



# City of Tacoma **COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

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



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**December 2013**

If immediate assistance is required for major emergency or disaster, contact:

City of Tacoma Emergency Management  
24-Hour Emergency Management Duty Officer  
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TTY 711

To receive this information in an alternate format, contact:

City of Tacoma Emergency Management  
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December 1, 2013

## LETTER OF PROMULGATION

To: City of Tacoma Departments and Partner Community Organizations

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

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

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

Sincerely,



MARILYN STRICKLAND  
Mayor



T.C. BROADNAX  
City Manager





Req. #13-0333

**RESOLUTION NO.**

38804

1 A RESOLUTION relating to emergency management; approving the City of Tacoma  
2 Comprehensive Emergency Management Plan.

3 WHEREAS Washington State requires every jurisdiction that desires  
4 recognition as an emergency management organization to prepare and keep  
5 current a comprehensive emergency management plan, and

6 WHEREAS the last update to the City of Tacoma Comprehensive  
7 Emergency Management Plan occurred in December 2009, and it is necessary to  
8 update the plan by December 31, 2013, and

9 WHEREAS having a current, promulgated plan will allow the City to seek  
10 reimbursement from the federal government for expenses incurred secondary to a  
11 locally declared emergency or disaster; Now, Therefore,

12  
13 BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

14 That the City of Tacoma Comprehensive Emergency Management Plan,  
15 substantially in the form of the proposed document on file in the office of the City  
16 Clerk, is hereby approved.  
17

18  
19 Adopted DEC 17 2013

20   
21 Mayor

22 Attest:

23   
24 City Clerk

25 Approved as to form:

26   
Deputy City Attorney



## Forward

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

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

Disaster-struck communities across the country and throughout the world have repeatedly demonstrated that the key to a resilient community is a coordinated community effort. Although this plan lays the groundwork for addressing the anticipated disaster-related needs of Tacoma residents and businesses, the success of this plan relies heavily upon action taken by all. Citizens must prepare themselves to be self-sufficient for at least 72 hours; businesses must establish and maintain plans for continuity of operation; non-governmental organizations must be ready to provide assistance to those in need; and local government must lead the way by coordinating emergency management efforts. Recognizing that there are hazards and risks specific to Tacoma that have the potential to impact the entire region, we must each do our part to ensure our homes, businesses, and community are as resilient to disaster as possible.

To address the needs and concerns of an ever-changing community, this plan is intended to be a living document. Although officially promulgated in December 2013, this plan will be updated and expanded when and as needed. An official and current copy of this plan will be posted and maintained on the City of Tacoma website at [www.cityoftacoma.org](http://www.cityoftacoma.org) and [www.tacomafiredepartment.org](http://www.tacomafiredepartment.org).

The Tacoma Fire Department Emergency Management Division appreciates the cooperation and support of all City departments and divisions, non-governmental and private entities, as well as local

jurisdictions, state agencies, and citizens that have contributed to the revision and publication of the 2013 City of Tacoma Comprehensive Emergency Management Plan. This plan demonstrates the ability of a large number of diverse agencies to work together to achieve a common goal. It is only by means of the latter that the City of Tacoma and its surrounding communities can prove resilient to disaster or major emergency.



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# Basic Plan



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## Introduction

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### Why This Plan Exists And What It Covers

#### **Purpose of this Plan**

Successful actions often begin with a plan. The greater the stakes or consequences associated with a plan, the greater the importance of ensuring that the plan is well conceived and that all expected to participate have a thorough understanding of their role within the plan. In the United States of America, there exists a plan for the coordination of effort among all levels of government to keep citizens and their property safe. The overarching goal of this plan is to coordinate federal, state, local, tribal, non-governmental organization and private-sector efforts during times of disaster or major emergency, whether the event is caused by natural or man-made forces.

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

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

All emergency management efforts at each level of government fall into one of five categories: prevention, mitigation, preparedness, response, and recovery. The Federal Emergency Management Agency's (FEMA) definition of each is provided below. These five components are complimentary of each other and, together, provide a comprehensive approach to preparing for and dealing with disaster. These five elements form the foundation of the City of Tacoma CEMP, and each is addressed in this plan.

#### **Prevention**

"Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a



range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.”

**Mitigation**

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

**Preparedness**

“The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.”

**Response**

“Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs, including the needs of high risk populations and people with disabilities. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.”

**Recovery**

“The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental,



and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.”

### Scope and Applicability

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

### Organization

Tacoma operates under the Council-Manager form of government. The City Council consists of an elected Mayor and eight elected Council members, with five representing councilmanic districts and three serving at-large. All Council members, including the Mayor, serve four-year terms with a maximum of ten years in any combined capacity. Tacoma Municipal Code Chapter 1.10 establishes emergency management as a fundamental and necessary function of the City of Tacoma. It assigns responsibility as follows:

The **City Manager** shall be the “Director” of Emergency Management for the City. The Director shall be the administrative head of and have direct responsibility for the organization, administration and operation of the City of Tacoma’s emergency management program and for the emergency operations of departments of the General Government.

The **Director of Utilities** shall have direct responsibility for the emergency operations of the divisions of Tacoma Public Utilities.

The **Fire Chief** shall be the “Administrator.” The Administrator of Emergency Management shall develop and maintain the emergency management plan and program of the City, and shall have such other duties as may be assigned by the Director.

In the absence or unavailability of the Fire Chief, the **Director of Public Works** shall assume the duties of Administrator.

In the absence of both the Fire Chief and the Director of Public Works, the **Police Chief** shall assume the duties of Administrator.

The **Mayor**, in the event of the proclamation of a disaster, assumes the emergency powers outlined in Municipal Code Chapter 1.10.090.

