted or have similar issues to address.

Because of the complexity of emergencies and disasters, county departments may be responsible for functions or operations that do not normally fall within their scope of responsibility and will find that they must work closely with other public, volunteer, and private agencies to ensure success.

General responsibilities for county/city departments are identified in the Basic Plan under Roles and Responsibilities. Table 21: Organization and Responsibilities Matrix identifies primary and support responsibilities for county/city departments and agencies as they relate to ESFs identified by this Plan.

The following expands on the details listed in the Basic Plan, including the essential roles of Government, Agencies, and other support organizations during disasters when they are activated in response to an emergency.

Emergency Support Functions

ESFs provide a means to bring responsible agencies and governments together around a single capability to plan and resolve emergency issues in Kitsap County as well as provide safety for residents and visitors and recover from disasters. County agencies have been identified with primary responsibility for each of the ESFs with additional agencies and/or organizations identified with ESF support roles. Refer to Emergency Support Functions (ESFs) for information on ESF roles by capability and primary and support agencies.

Kitsap County Department of Emergency Management

According to the RCW, the director of the KCDEM is subject to the direction and control of the EMC and is responsible on their behalf for coordinating the emergency management program for the county. The KCDEM director is responsible for coordinating the activities of organizations for emergency management within the county, including coordination with the cities, state,

federal governments as well as NGOs and private sector partners.[32] Direction and control of the EOC is delegated to the director of KCDEM.

KCDEM Roles and Responsibilities	
Department	**Essential Roles**
Kitsap County Department of Emergency Management (KCDEM)	• Provide leadership and direction for the county during all phases of a disaster/emergency. • Provide the communication conduit between the EOC and the UCG as well as the state EOC. • Assist in preparing and conducting NIMS compliant disaster training and exercise programs. • Provide emergency planning and response training to public and private organizations and individuals commensurate with the resources available. • Coordinate and facilitate an exercise program that involves at least one functional or full-scale exercise per year, unless impacted by a natural or technological disaster requiring EOC activation of level 2 or above. Exercises will comply with the required Federal and State Grant requirements. • Manage the county's credentialing program as required in Homeland Security directives, including establishing qualification standards and the issuance of credentialing cards. • Provide AARs with recommendations for plan or procedure improvements. • Provide comprehensive disaster management planning. • Prepare emergency proclamations for the Board of County Commissioners. • Register emergency workers. • Provide disaster resource management, including EOC volunteer management. • Maintain primary and alternate County EOC. • Coordinate with local, state, federal, private, and volunteer organizations. • Maintain communications with EMC and other Elected Officials. • Activate the Kitsap EOC in support of field emergency operations in accordance with procedures. • Determine if Emergency Proclamation by County Commissioners is necessary.

Table 21: KCDEM Roles and Responsibilities

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[32] RCW 38.52.030 https://app.leg.wa.gov/rcw/supdefault.aspx?cite=38.52&full=true

County and City Government

County and City Roles and Responsibilities	
Department	**Essential Roles**
Administrator (On behalf of the Board of Commissioners)	• Oversee courthouse and campus evacuation and personnel accountability. • Provide courthouse damage assessment information to the EOC. • Provide assistance in emergency budgetary and financial management. • Provide assistance in analyzing emergency planning on issues affecting county emergency management. • Administer the county's economic stabilization program and recovery plan. • Provide public information officers or support personnel to the Joint Information Center (JIC) as required. • Assist in collecting information and compiling data for operational reports necessary to emergency operations. • Perform major administrative decisions necessary for the continuity of county government. • Assume lead role in the recovery process. • Keep the Board of Commissioners informed.
Assessor	• Provide for re-evaluation of property damaged or destroyed by a disaster. • Provide information regarding ownership and values.
Auditor	• Coordinate the compiling of disaster response and recovery related labor, equipment, material, and service costs for post-disaster reporting purposes. • Coordinate post-disaster activity with the County Treasurer and Assessor. • Provide for internal cash and system financial auditing of county departments and offices, as required to maintain the continuous provision of emergency management functions.
Budget Department	• Provide Purchasing staff to EOC as requested. • Provides assistance with financial management (budget) as needed.
City Representatives	• Provide direction and control for the City EOC • Co-lead agency for ESFs when a City is primarily affected. • Liaison with the County EOC on matters affecting emergency response and recovery. • Proclaim a City State of Emergency when necessary and request County, State, or Federal assistance.
Clerk	• Maintain control of sensitive documents and county seal

County and City Roles and Responsibilities

Department	Essential Roles
Commissioners	• Provide overall direction and control through the assignment of responsibilities to the County Administrator. • Proclaim a state of emergency when necessary and request state and federal assistance. • Liaison with local, state, and federal elected officials. • Communicate with the press, residents, and visitors of Kitsap County. • Be available to constituents to address non-routine problems during disaster response and recovery operations.
Community Development	• Coordinate damage assessment and post-disaster safety inspections of county buildings and facilities. • Coordinate damage assessment and post-disaster safety inspections of private businesses deemed to be critical functions in the County. • Coordinate private assessment and inspection resources. • Provide permit assistance and waivers.
Coroner	• Collect and identify deceased victims. • Provide coordination with other services, including funeral homes and state and federal authorities.
Correctional Center	• Provide for the emergency shelter and/or congregate care of persons institutionalized in Kitsap County Adult and Juvenile Detention facilities. • Provide emergency jail operations as required. • Provide assistance such as food service to the EOC when the needs of the Detainees have been met. • Assist in collecting information and compiling data for operational reports necessary for emergency operations.
District Court and Superior Court	• Provide for continuity of court operations. • Continue to operate the county courts as efficiently as possible in order to maintain due process of law in civil and criminal justice matters. • Perform coordination with other divisions: Probation Division, Community and Human Services, Prosecuting Attorney, and Adult and Juvenile Detention to ensure efficient trial operations. • Assist in collecting information and compiling data for operational reports necessary to emergency operations.