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

### **Limitations**

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

## Authorities and References

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### The Legal Authority Behind This Plan

#### Laws

This Plan is developed under the following local, state, and federal statutes and regulations:

- Tacoma City Charter
- Tacoma Municipal Code Chapter 1.10
- Revised Code of Washington (RCW) 38.52, 35.33.081 and 39.34
- Washington Administrative Codes 118.04, 118.30 and 296-62
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities as of April 2013
- Public Law 96-342 - Improved Civil Defense 1980
- Public Law 99-499 - Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA)
- Public Law 920 - Federal Civil Defense Act of 1950, as amended
- Americans with Disabilities Act - Title II (28 CFR § 35) and Title III (28 CFR § 36)
- Rehabilitation Act of 1973 – Section 504

#### References

- Pierce County Comprehensive Emergency Management Plan, 2010
- Pierce County Hazard Identification and Risk Assessment, 2010
- Department of Homeland Security Region 5 Hazard Mitigation Plan, 2008-13
- Washington State Military Department Emergency Management Division Comprehensive Emergency Management Plan, 2011

## Situation

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### What We Are Preparing For

#### **Emergency/Disaster Conditions and Hazards**

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

Potential hazards include:

#### **Natural Hazards:**

- Drought
- Earthquake
- Epidemic/Pandemic
- Flood
- Landslide
- Severe Weather
- Tsunami
- Urban Interface Fire
- Volcanic Eruption

#### **Technological/Social Hazards:**

- Civil Disturbance
- Cyber Attack
- Energy Shortages
- Food/Water Supply Contamination
- Hazardous Material Release
- Pipeline Spill/Leak
- Terrorism
- Transportation Accident

**Planning Assumptions**

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

- All incidents will be handled at the lowest possible organizational and jurisdictional level.
- The City will be unable to satisfy all emergency resource requests during a major emergency, disaster or catastrophic event.
- Citizens, businesses and agencies will utilize their own resources and be able to provide for themselves for at least the first 7-10 days of a major emergency or disaster.
- The City will communicate and coordinate with the Washington State Emergency Operations Center (EOC) on the status of response and recovery activities during or following any emergency or disaster in which State or Federal assistance is needed.
- The City will communicate and coordinate with other jurisdictions or organizations in matters that affect or have potential to affect them (i.e., Pierce and King Counties, Port of Tacoma, Puyallup Tribe, etc.).
- The City will issue local emergency proclamations when appropriate and request state or federal assistance as needed.

## Concept of Operations

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### How We Intend To Work Before, During, And After A Disaster

#### General Operations

In alignment with the National Incident Management System (NIMS), the City of Tacoma CEMP is designed to be flexible and modular. Regardless of the size of the incident, this plan can be implemented to provide resource coordination and support. Each City department maintains a plan for continuity of operations (COOP) to ensure internally reliability of services and resources.

At the onset of an emergency or disaster, City departments will communicate internally and assess what response efforts are necessary or already being conducted. Departments with primary Emergency Support Function (ESF) responsibilities, as outlined in this plan (see Appendix 4, City of Tacoma Responsibility Matrix), will activate their procedures as necessary. External support agencies, within the limits of their communication capabilities, will provide immediate informal situation reports and damage assessments to the City of Tacoma Emergency Management Duty Officer.

#### Emergency Coordination Center

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

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

- Tacoma Fire Department Training Center  
2124 Marshall Avenue, Tacoma
- Tacoma Fire Department Station 8  
4911 S. Alaska Street, Tacoma
- Tacoma Fire Department Station 16  
7217 6th Avenue, Tacoma

The role of the City ECC is to provide resource coordination and support for City emergency management activities with the goal of maximizing resource utilization efficiency and providing a single point of contact for resource requests, activity status updates, and information flow. Utilization of the City ECC simplifies the process for keeping the City Manager, Mayor, City Council, and the Media and Communications Office apprised of emergency management activities and progress. When a City department becomes involved in a City ECC coordinated emergency management incident, each

Emergency Management Team member shall ensure that the City ECC remains informed of his/her respective department's emergency management activities through regular updates or by being physically present at the City ECC.

When the City ECC is activated, the Washington State EOC shall be notified and provided status reports as necessary. In addition, all Emergency Management Team members shall be notified via email and/or text messaging of the City ECC activation and provided a brief description of the emergency and the current need for ESF activations, if any. Dependent upon the situation, Pierce County DEM and potentially affected neighboring jurisdictions should also be notified of the situation.

There are three levels of activation for the City ECC:

**Level 1 - Activation:**

- Situation monitoring only
- ECC staffed by the Fire Department's Emergency Management Division personnel only

**Level 2 - Enhanced Activation:**

- Situation monitoring and communication with on-scene incident command to coordinate resource needs and provide support, as needed
- ECC staffed by the Fire Department's Emergency Management Division personnel and Emergency Management Team members associated with active ESFs
- Preparation and planning for possible full activation

**Level 3 - Full Activation:**

- Situation monitoring and communication with on-scene incident command to coordinate resource needs and provide support, as needed
- ECC staffed by Fire Department's Emergency Management Division personnel and Emergency Management Team members associated with active ESFs
- Policy Room staffed by Mayor, City Manager, and department directors, as needed
- Coordination with county, state, and federal resources, as needed

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

**Command (or Policy):**

This section focuses on overall priorities and policy setting and typically includes elected officials, the City Manager, Public Information Officer, and situation appropriate department directors. During large scale incidents, staff to manage overall safety and to liaison with outside agencies might also be necessary to include in this group.

**Operations:**

This section manages the tactical operations of the various responding departments and agencies.

**Planning:**

This section collects, evaluates, disseminates and uses information about the incident and the status of resources to plan a course of action.

**Logistics:**

This section provides the facilities, services and materials to carry out the plan.

**Finance/Administration:**

This section manages all costs and financial considerations of the incident, keeps records, and provides other support services, as necessary.

**Direction and Control**

To avoid conflict in the implementation of this plan, it is important for each individual involved in the management of an emergency to understand the designation and limitations of authority.

- The City Manager maintains responsibility for emergency operations in General Government
- The Director of Public Utilities maintains responsibility for emergency operations in Public Utilities
- The Mayor, upon proclamation of a state of emergency, assumes direction and control of all City emergency management activities and resources
- On-scene response and recovery efforts are conducted by the appropriate department's on-scene incident commander (IC). The on-scene IC maintains operational authority of the incident and all resources on-scene, even when the ECC is activated. Requests for assistance or additional resources are made by the on-scene IC to the City ECC. The City ECC provides support and coordination of resource needs for the incident.
- Once activated, the City ECC shall provide support and coordination of resource needs for all emergency management activities where the on-scene IC is a City resource. The City ECC coordinates all available local, mutual aid, or inter-local resources for City managed incidents. If these resources are exhausted, the City ECC will coordinate with the Pierce County and Washington State EOCs to obtain additional resources, as available.
- Federal level resources are requested and coordinated through the Washington State EOC.