County and City Roles and Responsibilities	
Department	**Essential Roles**
Fire Service	• Provide fire suppression and control. • Provide fire prevention inspections and activities. • Provide emergency response such as pumping, evacuation, and limited property protection, resources permitting. • Provide suburban search and rescue operations. • Coordination with appropriate outside agencies. • Provide hazardous material response operations. • Provide warning support. • Provide communications support.
Housing Authority	• Coordinate provision of long-term shelter to disaster victims. • Provide moving/relocation assistance.
Information Services	• Restore and maintain telephone, computer, and mail services. • Provide for the emergency repair or relocation of the County EOC phones, computers, and equipment. • Coordinate the emergency repair or relocation of other county departments' phones and computers. • Coordinate private telephonic resources. • Provide GIS support to the EOC for mapping and charting services • If necessary, assist in facility readiness of opening Alternate EOCs.
Kitsap911	• Dispatch resources as requested. • Forward emergency information and requests to the EOC.
Prosecutor	• Advise county government officials on legal matters relating to emergency management authority and responsibility. • Review emergency agreements, contracts, and disaster-related documents. • Represent county government in all criminal and civil proceedings in which it may be a party, as a result of emergency planning and operations. • Assist in collecting information and compiling data for operational reports necessary to emergency operations.

County and City Roles and Responsibilities	
Department	**Essential Roles**
Public Works	• Provide inspections and temporary repairs of county roads and bridges to determine damage and safety. • Provide for waste disposal. • Designate usable roads and bridges. • Provide surface and stormwater management. • Assess the wastewater system to determine damage. • Provide roadblocks, barricades, signs, or flaggers as requested. • Coordinate expeditious removal of debris and other non-hazardous materials. • Provide fuel storage. • Provide sand and gravel. • Provide flood control support.
Treasurer	• Arrange for emergency funding.

Table 22: County and City Roles and Responsibilities

Non-Governmental Organizations

Non-Governmental Organizations Roles and Responsibilities	
Department	**Essential Roles**
American Red Cross	• Coordinate shelter operations in conjunction with the Department of Human Services including the provision of first aid and the feeding of shelter residents. • Coordinate the feeding of emergency workers in the field. • Coordinate residential damage assessment.
Conservation District	• Provide information and outreach to the agriculture community. • Coordinate with government and the private sector to reduce or alleviate effects of emergencies or disasters on renewable natural resources.
Kitsap Transit	• Coordinate public transportation resources. • Advise on public transportation issues.

Non-Governmental Organizations Roles and Responsibilities	
Department	**Essential Roles**
Personnel and Human Services/Senior Programs	• Coordinates the hiring of emergency personnel. • Provide mental health crisis response and involuntary detention services and outpatient mental health services for persons who suffer from reactions to the disaster. • Coordinate with Risk Management, State Retirement, and the family in the case of a County employee fatality. • Assist in collecting information and compiling data for operational reports necessary to emergency operations. • Support response and recovery activities as required. • Senior Programs provides technical expertise to the EOC for social concerns for the at-risk population. • When Red Cross is overwhelmed or unavailable, Human Services may coordinate shelter operations including the provision of first aid and the feeding of shelter residents.
Port of Bremerton	• Advise the Transportation Supervisor on marine and air transport matters. • Coordinate the provision of marine and air transportation.
Puget Sound Energy and Cascade Natural Gas	• Provide gas shortage information, distribution advice, and impact predictions. • Provide power outage information, distribution advice, and impact predictions.
Water Purveyors Association of Kitsap (WaterPAK)	• Develop plans and procedures for providing a safe and continuous water supply. • Establish adequate emergency water supply procedures for effective fire protection operations.

Table 23: Non-Governmental Organizations Responsibilities

State of Washington

State Agency Roles and Responsibilities	
Department	**Essential Roles**
Cooperative Extension	• Provide information on food safety.
Public Health District	• Coordinate and provide emergency health services, including communicable disease control, immunizations, and quarantine procedures. • Coordinate and provide triage and limited first aid care and treatment of minor injuries at Public Health facilities. • Provide staff and resources as the lead agency in Kitsap County for bioterrorism planning. • Coordinate and provide environmental health services, including inspections for water and food contamination; vector control; inspections of temporary emergency housing and schools for proper sanitation; and disposal of disaster-related solid waste. • Provide public information officers or support personnel to the Joint Information Center (JIC) as required.
School Districts	• Develop district building hazard mitigation and emergency response plans in accordance with state and district policy. • Provide public shelters through agreements with the Red Cross. • Provide buses for transportation. • Provide school situation reports to the County EOC. • Provide damage assessment reports to the County EOC from field observations of bus drivers and other personnel.

Table 24: State Agency Roles and Responsibilities

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Appendix E

Information Related to Culturally Diverse Populations and Equity
Socially-Just Approaches for Consideration

- ***Ensure no discrimination in response activities.*** It is illegal for disaster response and assistance efforts to discriminate on the basis of color, race, nationality, sexual orientation, gender, religion, age, disability, economic status, and immigration status.
    - Respond with equal access to program services, aids, or benefits.
    - Provide the same service, aid, or benefits.
    - Provide response services in a manner that is the same as they are provided to others.
    - Ensure no segregation or separate treatment of individuals in any matter related to the receipt of any response service, aid, or benefit.
- ***Let everyone know what you're doing.*** Maintain clear, continual public understanding of the response activities and outreach, especially and including the diverse populations.
- ***Ensure appropriate response support***. Implement adequate procedures and appropriate supports to address unique needs to diverse populations, particularly unhoused/homeless, LGBTQ, and AFN, including:
    - Warnings and Notifications
    - Evacuation and Transportation
    - Shelter and Services
- ***Have a diverse group conduct engagement, including the Preliminary Damage Assessment.*** Activate teams that are representative of the impacted community. Include a diverse cross-section composition of individuals to improve acceptance and offer a view towards potentially differential disaster impacts and urgent needs and priorities.
- ***Homeless and immigration policies.*** Coordinate with homeless service providers and law enforcement to set /adhere to policies on how misdemeanor and felony warrants will be managed. (Particularly with respect to immigration issues, consider the Personal Responsibility and Work Opportunity Reconciliation Act.)
- ***Verify appropriate and receptive response effort.*** Monitor effectiveness of response activities, using clear, vetted indicators by persons knowledgeable and reflective of the impacted community's issues, culture, and response needs.

Planning Considerations for Individuals with Disabilities and other Access and Functional Needs (AFN)

- *Children*: May be reluctant to follow instructions from strangers. Should never be separated from an adult caretaker. If alone, should be provided with a caretaker immediately and have their situation communicated to the Department of Child and Family Services

- *Visually Impaired*: May be extremely reluctant to leave familiar surroundings when the request for evacuation comes from a stranger. A guide dog could become confused or disoriented in a disaster. People who are blind or partially sighted may have to depend on others to lead them, as well as their dog, to safety during a disaster.