**Proclaiming a State of Emergency**

A state of emergency constitutes an event or set of circumstances which demands immediate action to preserve public health, protect life or public property, or which reaches such a dimension or degree of destructiveness that exceeds the resources of a jurisdiction to respond to the situation. In Tacoma, an emergency proclamation is made by the City Council upon the request of the City Manager. If the City Council is not in session, an emergency can be proclaimed by the City Manager and later confirmed by the City Council.

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

## Responsibilities

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### Who Will Do What In A Disaster Situation

#### Basic Responsibilities Assumed By All

This plan presents the functional responsibilities accepted by City departments and external support agencies and organizations. The following are basic responsibilities assumed by each City department and all supporting agencies and organizations listed in this plan.

- Designate a departmental chain of command
- Keep an updated list/inventory of key departmental personnel, facilities and equipment resources
- Establish policy for 24-hour activation of key personnel capable of initiating departmental emergency responsibilities
- Make staff available, if requested by the Fire Department's Emergency Management Division or the City ECC, for emergency management training, exercises, and assignments
- Establish and maintain a departmental continuity of operations plan (COOP)
- Establish policies and procedures for the identification and preservation of essential departmental records
- Identify personnel and administrative processes to track departmental costs and expenditures related to a disaster or major emergency
- Establish policies and procedures to assess and report departmental capabilities and damage assessment information to the City ECC

#### Explanation of Emergency Support Functions

In addition to general responsibilities assumed by all City departments, this plan also identifies and establishes specific areas of responsibility. The specific responsibilities in this plan follow the same format as the National Response Framework (NRF). The NRF is a guide to how the nation conducts and coordinates all-hazards response. It is built upon a scalable, flexible, and adaptable system that aligns key roles and responsibilities across the nation, linking all levels of government, nongovernmental organizations, and the private sector. It is intended to identify specific authorities and implement best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic disasters.

The NRF establishes standard Emergency Support Functions (ESF) that identify the key activities involved in comprehensive emergency management. For each ESF, Primary and Support Agencies are designated to carry out the activities and responsibilities associated with that ESF. A department or agency may be identified as a Primary or Support Agency for multiple ESFs. The following is the standard numbering system for ESFs.

ESF-1	Transportation
ESF-2	Communications
ESF-3	Public Works and Engineering
ESF-4	Firefighting
ESF-5	Emergency Management
ESF-6	Mass Care, Emergency Assistance, Housing and Human Services
ESF-7	Logistics Management and Resource Support
ESF-8	Public Health and Medical Services
ESF-9	Search and Rescue
ESF-10	Oil and Hazardous Materials Response
ESF-11	Agriculture and Natural Resources
ESF-12	Energy
ESF-13	Public Safety and Security
ESF-14	Long-Term Community Recovery
ESF-15	External Affairs

The individual ESFs detail the policies, concept of operations, organizational structure and responsibilities related to that emergency function. A matrix for quickly connecting departments/agencies with each of the ESFs for which they may have a primary or supporting role can be found in Appendix 4 of this plan.

## **Specific Responsibilities**

### **City Council**

- Processes Proclamation of Emergency
- Fills vacancies of elected officials
- Appropriates funds to meet the needs of the emergency

### **Mayor**

- Shall be the official head of city government for purposes of ceremony and military law
- Upon declaration of an emergency or disaster:
  - Makes and issues rules and regulations on matters reasonably related to the protection of life and property, as confirmed by the City Council
  - Obtains vital supplies, equipment and such other properties found lacking and needed for the protection of life and property, and if required immediately, commandeers the same for public use
  - Controls and directs the efforts of the emergency management organization of the City
  - Requires emergency services of any City officer or employee and, in the event of the proclamation of a state of extreme emergency by the Governor in the region in which this

city is located, commands the aid of as many citizens of this city as may be deemed necessary

- Requisitions necessary personnel or material of any City department or agency
- Requests the Governor to proclaim a state of extreme emergency when the resources of the City are inadequate to cope with the disaster

**City Manager**

- Provides direction and control over the City's emergency management program, in the absence of a proclamation of a state of emergency in the city
- Directs coordination and cooperation between departments, divisions, services and staff of the City in carrying out the provisions of the Comprehensive Emergency Management Plan
- Resolves questions of authority and responsibility among City staff
- Requests the City Council to proclaim an emergency (and termination thereof), or to issue such proclamation if the Council is not in session
- Provides liaison with local, state and congressional elected officials

**City Attorney**

- Provides legal advice to City Council, City Manager and City departments as it pertains to disaster response and recovery
- Reviews contracts for emergency work and procurement, and other disaster-related documents
- Prepares proclamation of emergency when needed

**Community and Economic Development**

- Assists businesses with the completion of Small Business Administration (SBA) disaster loan applications.
- Coordinates disaster mitigation activities related to the business community

**Environmental Services**

- Provides technical advice and resources for emergency sewage disposal
- Provides equipment and vehicles for emergency response
- Provides skilled maintenance employees as needed
- Provides use of tanker trucks for source of non-potable water for firefighting
- Provides additional light duty equipment and dump trucks
- Assists with rapid assessment of damage to Sewer Utility facilities, when necessary
- Assists in debris removal from streets and public areas
- Coordinates relocation of debris to temporary holding areas, if necessary
- Coordinates recycling of as much debris as possible after a large event
- Assists in mitigating small scale hazardous waste situations

**Finance**

- Assists with the compilation of disaster related financial information
- Coordinates emergency and disaster related purchases and expenditures
- Serves as the primary coordinator for the collection of financial information necessary to apply for federal disaster assistance

**Fire**

- Responsible for carrying out day-to-day emergency management activities for the City, such as developing and maintaining the Comprehensive Emergency Management Plan, operating and maintaining the Emergency Coordination Center, conducting training, coordinating drills and exercises, and serving as the Applicant Agent for processing federal disaster assistance.
- Provides suppression and control of fires
- Provides emergency medical services, including advanced life support care and transport
- Provides emergency response for hazardous material, technical rescue, and marine specific incidents
- Provides assistance for other emergency management activities, including evacuation and environmental protection
- Contributes to mitigation efforts through fire and harbor code enforcement
- Ensures departmental emergency responders utilize current best practices and procedures for responding to an incident where people with disabilities are present