- *Hearing Impaired:* May need to make special arrangements to receive alerts and warnings.

- *Mobility Impaired:* May need special assistance to get to a shelter.

- *Single Working Parent:* May need help to plan for disasters and emergencies to ensure child safety.

- *Non-English or Limited-English Speaking Persons:* May need assistance planning for and responding to emergencies. Kitsap County community and specific cultural groups may be able to help keep people informed.

- *People without Vehicles:* May need to make arrangements for transportation. Work with respective County transportation entities regarding AFN and ADA compliant transportation options.

- *People with Special Dietary Needs:* Should take special precautions to have an adequate emergency food supply.

- *People with Medical Conditions:* Should know the location and availability of more than one facility if dependent on a dialysis machine or other life-sustaining equipment or treatment.

- *People with Intellectual Disabilities:* May need help responding to emergencies and getting to a shelter.

- *People with Dementia:* Should be registered in the Alzheimer's Association Safe Return Program.

- *Households with Pets: Extra consideration for evacuation planning and resource needs. Additional communications specific to pet care for preparedness and response. Reunification and care of displaced pets*

- *People with Service Animals: Accommodations for service animals at all locations. Precautions for food and care items for animals in addition to human needs.*

Communication Considerations for Diverse and Vulnerable Populations

Have response team members actively coordinate with key formal and informal designated stakeholders and community champions to:

- ***Know your impacted community.*** Identify the pre-existing vulnerabilities, needs, and assets that exist within the impacted communities.

- ***Respond in collaboration.*** Identify and include in the response activation process representatives from the impacted populations who understand the issues of the geographic area and cultural needs.

- ***Ensure messages are audience appropriate***. Make all messages clear, easily understandable, and culturally and linguistically appropriate.

- ***Reflect target demographic in visuals.*** Ensure that emergency responders who serve as PIOs/outreach team/speakers include individuals that are representative of the demographics of the impacted community.

- ***Coordinate with community influencers.*** Get active, ongoing feedback to confirm message content, language and style, engagement approaches, dissemination platforms, and distribution timing slated for PIO response outreach matches the unique characteristics of the targeted diverse populations' needs and preferences.

- ***Use targeted outreach platforms.*** Identify specific, vetted communication channels that will be most effective in reaching the impacted target populations.

- ***Use multiple outreach channels and methods***. Use a wide range of trusted voices and channels, both formal and informal, to ensure messages are received, understood, and acted upon.

- ***Utilize local trusted and ethnic media outlets.*** Utilize trusted community voices and channels of communication, such as ethnic media, community-based, and faith-based organizations. Reach immigrants and populations with limited-English proficiency (LEP) using the media outlets that impacted populations normally listen to or will consult and will be supportive of the response outreach.

- ***Provide access for access and functional needs.*** Alert individuals with sensory or cognitive disabilities and others with access and functional needs (AFN) in the workplace, in public venues, and in their homes. Print materials should be accessible to persons with disabilities, and electronic materials should be 508 compliant.

- ***Evaluate the appropriateness of the outreach message and engagement approach.*** Using individuals that know the culture and language, evaluate the comprehension, retention, and anticipated behavior/desired response actions.

Cultural Competency and Environmental Justice Considerations

The following chart provides a general overview of vulnerabilities and assets that should be included, as necessary, as response considerations for equity:

Category	Vulnerability and Asset Considerations
Demographics	• Age • Gender • Race/ethnicity/indigeneity • Income/wealth • Employment • Education • Literacy • Disability • English as a second language • Immigration status • Sexual orientation • Religion • Houselessness/homelessness • Persons with criminal records
Housing Security	• Quality of housing stock (mobile homes, housing age, etc.) • Homeowners • Homeowners with homeowner's insurance • Renters • Renters with renter's insurance • Homes in floodplains • Homes with flood-proofing • Homeowners with flood clause in homeowner's insurance • Availability and access to vouchers for flood insurance assistance • Number, location, and population of prisons • Domestic violence shelters • Shelters for LGBTQ youth and adults
Food Security	• Households with grocery store within a five-mile radius • Farmers' markets/community markets per capita • Households identified as food insecure
Mobility	• Homes with vehicles • Public transportation availability and access (including PAFN) • Evacuation routes
Health Status/ System/ Services	• Individuals with health insurance coverage • Persons with pre-existing health conditions • Households reliant on electricity for medical devices • Persons with substance abuse • Mental health services

Category	Vulnerability and Asset Considerations
	• Substance abuse services • Domestic violence hotline • Household distance to nearest hospital • Doctors per capita; nurses per capita
Environmental Hazards	• Air quality • Homes within a 10-mile radius of a chemical plant and other hazardous facilities, including brownfields • Proximity of schools to brownfields/toxic sites • Adequate/effective sewage • Adequate/effective waste management systems
Emergency Services	• Household knowledge level of disaster resources • Households with disasters kits • Households distances to nearest fire station • Household disaster to nearest EMT services, including ambulance • Availability of hazmat certification programs • Hazmat certified individuals • Disaster plans in place (schools, businesses, churches, etc.) and quality of plans • Pre-disaster mental health preparation for first responders
Businesses/ Jobs	• Locally owned /community-based businesses • Minority-owned businesses • Women-owned businesses • Businesses with flood proofing • Businesses with insurance • Employment rate • Wages • Union jobs
Public/Private Utilities	• Telecommunications—availability and access (phone/texting, television/cable, radio, broadband, etc.) • Households with water shutoffs in the last 12 months • Households reliant on well-water • Households with electricity shutoffs in the last 12 months
Social Services	• Availability and accessibility of social services • Availability and accessibility of services for undocumented persons
Governance Policies	• Neighborhood cohesion-attitudes • Knowledge of disaster services and protocols • Knowledge of financial literacy
Culture	• Culture Identifies as having religious/cultural ties to land/water

Table 25: Vulnerability and Asset Considerations

NAACP. Environmental & Climate Justice Program. "In the Eye of THE STORM: A People's Guide to Transforming Crisis & Advancing Equity in the Disaster Continuum." 2018. https://live-naacp-site.pantheonsite.io/wp-content/uploads/2018/09/NAACP_InTheEyeOfTheStorm.pdf

Additional Resources

Additional resources reflect national best practices that can be supportive for furthering understanding of working with a topic.