**Human Resources**

- Coordinates the hiring of emergency or temporary personnel
- Coordinates with other internal services (e.g., retirement, payroll, and etc.) and the family in case of a City employee fatality
- Reviews emergency contracts and documents for liability exposure considerations
- Assists in the development of evacuation/emergency plans for City buildings and facilities
- Provides support to departments/divisions during emergency and disaster situations
- Reviews and advises on compliance with the State Department of Labor and Industries regulations
- Serves as the primary liaison with the State Department of Labor and Industries in all matters involving employees injuries, fatalities, inspections, and citations
- Clarifies and interprets personnel rules and contracts

**Information Technology**

- Restores and maintains City information systems and technology in the event of disaster

- Coordinates the restoration and maintenance of the City radio communications system, including the refueling of radio system related backup generators and inspection of towers and associated equipment
- Coordinates the restoration and maintenance of the City telephone system
- Provide GIS mapping services, as requested by the City ECC, for emergency management purposes

**Media and Communications Office**

- Serves as the primary source of information for the public and media
- Provides emergency public information via television and internet
- Provides regular communication with media and network representatives
- Provides liaison with the Joint Information Center (JIC), if established

**Neighborhood And Community Services**

- Assists in the assessment of human needs after a disaster and the coordination of response to those needs
- Provides expertise and assistance in the development of emergency preparedness plans and procedures that include people with disabilities and high risk populations, such as senior citizens and individuals with language barriers

**Planning And Development Services**

- Conducts immediate damage assessment and structural inspection of City facilities, key public buildings, bridges, roads and pipe systems
- Identifies the need for and coordinates the repair of City facilities, key public buildings, bridges, roads and pipe systems
- Contracts and manages the long-term restoration of damaged City facilities, key public buildings, bridges, roads and pipe systems

**Police**

- Provides law enforcement services and emergency traffic coordination
- Coordinates evacuation of an area, should it be necessary
- Provides direction and control for search and rescue operations
- Ensures departmental emergency responders utilize current best practices and procedures for responding to an incident where people with disabilities are present

**Police Chief**

- Assumes responsibilities of the "Administrator" of Emergency Management for the City in the absence or unavailability of both the Fire Chief and the Director of Public Works

**Public Assembly Facilities**

- Assists with the provision of temporary shelter, as needed
- Coordinates with other departments to act as staging area for response
- Serves as a Community Point of Distribution (CPOD) for emergency resources
- Provides alternate facilities for City department operations, as available

**Public Works Department**

- Assists in identifying bridges and overpasses needing inspection and repair
- Assists with emergency protective measures and temporary repairs of City facilities, key public buildings, bridges, roads and pipe systems
- Provides construction equipment, supplies and personnel, as needed
- Restores and maintains traffic signals under City jurisdiction
- Provides traffic control signs and barricades for road closures, detours and potential road hazards
- Removes debris from streets and public areas
- Identifies emergency routes into and out of the City and provides maps of same
- Assists with flood management operations
- Coordinates and prioritizes all fleet operations, including fuel purchases and towing services
- Coordinates the requisition of additional vehicles, when necessary
- Coordinates City vehicle maintenance, including vehicle fuel
- Coordinates Federal Highway Administration funding for damages to roads

**Public Works Director**

- Assumes responsibilities of the "Administrator" of Emergency Management for the City in the absence or unavailability of the Fire Chief

**Tacoma Public Library**

- Assists with the provision of temporary shelter, as needed and available
- Provides damage assessments of library facilities to the City ECC

**Tacoma Public Utilities**

- Coordinates the restoration, repair and operation of electrical power, water and rail utilities for the City of Tacoma

**Director of Utilities**

- Provides direction and control of Tacoma Public Utilities activities
- Has direct responsibility for the emergency operations of the divisions of Tacoma Public Utilities (Power, Water, Rail, Click!)

- Provides liaison with the City ECC, as necessary

**Tacoma Public Utilities Board**

- Fills the vacancy of the Director of Utilities, if necessary
- Approves the expenditure of funds to meet the needs of the emergency

**External Agencies and Organizations**

This plan outlines the requirements for City departments related to emergency management within the City of Tacoma. In most cases, the authority of the City to direct and control, as granted by local, state, and federal law, is limited to internal City resources. Therefore, all external agencies included in this plan are referenced only as existing community resources available for possible assistance. External agencies are under no obligation to provide services, unless otherwise noted or agreed upon through separate contractual documents or laws. Unless requested otherwise, the expectation of each external organization mentioned in this plan is simply to respond to disaster or large-scale emergencies as expected or stipulated in respective organizational plans and procedures. In a few cases, external agencies are either more appropriate or required by law to serve a primary role in an ESF. In these cases, the respective City departments will serve alongside or in support of the external agency.

**American Red Cross**

- Acts as primary contact for volunteer organizations active in disaster relief
- Provides accessible shelters, feeding and individual assistance, as needed
- Assists in the coordination of resources for mass care
- Provides emergency information and assistance that is accessible to multiple languages and the hearing/speech impaired
- Provides support for medical and mental health services
- Provides registration, training and assignment for volunteers assisting the American Red Cross to include current best practices and procedures for assisting people with disabilities and other vulnerable populations

**Local Area Hospitals**

- Provides medical care
- Performs and reports assessments of hospital damages and capabilities to the City ECC
- Assists in blood procurement for community needs
- Assists in the mobilization of staff, as available and necessary, to field treatment and triage sites
- Re-supplies field responders and field treatment and triage sites with consumable medical supplies when no other supply resource is available

**Metropolitan Parks District**



- Makes park facilities available as staging or relocation areas for disaster operations, mass care and temporary housing, as necessary and available
- Provides light duty emergency equipment
- Provides damage assessments of Park District facilities to the City ECC

**Pierce County Medical Society**

- Assists in procuring physician services
- Provides information to member physicians on current emergency response policy and procedures

**Pierce Transit**

- Provides transportation resources
- Provides busses as a means of expedient, temporary shelter
- Provides situation reports from field observations by drivers and supervisors
- Provides communications support