- ADA. "ADA Checklist for Emergency Shelters." https://www.ada.gov/shleterck.htm Accessed July 16, 2020.

- American Public Health Association. "Addressing the Needs of Immigrants in Response to Natural and Human-Made Disasters in the United States." https://www.apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2014/07/23/17/36/addressing-the-needs-of-immigrants-in-response-to-natural-and-humanmade-disasters-in-the-us. Accessed July 16, 2020.

- Center for Disaster Philanthropy. "LGBTQ+ Communities and Disasters." https://disasterphilanthropy.org/issue-insight/lgbtq-communities-and-disasters/ Accessed January 24, 2020.

- Commonwealth of Massachusetts: Office of Preparedness and Emergency Management. Access and Functional Needs Resource Guide. http://www.mass.gov/eopss/docs/mema/2017-afn-resource- guide.pdf, 2015.

EqUUal Access. "The Right to be Rescued: Disability Justice in an Age of Disaster, Principles for Inclusive Planning." https://www.equualaccess.org/aim-program/aim-resources/emergency-preparedness/ Accessed January 24, 2020.

Guidance for Integrating Culturally Diverse Communities into Planning for and Responding to Emergencies: A Toolkit, Recommendations of the National Consensus Panel on Emergency Preparedness and Cultural Diversity, U.S. Department of Health and Human Services' Office of Minority Health (OMH-NHMA-5-10), February 2011

- Los Angeles County Office of Emergency Management. Drills and Exercises Guidance for Inclusive Emergency Planning. http://lacoa.org/PDF/IEP%20Drill_and_Exercise_Guide_08202014.pdf

- NAACP. Environmental & Climate Justice Program. "In the Eye of THE STORM: A People's Guide to Transforming Crisis & Advancing Equity in the Disaster Continuum." 2018. https://live-naacp-site.pantheonsite.io/wp-content/uploads/2018/09/NAACP_InTheEyeOfTheStorm.pdf Accessed January 7, 2020.

- Preparedness Checklist: Warnings and Notifications to People Experiencing Homelessness, Disaster Recovery Homelessness Toolkit, HUD Exchange, https://www.hudexchange.info/homelessness-assistance/disaster-recovery-homelessness-toolkit/response-guide/, accessed January 7, 2020

- ROOTED in Rights. "Alt Text in 60 seconds." https://rootedinrights.org/video/alt-text-in-60-seconds/ (accessed December 20, 2019)

Appendix F

Acronyms/Abbreviations and Glossary

Acronyms/Abbreviation

Acronym/Abbreviation	Definition
AAR	After-Action Report
ACCESS	A Central Computerized Enforcement Service System
ACS	Amateur Communication System
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ALS	Advanced Life Support
ARC	American Red Cross
ARES	Alternate Radio Emergency System
ARFF	Aircraft Rescue and Fire Fighting
BLS	Basic Life Support
CENCOM	Kitsap County Central Communications Center (Former name for Kitsap911)
CFR	Code of Federal Regulation
CISD	Critical Incident Stress Debriefing
COMVAN	Communications Van
CPOD	Community Points of Distribution
DCD	Department of Community Development
DCTED	Washington State Department of Community Trade & Economic Development
DFO	Disaster Field Office
DHS	Department of Homeland Security
DNR	Washington State Department of Natural Resources
DOD	United States Department of Defense
DOE	Department of Energy
DOH	Department of Health
DOL	Department of Labor
DOT	Department of Transportation
DRAC	Disaster Resource Assistance Center
DSCA	Defense Support to Civilian Authority
DSHS	Department of Social and Health Services
DOD	United States Department of Defense
DOE	Department of Energy
DOH	Department of Health
DOL	Department of Labor

Acronym/Abbreviation	Definition
EIDL	Economic Injury Disaster Loans
EAS	Emergency Alert System
EBS	Emergency Broadcasting System
EMAC	Emergency Management Advisory Committee
EMD	Washington State Emergency Management Division
EOC	Emergency Operations Center
EOP	Emergency Operating Procedures
EPA	Environmental Protection Agency
EPCRA	Emergency Planning Community Right-to-Know Act
ESF	Emergency Support Function
EOP	Emergency Operating Procedures
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FHA	Farmers Home Administration
FRMAP	Federal Radiological Monitoring and Assessment Plan
HIVA	Hazard Identification and Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
ICP	Incident Command Post
IFGP	Individual & Family Grant Program
IAP	Incident Action Plan
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
KCACS	Kitsap County Alternative Communications System
KCDEM	Kitsap County Department of Emergency Management
KCSO	Kitsap County Sheriff's Office
LEPC	Local Emergency Planning Committee
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Intersex
MRC	Medical Reserve Corp
MSCA	Military Support to Civil Authorities
NAWAS	National Warning System
NCP	National Contingency Plan
NIMS	National Interagency Incident Management System
NMFS	National Marine & Fisheries Services
NOAA	National Oceanographic and Aeronautic Administration
NRC	National Response Center
NRF	National Response Framework

Acronym/Abbreviation	Definition
NRT	National Response Team
NWACP	Northwest Area Contingency Plan
PAPPG	Public Assistance Program and Policy Guide
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PL	Public Law
PSAP	Public Safety Answering Point
RACES	Radio Amateur Civil Emergency Services
RCW	Revised Code of Washington
RRT	Regional Response Team
SAR	Search and Rescue
SARA	Superfund Amendment and Reauthorization Act
SBA	Small Business Administration
SOP	Standard Operating Procedures
SSA	Social Security Administration
THIRA	Threat and Hazard Identification and Risk Assessment
TTY	Text Telephone
UC	Unified Command
UHF	Ultra High Frequency
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFS	United States Forrest Service
USFWS	United States Fish and Wildlife Service
VHF	Very High Frequency
WAC	Washington Administrative Code
WMD	Weapons of Mass Destruction
WSDOT	Washington State Department of Transportation
WSP	Washington State Patrol
WUTC	Washington Utilities and Transportation Commission

Glossary

For the purposes of the Kitsap County Comprehensive Emergency Management Plan, the following terms and definitions apply:

Term	Definition
A Central Computerized Enforcement Service System	Statewide law enforcement data network controlled and administered by the Washington State Patrol. Provides capability to send warning and notification of emergencies from state to local jurisdictions.
Access and Functional Needs	Individuals who are or have: Physical, developmental, or intellectual disabilities, chronic conditions or injuries, and limited English proficiency.
Activated/Activation	The status of a "system" resource mobilized in response, or in anticipation of a response, to an incident requiring direction and control at a capacity larger than field incident command.
Advanced Life Support (ALS)	The use of more advanced techniques than covered by Basic Life Support and limited drugs as covered by County protocols in the field treatment and transport of cardiac arrest and other life-threatening injuries.
Agency	A division of government with a specific function that offers a particular kind of assistance. In the incident command system (ICS), agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance).
Agency Representative	A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.
Air Force Rescue Coordination Center (AFRCC)	The Rescue Coordination Center (RCC), operated by the U.S. Air Force at Langley Air Force Base, Virginia, coordinates the federal response in search and rescue (SAR) operations within the Inland Search and Rescue Region. This Region is defined as the 48 contiguous states (see RCC definition).
Air Search and Rescue	Search and rescue operations for aircraft in distress, missing, or presumed down are conducted by the Washington State Department of Transportation, Aviation Division, under the authority of Revised Code of Washington (RCW) 47.68 and Washington Administrative Code (WAC) 468.200. Related land SAR operations, including the rescue and/or recovery of victims of a downed aircraft incident, are the responsibility of the chief law enforcement officer in whose jurisdiction the incident site is located. Air search and rescue does not include air support of land search and rescue operations conducted under the authority of Chapter 38.52 RCW. See also SEARCH AND RESCUE.
All-Hazards	Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social or economic activities.
Alternate Radio Emergency System (ARES)	A group of residents with interests in amateur radio and its application to community response to emergency situations.
Amateur Communication System (AcCS)	A volunteer radio communications service available to federal, state, and local governments as well as non-profit organizations.

Term	Definition
Area Command (Unified Area Command)	An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an Emergency Operations Center facility or at some location other than the Incident Command Post.
Basic Life Support (BLS)	Emergency cardiopulmonary resuscitation, control of bleeding, treatment of shock, acidosis, and poisoning, stabilization of injuries and wounds, basic first aid, and the use of an automatic external defibrillator (AED).
Casualty	Any person who is declared dead or is missing, ill, or injured.
Catastrophic Incident	Any natural or manmade incident, including terrorism, which leaves extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, and government functions. A catastrophic event results in sustained national impacts over a prolonged period of time; exceeds resources normally available to federal, state, local, tribal and private sector entities, and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.
Chain of Command	A series of command, control, executive, or management positions in a hierarchical order of authority.
Changing Gears	Guidelines and procedures to properly allocate resources during periods of high demand or low resource availability, such as those following major events or communications emergencies. The Changing Gears Matrix will be used to determine the appropriate level of priority response by 911, Fire Districts, and DEM to include the activation of the County EOC and other agencies within the Kitsap County Multi-Agency Response Network.
Citizen Corps	A component of the USA Freedom Corps that focuses on opportunities for people across the country to participate in a range of measures to make their families, homes, and communities safer from the threats of terrorism, crime, and disasters of all kinds.
Command Staff	In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Community Emergency Response Team (CERT)	Based on the National CERT program, Kitsap CERT educates County citizens about disaster preparedness for hazards that may impact our area and trains them in basic disaster response skills, such as fire safety, light search and rescue, utility safety, team organization, and disaster medical operations.
Community Recovery	In the context of the NRF and its annexes, the process of assessing the effects of an Incident of National Significance, defining resources, and developing and implementing a course of action to restore and revitalize the socioeconomic and physical structure of a community.
Comprehensive Emergency Management Network (CEMNET)	Dedicated 2-way Very High Frequency (VHF) low-band radio system. Provides direction and control capability for state and local jurisdictions for administrative use and during an emergency or disaster. This is an emergency management net belonging to and managed by the Washington State Military Department, Emergency Management Division.

Term	Definition
Consequence Management	Predominantly an emergency management function and included 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 natural and manmade disasters and terrorism. The requirements of consequence management and crisis management are combined in the NRF.
Crisis Management	Predominantly a law enforcement function and includes measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the NRFP. See also Consequence Management.
Critical Infrastructure	Assets, systems, and networks, whether physical or virtual, so vital to Pierce County that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.
Cultural Competence	The ability to understand, value, communicate with, and effectively interact with people across cultures in order to ensure that the needs of all community members are addressed, with priority given to "culturally diverse communities." "Cultural competence" includes, but is not limited to, being respectful and responsive to the cultural and linguistic needs of diverse population groups. . *(Reference: CA Senate Bill 160)*
Culturally Diverse Communities	Includes, but is not limited to, race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; gender, including women; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location. *(Reference: CA Senate Bill 160)*
Cyber	Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.
Decontamination	Relevant to hazardous materials operations, decontamination denotes the actions required to physically remove or chemically change the contaminants found on persons or equipment.
Defense Support to Civilian Authority (DSCA)	The process by which United States Military assets and personnel can be used to assist in missions normally carried out by civil authorities.
Demobilization	The orderly, safe, and efficient return of an incident resource to its original location and status.
Direction and Control Exercise	An activity in which emergency management officials respond to a simulated incident from their command and control centers. It mobilizes emergency management and communications organizations and officials. Field response organizations are not normally involved.
Disaster	An event expected or unexpected, in which a community's available, pertinent resources are expended, or the need for resources exceeds availability, and in which a community undergoes severe danger, incurring losses so that the social or economic structure of the community is disrupted and the fulfillment of some or all of the community's essential functions are prevented.
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.
Disaster Assessment	Estimation of damages made after a disaster has occurred, which serves as the basis of the Board of Commissioners' proclamation of emergency.