**Private Ambulance Providers**

- Provides emergency medical transportation and additional EMS resources, as needed
- Provides liaison with City ECC
- Serves as an alternate supplier of consumable medical supplies when no other supply resource is available

**South Sound 911**

- Assists in providing communications for emergency responders
- Receives and disseminates information to appropriate units, agencies or other communications centers

**Tacoma/Pierce County Chaplaincy**

- Provides emotional and spiritual support and counseling to emergency workers and disaster victims at emergency scenes, as needed

**Tacoma-Pierce County Health Department**

- Coordinates public health efforts specific to the control of communicable diseases, emergency food and sanitation needs, and large-scale emergency medical services.
- Establishes and manages situations involving quarantine and/or isolation caused by exposure to communicable diseases, biohazards, toxic waste, etc.
- Monitors potable water supply

- Acts as advisor to Fire Department on personnel protection, public health, assessments of the situation and environmental impacts, and identification of unknown products, in the event of a hazardous materials incident
- Assists the Fire Department to identify cleanup and disposal contractors, in the event of a hazardous materials incident
- Provides emergency information to the public on public health related issues

**Medical Examiner**

- Provides identification, storage and disposition of the deceased

**Tacoma/Pierce County Humane Society**

- Provides public information about emergency and disaster considerations for animals
- Provides emergency feeding and limited emergency shelter for animals
- Provides limited emergency care for pets brought to public shelters
- Provides information and/or services for the disposal of dead animals

**Tacoma Public Schools**

- Develops district and facility emergency plans in accordance with State and District guidance and policy
- Provides situation reports to the City ECC from field observations of bus drivers
- Provides busses, as needed and available, on a temporary rental or lease basis

## Role of the General Public

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### How Citizens and Businesses Can Prepare for Disaster

The citizens and businesses of Tacoma play an important role in the effort to prepare Tacoma for disaster. Under normal circumstances, the City has emergency services in place to handle the types and quantity of emergency situations that are experienced within the city on a daily basis. However, in the event of a disaster or large scale emergency such as a major earthquake or terrorist attack, the City's limited emergency response resources must prioritize their activities. Depending upon the scope and extent of the emergency, citizens may find it necessary to be self-sufficient for as many as 7-10 days while emergency responders recover, organize resources, assess the overall situation, and deal with the most urgent needs in the city. Therefore, citizens and businesses should prepare themselves by taking the following actions:

#### Recommendations for Citizens

1. **Prepare a disaster supply kit** containing, at the very minimum, the following supplies:
  - A supply of dry or canned food and drinking water for seven to ten days (for each person in your household). Plan to use one gallon of water per person per day.
  - A manually-operated can opener if your stored food is canned
  - A battery-powered radio with extra batteries. Local news radio stations include KPLU 88.5 FM, KUOW 94.9 FM, KIRO 710 AM, KIRO 97.3 FM, and KOMO 1000 AM
  - A flashlight with extra batteries
  - A first aid kit (and knowledge of how to use it)
  - A 7-10 day supply of required medication for each person in your household

A home disaster kit should be stored in an easily accessible location near an exit or in an outdoor shed. If you spend a significant amount of time in your car or at work, you should also have appropriate disaster supplies for these locations.

2. **Establish an out-of-state contact before a disaster strikes.** Immediately following a disaster, local phone service can quickly become overwhelmed. Yet during these outages, it is often still possible to make phone calls to people living out of the area. Your out-of-state contact can be used by all members of your household to provide and receive updates.
3. **Make emergency plans** for your household and practice them:

#### Fire

Everyone in your household should know two ways out of each room in your home. Establish a place outside of your home where everyone will meet after exiting.

#### Earthquake

Everyone in your household should know what to do during an earthquake: “Drop, Cover and Hold” (get under a piece of furniture, hold on to the furniture so it does not move from covering you, and wait for the shaking to stop). Do not exit your house or building during an earthquake because you may be hit by falling objects, such as bricks or other parts of the structure, electrical wires, or tree limbs. Be aware that aftershocks may happen once the initial quake is over.

4. **Consider purchasing a NOAA Weather Radio.** NOAA (National Oceanic & Atmospheric Administration) Weather Radio is Washington's all-hazards warning system, used not only for flood and weather-related events, but also for hazards like tsunamis, volcanic activity, hazardous releases and Amber Alerts. It can be programmed to alert you only to hazardous events in your local area.
5. **Know how to turn off your utilities** (water, electricity and natural gas) in the event you have to do so in an emergency situation.
6. **Learn the disaster procedures at your child's school or day care.** There are policies and procedures for releasing students during or after a disaster, and for locking down the facility and providing for the students' welfare should they need to stay at the school for a while. Parents and caregivers need to know and understand these procedures ahead of time and follow them when implemented.
7. **Consider taking advantage of emergency training** that may help you and your family in a disaster or emergency situation:

#### **CPR** (cardiopulmonary resuscitation)

Tacoma residents can learn this life-saving skill for free by calling Tacoma Fire Department at 253.594.7979.

#### **First Aid**

This training is available through the local American Red Cross chapter at 253.474.0400 or [www.redcross.org/wa/tacoma](http://www.redcross.org/wa/tacoma).

#### **CERT** (Community Emergency Response Teams)

This disaster response training teaches the skills necessary to respond to emergency needs in your neighborhood during the period of time that professional responders are unable to reach you after an emergency. It is available free of charge to all Tacoma residents, including people with disabilities and high risk populations. You can get this training through the Tacoma Fire Department by calling 253.594.7980.

#### **Map Your Neighborhood**

This national preparedness program helps citizens pre-determine assets and resources immediately available to them following a disaster. For more information on this program, visit: <http://www.emd.wa.gov/myn>

## 8. Special Needs Considerations

**Utilize the Buddy System** - If you are disabled, elderly, or otherwise in need of special assistance, designate an individual to be responsible for making contact with you following a disaster.

**Consider registering with the City Emergency Management Program.** Doing so allows emergency managers to include your special needs in the planning process for emergency response. You can register by contacting the Tacoma Fire Department at 253.594.7980 or [emregistry@cityoftacoma.org](mailto:emregistry@cityoftacoma.org).

**Notify Tacoma Public Utilities** before a disaster occurs if a loss of power would disproportionately affect the safety or well-being of you or someone in your household (e.g., ventilator dependency, etc.). This allows TPU staff to prioritize restoring power to your home. Contact Tacoma Public Utilities at 253.502.8600.

### Recommendations for Businesses

1. **Assess your business for hazards and risks** to your employees and the general public. Take steps to minimize those risks before a disaster occurs.
2. **Develop emergency plans and conduct drills** with your employees so everyone in your workplace knows what to do in the event of an emergency
3. **Develop a Continuity of Operations Plan (COOP)** to ensure that, in the event of a disaster, your business can get back into operation as soon as possible



# Appendix 1

## Emergency Support Functions (ESF)





## ESF 1 - Transportation

### Primary Agency

Public Works

### Support Agencies

Environmental Services

Media and Communications Office

Neighborhood and Community Services

Planning and Development Services

Police

Tacoma Rail



### External Agencies

Pierce Transit

Port of Tacoma

Private Rail Carriers

Private Transportation Providers

Sound Transit

Tacoma Public Schools

WA State Department of Transportation

WA State Patrol

### Introduction

#### Purpose

To provide coordination and guidance for the establishment, maintenance, and restoration of transportation infrastructure, routes, and resources in the City.

#### Scope

This ESF covers transportation infrastructure, routes, and resources in the City of Tacoma and its associated sites, with recognition of the fact that transportation disruptions within the City have a high potential of impacting transportation flow beyond the City's borders.

### Policies

It is the policy of the City of Tacoma:

- That City departments with transportation resources and responsibilities will work collaboratively with public and private transportation authorities to maintain, and restore when necessary, transportation systems within the City as quickly as possible.
- That the safety of roads, bridges, and railways shall be given the highest consideration.
- That in the event of a disaster or major emergency, priorities for restoration may be coordinated by the City ECC.

## Situation

### Hazards and Conditions

Nearly all large-scale emergencies or disasters have the potential to cause serious damage to the City's roads, bridges, and railways, making it subsequently difficult to move throughout the City. Railways, docks, landing strips and all types of vehicles, both public and private, can be rendered unusable. Lengthy disruptions to transportation can seriously affect the movement of people, commodities, public safety and eventually, the economy of the area.

Tacoma serves as a transportation hub for the region. The Port of Tacoma, one of the largest and most active ports on the West Coast, brings marine and rail transportation resources through the City daily carrying goods that generate a significant portion of the region's economy. Interstate 5, the primary highway of the West Coast, traverses the City with multiple interchanges to other critical regional highways. Because of its topography and location next to major waterways, Tacoma has very few roads that do not at some point include hills, overpasses, or bridges. Tacoma is also the main operating area of Pierce Transit, the county's primary public transportation service.

### Planning Assumptions

For purposes of planning, it is assumed that severe weather or serious damage will cause disruption of main transportation routes in parts of the City and will present challenges to vehicle and/or railway transportation. Planning must include alternative routes to primary facilities and interchanges. Pierce Transit buses and other vehicles that are accessible for people with disabilities may be contracted to become a primary transportation resource during disaster response. This will occur only after roads and alternate routes are cleared and determined safe for use.

## Concept of Operations

### General

During emergencies and disasters, the need for transportation resources for moving both people and commodities could be varied and vast. Transportation resources may be obtained from public agencies, the private sector, and through volunteer organizations, as necessary. County, state and federal resources may be available on a short term basis to augment local capability, but only after local options have been exhausted. These resources would be requested through the Pierce County and Washington State EOCs.

- Damage assessment of the City's roads and bridges will be performed by the **Public Works** Department. **Planning and Development Services** will provide assistance with the inspection of roads and bridges, as necessary. Assistance contracts have also been established with local structural engineering firms for technical advice, as necessary. The City will be responsible for repairing and restoring critical city streets and will coordinate with Washington State Department of Transportation (WSDOT) for issues related to primary state highways through and around Tacoma.
- **Environmental Services** will assist with the removal of debris from transportation routes, when necessary, and manage the final disposition of all debris.
- The City's railroad transportation resources are maintained and managed by **Tacoma Rail**, a division of Tacoma Public Utilities. Tacoma Rail will coordinate with the Port of Tacoma and private railway operators, including BNSF and Union Pacific Railroads, to restore rail access and resources.
- If there is an emergency during working hours, the City's **Neighborhood and Community Services** Department will coordinate vehicles for transporting employees and/or citizens, to include transportation of individuals with functional needs. If an emergency takes place at any other time, **Public Works** Fleet Services will assume this responsibility.
- When necessary, Police will provide temporary traffic control and the Media and Communications Office, in coordination with the City ECC, will provide public notification of emergency transportation routes and changes.

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

## Organization

The chain of command for primary and support City agencies is as follows:

### Primary Agency

#### Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer

5. Division Manager, Facilities

**Support Agencies**

Environmental Services

1. Director
2. Assistant Director
3. Division Manager, Science and Engineering

Media and Communications Office

1. Manager, Media and Communications
2. Communications Specialist(s)
3. Manager, Cable Franchise Services
4. Website Content Specialist

Neighborhood and Community Services

1. Director
2. Division Manager, Human Services
3. Division Manager, Community Services

Planning and Development Services

1. Director
2. Division Managers

Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

Tacoma Rail

1. Rail Superintendent
2. Assistant Rail Superintendent
3. Chief Mechanical Officer

Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of

Command and operational policies for external agencies may be found in each respective agency's emergency plan and procedures, published separately.

**Procedures**

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

**Responsibilities****Mitigation**

City roads, bridges and overpasses are maintained to a functional and operational level as much as fiscally possible. The City and Washington State DOT shall inspect and retrofit bridges and overpasses to meet current seismic standards as funding allows.

**Preparedness**

Public Works has pre-identified main transportation routes into, out of, and around the City. Alternate transportation routes have also been pre-determined and, in the event of a disaster or major emergency, will be implemented and given priority for inspection and clearing. Public Works maintains a supply of salt, sand, and road-clearing equipment. To ensure a coordinated response and recovery effort, Public Works has pre-planned the types and level of assistance that may be needed from Environmental Services and a process for receiving such assistance. Private contractors are available under emergency contracts for debris removal, as necessary. Public Works Department maintains the City's fleet of vehicles and supply of fuel. City vehicles are serviced and replaced on a regular schedule, with all servicing provided by certified mechanics.