Term	Definition
Disaster Field Office (DFO)	The office established in or near the designated area to support federal and state response and recovery operations. The Disaster Field Office houses the Federal Coordinating Officer (FCO) and the Emergency Response Team (ERT) and, where possible, the State Coordinating Officer (SCO) and support staff.
Disaster Medical Control Center	A trauma-rated hospital with radio communications and appropriately trained staff designated as a patient care and distribution center for the transport and distribution of EMS patients.
Disaster Recovery Center (DRC)	A temporary facility where, under one roof, representatives of federal agencies, local and state governments, and voluntary relief organizations can explain the disaster recovery programs and process applications from businesses.
Disaster Recovery Manager (DRM)	This is a function, rather than position, to which the Federal Emergency Management Agency Regional Director delegates the authority to administer the Federal Emergency Management Agency response and recovery programs. The function oversees the physical obligation from the President's Disaster Relief Fund.
Disaster Search and Rescue	Large-scale search and rescue operations conducted as a result of a natural or technological (human-caused) emergency, disaster, or catastrophe.
Emergency	"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 which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster." (Public Law 92-288)
Emergency Alert System (EAS)	Established to enable the President, federal, state, and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System. Composed of amplitude modulation (AM), frequency modulation (FM), television broadcasters, and the cable industry. Formerly known as the Emergency Broadcast System (EBS).
Emergency Management or Comprehensive Emergency Management	The preparation for and the carrying out of all emergency functions other than functions for which the military forces are primarily responsible, to mitigate, prepare for, respond to, and recover from emergencies and disasters, to aid victims suffering from injury or damage resulting from disasters caused by all hazards, whether natural or technological, and to provide support for search and rescue operations for persons and property in distress.
Emergency Management Assistance Team (EMAT)	Volunteer team of subject matter experts specialized as educators, engineers, technicians, retired executives, business and civic leaders who have managed large groups of individuals
Emergency Medical Services (EMS)	A national network of services coordinated to provide aid and medical assistance from primary response to definitive care; involves personnel trained in rescue, stabilization, transportation, and advanced treatment of traumatic or medical emergencies.
Emergency Operations Center (EOC)	A designated site, physical or virtual, from which government officials can coordinate emergency operations in support of on-scene responders.
Emergency Operations Plan (EOP)	A type of plan 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 Public Information	Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Term	Definition
Emergency Response Provider	Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. (See section 2 (6), Homeland Security Act of 2002, Public Law 107).
Emergency Support Function (ESF)	The functional approach that groups the types of assistance that a state is most likely to need (e.g., mass care, health and medical services) as well as the kinds of federal operations support necessary to sustain state response actions (e.g., transportation, communications). ESFs are expected to support one another in carrying out their respective missions.
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 Worker	Emergency worker means any person including but not limited to an architect registered under Chapter 18.08 RCW or a professional engineer registered under Chapter 18.43 RCW, who is registered with a local emergency management organization or the department and holds an identification card issued by the local emergency management director or the department for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.
Engineer	Any person registered under Chapter 38.52 RCW as an emergency worker who is an architect or professional engineer as registered under Chapters 18.08 and 18.43 RCW respectively.
Environment	Natural and cultural resources and historic properties as those terms are defined in this glossary and in relevant laws.
Evacuation	Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.
Event	A significant event or designated special event requiring security, such as inaugurals, State of the Union addresses, the Olympics, and international summit conferences.
Federal Coordinating Officer (FCO)	The Federal officer who is appointed to manage Federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for directing and coordinating the timely delivery of Federal disaster assistance resources and programs to the affected State and local governments, individual victims, and the private sector.
Federal Emergency Management Agency (FEMA)	Agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. Federal Emergency Management Agency manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a Presidential Disaster Declaration.
Federal Radiological Monitoring And Assessment Plan (FRMAP)	(Formerly known as the Interagency Radiological Assistance Plan) - A plan developed, coordinated, and maintained by the U.S. Department of Energy for provision of federal radiological monitoring and assessment support during a response to a nuclear emergency.
Federal Radiological Emergency Response Plan	The plan that describes the Federal response to the radiological and on-site technical aspects of an emergency in the United States and identifies the lead federal agency for an event. The events include one involving the Nuclear Regulatory Commission or state licensee, the U.S. Department of Energy or the U.S. Department of Defense property, a space launch, occurrence outside the United States but affecting the United States, and one involving radium or

Term	Definition
	accelerator-produced material. Transportation events are included in those involving the U.S. Nuclear Regulatory Commission, state licensee, U.S. Department of Energy, or U.S. Department of Defense.
Finance/Administration Section	The Incident Command System section responsible for all administrative and financial considerations surrounding an incident.
First Responder	Local police, fire, and emergency medical personnel who first arrive on the scene of an incident and take action to save lives, protect property, and meet basic human needs. First responders may include Federal, State, local, or tribal responders.
Forest Fire	The uncontrolled destruction of forested lands by wildfires caused by natural or human-made events. Wildfires occur primarily in undeveloped areas characterized by forestlands.
Functional and Assessment Service Team (FAST)	Volunteer team providing assistance and support in shelters to help assess people with access and functional needs and assist them in getting what they need to stay in a shelter.
General Staff	A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs
Hazard	Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
Hazard Identification and Vulnerability Analysis (Hiva)	The required foundation for the Comprehensive Emergency Management Plan (CEMP) catalogs the threats to the community, their frequency, and historical impacts to the community.
Hazard Mitigation	Any action taken to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities.
Hazardous Material	A substance or material, including a hazardous substance, pollutants, and contaminants which has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated.
Incident	An occurrence or event, either human-caused or natural phenomena that requires action by emergency services personnel to prevent or minimize loss of life or damage to property and/or the environment.
Incident Action Plan (IAP)	An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
Incident Command Post (ICP)	The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
Incident Command System (ICS)	An all-hazards, on-scene functional management system that establishes common standards in organization, terminology, and procedures provides a means (unified command) for the establishment of a common set of incident objectives and strategies during multi-agency/multi-jurisdiction operations while maintaining individual agency/jurisdiction authority, responsibility, and accountability, and which is a component of the National Interagency Incident Management Systems (NIMS).

Term	Definition
Incident Commander (IC)	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
Incident Management Team (IMT)	An Incident Management Team is a comprehensive resource (a team) to either augment ongoing operations through provision of infrastructure support or when requested, transition to an incident management function to include all components/functions of a Command and General Staff.
Incident of National Significance	An incident with high impact that requires a coordinated and effective response by Federal, State, local, tribal, and non-governmental entities in order to save lives and minimize damage.
Incident Stress Management	A process for allowing public safety responders to air their feelings and defuse emotions related to stressful or traumatic disaster-related incidents.
Individual Assistance (IA)	Supplementary federal assistance available under the Stafford Act to individuals, families, and businesses, which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs (see Individual and Family Grant Program below).
Individual and Family Grant (IFG) Program	The program authorized under Section 411 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act for the purpose of making grants to individuals and families whose disaster-related serious needs or necessary expenses cannot be satisfied by any other federal, state, or volunteer program. The grant program is normally seventy-five percent federally funded and twenty-five percent state funded. The state administers the program.
Initial Response	Resources initially committed to an incident.
Ionizing Radiation	Radiation of sufficient energy to ionize atoms, usually by stripping off electrons from individual atoms or molecules. It can be composed of either particles like alpha particles, beta particles or high energy neurons, or waves like x-rays or gamma waves.
Joint Field Office (JFO)	A temporary Federal facility established to provide a central point for Federal, State, local, and Tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the FBI Joint Operations Center (JOC), the FEMA Disaster Field Office (DFO), and the Joint Information Center (JIC) within a single federal facility.
Joint Information Center (JIC)	A facility that may be used by affected utilities, state agencies, counties, local jurisdictions, and/or federal agencies to jointly coordinate the public information function during all-hazards incidents.
Joint Information System (JIS)	The process by which public information officers collect, verify, package, and deliver information to the public.
Jurisdiction	The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).
Kitsap Auxiliary Radio Service (KARS)	Volunteer group that provides communications support during an emergency or disaster and has the ability to set up communications posts wherever needed.
Liaison Officer	An agency official sent to another agency to facilitate interagency communications and coordination.