**Response**

<b>ESF 1 - Transportation</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Public Works</b>	<ul style="list-style-type: none"> <li>• Assess damages and disruption to transportation routes</li> <li>• Identify and coordinate emergency transportation routes into, out of, and through the City</li> <li>• Manage initial and short-term repairs to primary City transportation routes</li> <li>• Coordinate the availability, servicing, and fueling of City vehicles</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with WA State Patrol and WA State DOT to establish alternate routes when any disruption of State or Interstate highways occurs within the City</li> <li>• Coordinate with Pierce Transit, Sound Transit, Tacoma Public Schools, private transportation providers, and/or Pierce County DEM for the acquisition of transportation resources, as needed</li> </ul>
<b>Environmental Services</b>	<ul style="list-style-type: none"> <li>• Coordinate debris management within the City</li> <li>• Assist Public Works with other services, as needed</li> </ul>
<b>Media and Communications Office</b>	<ul style="list-style-type: none"> <li>• Coordinate messaging to the public regarding transportation changes and options</li> </ul>

<b>ESF 1 - Transportation</b>	
<b>Neighborhood and Community Services</b>	<ul style="list-style-type: none"><li>• Coordinate transportation needs, including those of high risk populations and people with disabilities and/or service animals</li></ul>
<b>Planning and Development Services</b>	<ul style="list-style-type: none"><li>• Assist with damage assessment and structural inspection of City roads, bridges, and overpasses</li></ul>
<b>Police</b>	<ul style="list-style-type: none"><li>• Provide temporary traffic control on City streets, as needed</li></ul>
<b>Tacoma Rail</b>	<ul style="list-style-type: none"><li>• Assess damage to and coordinate response activities involving the City's rail resources</li></ul>

**Recovery**

City roads, bridges, and overpasses will be prioritized for clearing and re-opening through Public Works and Washington State DOT. Public Works will coordinate removal of debris from transportation routes in the City. Citizens will be advised of road closures and restoration through public messaging coordinated by the Media and Communications Office. Emergency recovery contracts will be assigned by the appropriate agencies for repairs to transportation routes, including bus, rail and ferry. Long-term repairs will include mitigation planning and implementation, as much as fiscally possible.

**Annexed Documents**

- City of Tacoma Ice and Snow Control Manual, 2013
- Puget Sound Catastrophic Disaster Coordination Plan - Transportation Recovery Annex, 2011
- Transportation Recovery Annex, 2011 - Appendix B: Disruption Scenarios Information and Maps - Pierce County



## ESF 2 - Communications

### Primary Agencies

Fire  
Information Technology

### Support Agencies

Click  
Media and Communications Office

### External Agencies

Private cable/internet/cellular providers  
Pierce County Fire Comm  
South Sound 911



### Introduction

#### Purpose

To provide coordination and guidance for the establishment, maintenance, and restoration of communication systems and infrastructure during a disaster or major emergency.

#### Scope

This ESF covers the maintenance and restoration of City of Tacoma communication capabilities, to include landline and cellular telephone, short message service (SMS), radio, television, and Internet.

### Policies

It is the policy of the City of Tacoma:

- To establish and maintain a robust and reliable communications system.
- To ensure that City departments with communication resources and responsibilities will restore communication disruptions as quickly as possible.
- That the City's communication system will include a variety of communication options to maximize the potential for effective communication following a disaster or major emergency.
- To ensure accessibility to as many citizens as reasonably possible, including those in vulnerable populations or with special needs.

## Situation

### Hazards and Conditions

Under normal circumstances, the City relies heavily upon landline and cellular telephones, networked computers, and radio for internal communication. In addition, television and the Internet are utilized to communicate with the general public.

A disaster or major emergency in Tacoma could cause disruption or complete failure of any or all of these services. Landline telephones are reliant upon intact physical connections. Cellular service is provided and controlled by third-party agencies and heavily dependent upon functional cellular tower infrastructure. Cellular service is also shared with the general public, putting it at risk of overload in the event of a disaster. The infrastructure of the City's computer network and the core of the City's radio network are located within the City and would potentially be impacted by a major disaster.

### Planning Assumptions

For planning purposes, it is assumed that landline telephone service, cellular service, and television will be intermittent or inoperable initially. Because of this, a heavy reliance upon radio communications is anticipated. It is also assumed that text messaging (SMS) will be available much sooner than voice cellular service, and that at least limited internet service will be available via cable, DSL, or satellite where power is available.

## Concept of Operations

### General

Communication is often the first resource lost in a large-scale emergency or disaster, yet it is one of the most important resources required in the management of emergencies. The ability to communicate is essential for emergency responders to coordinate their efforts and for public safety officials to get emergency information and instructions to the general public. For this reason, any disruption in communication will be immediately addressed by the appropriate City department.

- The City's telecommunication system, corporate network and radio system are managed by the **Information Technology** (IT) Department. In the event of a disaster, the IT Department will assess communication capabilities and report any disruptions to the City ECC. IT staff will work to restore telecommunications, the corporate network, City software systems, and radio services as quickly as possible.
- The **Fire** Department maintains the City's fiber optic network and houses key infrastructure for the City's corporate network and radio system. The City ECC and 911 dispatch and communication center are also managed by the Fire Department. In the event of a disaster, Fire Department Communications Center personnel will utilize internal policies and procedures and industry-standard redundancy to ensure the availability of 911 dispatch services at all times. Fire Department electricians will work

with IT Radio Services technicians to restore communication infrastructure, as necessary. Fire Department IT staff will ensure that all emergency management hardware and software applications are available and functional.

- The **Media and Communications Office** manages the City's website and television channel and will be responsible for the maintenance and restoration of these services.
- **Click**, a division of Tacoma Public Utilities, provides cable television and internet service throughout the greater Tacoma area. In the event of a disaster, Click will be responsible for the maintenance and restoration of these services.
- **South Sound 911** serves as the City's public safety answering point (PSAP) and the 911 dispatch and communication center for the Police Department. South Sound 911 will utilize internal policies and procedures and industry-standard redundancy to ensure the availability of these services at all times.