Term	Definition
Local Emergency Planning Committee (LEPC)	The planning body designated by the Superfund Amendments and Reauthorization Act, Title III legislation as the planning body for preparing local hazardous materials plans.
Local Government	A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization or, in Alaska, a Native Village or Alaska Regional Native Corporation; or a rural community, unincorporated town or village, or other public entity. (As defined in section 2 (10) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 et seq. (202).)
Logistics Section	The Incident Command System Section responsible for providing facilities, services, and material support for the incident.
Major Disaster	As defined in federal law, is any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other technological or human-caused 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 in alleviating the damage, loss, hardship, or suffering caused thereby.
Mass Casualty Incidents	A number of medically ill or injured from an identifiable incident that produces numbers of patients beyond the capacity of EMS and local hospitals.
Medical Reserve Corps (MRC)	Team of local medical and health professionals who volunteer time to contribute their skills and expertise throughout the year as well as during times of community need.
Military Department	Refers to the Emergency Management Division, the Army and Air National Guard, and Support Services.
Military Support to Civil Authorities (MSCA)	Refers to Department of Defense (DOD) support, including federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.
Mitigation	Actions taken to eliminate or reduce the degree of long-term risk to human life, property, and the environment from natural and technological hazards. Mitigation assumes our communities are exposed to risks whether or not an emergency occurs. Mitigation measures include but are not limited to: building codes, disaster insurance, hazard information systems, land use management, hazard analysis, land acquisition, monitoring and inspection, public education, research, relocation, risk mapping, safety codes, statutes and ordinances, tax incentives and disincentives, equipment or computer tie downs, and stockpiling emergency supplies.
Mobilization	The process and procedures used by all organizations – Federal, State, local, and tribal – for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Morbidity	State of being diseased. The number of sick persons or cases of disease in relation to a specific population.
Multi-Jurisdictional Incident	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.
Mutual Aid Agreement	Written agreement between agencies and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

Term	Definition
National Contingency Plan (NCP)	"The National Oil and Hazardous Substances Pollution Contingency Plan" (40 CFR Part 300) prepared by the Environmental Protection Agency to put into effect the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation and Liability Act, and the authorities established by Section 311 of the Clean Water Act.
National Incident Management System (NIMS)	A system used in the United States to coordinate emergency preparedness and incident management among various federal, state, and local agencies.
National Interagency Coordination Center (NICC)	The organization responsible for coordination of the national emergency response to a wildland fire. The NICC is headquartered in Boise, Idaho.
National Response Center	A communications center for activities related to hazardous materials response actions at Coast Guard headquarters in Washington D.C. The center receives and relays notices of discharges or releases to the appropriate on-scene coordinator, disseminates on-scene coordinator and Regional Response Team reports to the National Response Team when appropriate, and provides facilities for the National Response Team to use in coordinating national response action when required.
National Response Framework (NRF)	A guide to how the Nation conducts all-hazard response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation.
National Search and Rescue Plan (NSP)	A U.S. interagency agreement providing a national plan for the coordination of Search and Rescue services to meet domestic needs and international commitments.
National Warning System (NAWAS)	The federal portion of the Civil Defense Warning System used for the dissemination of warnings and other emergency information from the Federal Emergency Management Agency National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to state and local jurisdictions concerning severe weather, earthquake, flooding, and other activities affecting public safety.
Non-Governmental Organization (NGO)	An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).
Operations Section	The Incident Command System Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.
Planning Section	The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident and for the preparation and documentation of the Incident Action Plan (IAP). This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
Pollutant or Contaminant	As defined in the NCP, includes, but is not limited to, any element, substance, compound, or mixture, including disease-causing agents, which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any organism, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions or physical deformations, in such organisms or their offspring.

Term	Definition
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 PDA 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. The team usually consists of federal, state, and local representatives to do an initial damage evaluation to sites damaged.
Preparedness	Actions taken in advance of an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Preparedness measures include but are not limited to: continuity of government, emergency alert systems, emergency communications, EOCs, emergency operations plans, emergency public information materials, exercise of plans, mutual aid agreements, resource management, training response personnel, and warning systems.
Presidential Declaration	Formal declaration by the President that an Emergency or Major Disaster exists based upon the request for such a declaration by the Governor and with the verification of Federal Emergency Management Agency preliminary damage assessments.
Prevention	Actions to avoid an incident or to intervene to stop an incident from occurring. This involves actions to protect lives and property. It includes applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing; and law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators.
Primary/Lead Agency	A state agency or agency assigned primary responsibility to manage and coordinate a specific ESF. Primary agencies are designated on the basis of who has the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF with assistance, if requested, from the state EOC. An example of a primary agency is the Department of Transportation for ESF 1, Transportation.
Principal Federal Official (PFO)	The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance. This position resides in the National Response Framework and could be reactivated at any time.
Private Sector	Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVOs).
Project Worksheet	Detailed record of an on-site inspection of disaster damage caused to property of the state and local jurisdictions.
Public Assistance (PA)	Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans, or eligible private, nonprofit organizations.
Public Assistance Officer (PAO)	A member of the Federal Emergency Management Agency Regional Director's staff who is responsible for management of the Public Assistance Program.
Public Safety Answering Points (PSAP)	9-1-1 dispatch centers.

Term	Definition
Radio Amateur Civil Emergency Services (Races)	Licensed amateur radio operators who support state and local jurisdictions during emergencies or disasters and are the only Amateur Radio operators authorized to transmit during declared emergencies when the President of the United States specifically invokes the *War Powers Act.*
Radiological Emergency Response Teams	Teams provided by the Environmental Protection Agency (EPA) Office of Indoor Air and Radiation to support and respond to incidents or sites containing radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics, and risk assessment. RERTs can provide both mobile and fixed laboratory support during a response.
Radiological Response Team (RTF)	A community-based radiological defense cadre consisting of members from the community emergency services, vital facilities, and essential services. This cadre, trained and exercised on an on-going basis, forms a baseline radiological defense capability, which can be used for surge training and to assist in the rapid buildup of community radiological defense capability during an increased readiness period. The Radiological Response Team may be used to respond to peacetime radiological accidents such as transportation and nuclear power plant accidents.
Recovery	Activity to return vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, crisis counseling, damage assessment, debris clearance, decontamination, disaster application centers, disaster insurance payments, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and full-scale business resumption. The extrication, packaging, and transport of the body of a person killed in a search and rescue incident.
Resources	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
Response	Actions taken immediately before, during, or directly after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, emergency alert system activation, emergency instructions to the public, emergency medical assistance, staffing the EOC, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization, and warning systems activation.
Robert T. Stafford Disaster Relief and Emergency Assistance Act	(Public Law 93-288, as amended) - The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state, and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.
Search and Rescue (SAR)	The act of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human-caused event, including instances of searching for downed aircraft when ground personnel are used. Includes DISASTER, URBAN, and WILDLAND SEARCH AND RESCUE. Also referred to as LAND SEARCH AND RESCUE to differentiate from AIR SEARCH AND RESCUE.

Term	Definition
Shelter in Place	To seek immediate shelter and remain there during a chemical emergency, terrorist attack, or natural disaster rather than evacuate the area. The shelter in place location is a pre-determined location in your home or place of work to seek refuge until there is no longer danger.
Spill Response	All actions taken in carrying out the Washington State Department of Ecology's responsibilities to spills of hazardous materials, e.g., receiving and making notifications, information gathering and technical advisory phone calls, preparation for and travel to and from spill sites, direction of clean-up activities, damage assessment, report writing, enforcement investigations and actions, cost recovery, and program development.
Spore	A reproductive form some microorganisms can take to become resistant to environmental conditions, such as extreme heat or cold, while in a "resting stage."
State and Regional Disaster Airlift Plan (SARDA)	A plan prepared by the Washington State Department of Transportation, Aviation Division, which provides overall policy and guidance for aviation support in time of emergency.
Support Agency	An agency designated to assist a specific primary or joint primary agency with available resources, capabilities, or expertise in support of Emergency Support Function (ESF) activities under the coordination of the primary or joint primary agency. An example of a support agency is the Department of Agriculture for ESF 8 - Health and Medical Services.
Tabletop Exercise	An activity in which officials and key staff or others with emergency responsibilities are gathered together informally to discuss simulated emergency situations. It is designed to elicit constructive discussion by the participants without time constraints. Participants evaluate plans and procedures and resolve questions of coordination and assignment of responsibilities in a non-threatening format under minimum stress.
Terrorism	The unlawful use of force or violence committed by an individual or group against persons or property in order to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.
Threat	An indication of possible violence, harm, or danger.
Threat and Hazard Identification and Risk Assessment	THIRA is a compilation of the risks, threats, and regional capability to respond to those threats in Kitsap County. THIRA may be used as a basis on which to plan for response to and recovery from the impacts of disasters.
Title III	Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA), requires the establishment of state and local planning organizations, State Emergency Response Commission (SERC) - a subcommittee of the Emergency Management Council -, and Local Emergency Planning Committees (LEPCs) to conduct emergency planning for hazardous materials incidents. It requires (1) site-specific planning for extremely hazardous substances, (2) participation in the planning process by facilities storing or using hazardous substances, and (3) notifications to the commission or committee of releases of specified hazardous substances. It also provides for mechanisms to provide information on hazardous chemicals and emergency plans for hazardous chemical events to the public.
Transportation Management	Transportation prioritizing, ordering, sourcing, and acquisition; time-phasing plans; fleet management; and movement coordination and tracking.
Tribe	Any Indian Tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.] that is recognized

Term	Definition
	as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.
Ultra High Frequency (Uhf)	UHF designates the ITU radio frequency range between 300 Mhz and 3 GHz. VHF frequencies are below that of UHF. They are often used for television signal broadcasting, cordless phones, and walkie talkies.
Underserved Community	Defined by US Senate bill S.3658 bill (in process) as a historically disadvantaged community, including the Native American, African-American, Hispanic, Pacific Islander, Middle Eastern and North African, and rural communities.
Unified Command	An application of Incident Command System (ICS) used when there is more than one agency with incident jurisdiction. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.
Urban Fire	Fire that is primarily found within the boundaries or limits of a city.
Urban Search and Rescue (USAR)	Locating, extricating, and providing for the immediate medical treatment of victims trapped in collapsed or damaged structures.
Urban Search and Rescue Task Force (USARTF)	A 62-member organization sponsored by the Federal Emergency Management Agency in support of Emergency Support Function 9. The task force is trained and equipped to conduct heavy urban search and rescue and is capable of being deployed to any disaster site nationwide.
Very High Frequency (VHF)	The radio frequencies below UHF (300 MHz) usually used for police, fire, and EMS response but sometimes used for transit and utility communications, especially during emergencies.
Volunteer	Any individual accepted to perform services by the lead agency, which has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.
Washington Administrative Code (WAC)	The executive branch regulations that implement the Revised Code of Washington laws. There are 516 WACs, each with a specific area covering a topic or agency within the Washington State government.
Weapon of Mass Destruction (WMD)	(TITLE 18 USC, SECTION 2332a) – Any weapon or device that is intended or has the capability to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; a disease organism; or radiation or radioactivity. 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 that is designed to release radiation or radioactivity at a level dangerous to life.
Wildland	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities. Used in place of WILDERNESS, which frequently refers to specifically designated federal lands intended to remain in their natural state to the greatest extent possible.
Wildland Fire	Fire that occurs in wildland areas made up of sagebrush, grasses, or other similar flammable vegetation.
Wildland Search and Rescue	Search and rescue conducted in Wildland areas. Due to the increasing wildland-urban interface, wildland search and rescue strategies and tactics may also be employed for subjects lost or missing in urban or suburban areas.