If an event causes significant communication disruption, the City ECC shall be activated. Representatives from primary and support agencies for ESF 2 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. External resources shall be coordinated directly with providers or through the Pierce County and/or Washington State EOC.

When necessary, the use of existing City communication resources will be reprioritized to facilitate emergency use. The City ECC maintains radio communication capability with other local agencies that operate large radio systems, including South Sound 911, Police, Public Works, Environmental Services, Tacoma Public Utilities, Pierce Transit, Tacoma Public Schools, Washington State Patrol, and Washington State Emergency Operations Center. These organizations may be utilized to support the emergency communications needs of the City in times of disaster. The City will also partner with private communication agencies to establish alternative resources for communication, when necessary.

The City's fiber optic broadband network is maintained by a small group of Fire Department Electricians who would quickly become overwhelmed by a large-scale disruption. Additional resources would likely be required if multiple physical connections needed to be re-established within the fiber optic network. Dependent upon the concurrent restoration requirements of the Click network, it is possible that Click technicians could be utilized to assist Fire Department Electricians. Additional resources may be acquired through private industry contracts, the Pierce County EOC, or the Washington State EOC. The City's IT department is robust in both employees and technical expertise. IT maintains an internal Incident Response Team, so additional resources to restore network systems and software applications will not likely be required. Restoration of telecommunication infrastructure may require contracted private industry assistance to accomplish.

## Organization

The chain of command for primary and support City agencies is as follows:

### **Primary Agencies**

#### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

#### Information Technology

1. Director
2. Assistant Director
3. IT Manager, Business Solutions – Technical
4. IT Manager, Network and Computing Services

### **Support Agencies**

#### Click

1. Director
2. Assistant Director

#### Media and Communications Office

1. Manager, Media and Communications
2. Communications Specialist(s)
3. Manager, Cable Franchise Services
4. Website Content Specialist

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

### **Procedures**

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

## Responsibilities

### **Mitigation**

Communication and warning dissemination sites are chosen with consideration for continued operations during disaster conditions. City departments operate on a common 700/800 MHz countywide radio system to improve coordination. The City ECC and all alternate ECC locations include automatic generator backup power. A variety of cellular and internet connections are maintained at the City ECC, including service from multiple cellular and broadband providers. City emergency management software is designed to function with a simple internet connection and is not reliant upon the City's corporate network. Amateur radio equipment is installed and maintained at the City ECC and tested monthly with CERT certified HAM radio operators.

### **Preparedness**

Emergency warning systems and communications procedures are tested on a regular schedule, to insure reliability.

**Response**

<b>ESF 2 - Communications</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Fire</b>	<ul style="list-style-type: none"> <li>• <b>FCC:</b> Assess for communication disruption to emergency responders, facilities, and outside agencies; report any disruptions to the City ECC</li> <li>• <b>Fire Electricians:</b> Restore and maintain the City's fiber optic and radio networks, as necessary; prioritization of restoration efforts may be directed by the City ECC</li> <li>• <b>Fire IT:</b> Restore and maintain hardware and software in the City ECC, as necessary</li> <li>• Implement alternative communication methods, as necessary</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Assess for communication disruptions within the City's radio, telecommunication, and corporate network; report any disruptions to the City ECC</li> <li>• Restore and maintain the City's radio, telecommunication, and corporate network, as well as mission critical software applications; prioritization of restoration efforts may be directed by the City ECC</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Assess City ECC communication capabilities, including internet, telephone, radio, SMS, and television</li> <li>• Assess communication capabilities to external agencies, including Pierce County Fire Comm,</li> </ul>

<b>ESF 2 - Communications</b>	
	<p>South Sound 911, Pierce County EOC, and Washington State EOC</p> <ul style="list-style-type: none"><li>• Implement alternative communication methods, as necessary</li></ul>
<b>Click</b>	<ul style="list-style-type: none"><li>• Assess for television and broadband disruptions within the Click network; report any disruptions to the City ECC</li><li>• Restore and maintain the Click network, as necessary</li></ul>
<b>Media and Communications Office</b>	<ul style="list-style-type: none"><li>• Assess for communication disruptions related to TV Tacoma and the City's website; report any disruptions to the City ECC</li></ul>

**Recovery**

For large-scale communication disruptions, the restoration of communication resources will be coordinated through the City ECC. Direction regarding the priority in which communication resources are restored may be provided by the Mayor or City Manager. When significant repair to a communication system is required, consideration shall be given to potential improvements that increase system reliability and sustainability.

**Annexed Documents**

There are currently no additional documents associated with this ESF.



## ESF 3 - Public Works and Engineering

### Primary Agency

Environmental Services  
Public Works

### Support Agencies

Planning and Development Services  
Tacoma Public Utilities



### Introduction

#### Purpose

To provide coordination and guidance for public works and engineering services to include debris removal, inspection of facilities for structural safety and to issue contracts for the demolition of unsafe structures and the temporary repair of essential facilities.

#### Scope:

The City of Tacoma Public Works Department will maintain city roadways and bridges to include signage and postings, as well as providing inspections and permit functions. Support will include construction management and inspection, emergency contracting and technical advice and evaluations. Environmental Services provides city sanitary sewer, storm drainage and solid waste processing. Tacoma Public Utilities (Power, Water, and Rail) will maintain their respective utilities.

### Policies

It is the policy of the City of Tacoma:

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

### Situation

#### Hazards and Conditions:

An emergency or disaster may cause serious life safety issues or property damage throughout the area. Any disaster or major emergency can create hazardous conditions, which may include

damage to roads, bridges, residences, multi-unit housing, public buildings, critical facilities and utilities.

**Planning Assumptions:**

For planning purposes, it is assumed that a disaster or major emergency causes damage and hazardous conditions related to roads, bridges, residences, public buildings, and utilities.

**Concept of Operations****General:**

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

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

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

- State Environmental Policy Act (SEPA - Environmental Review) WAC 197-10-180
- Hydraulics Act (Hydraulics Permit) RCW 75.20.100
- Forest Practices Act (Application for Forest Practices) RCW 76.09.060(2)
- Shorelines Management Act (Shorelines Permit) WAC 173-14-040.(2),(3)
- Flood Control Zones by State (Permit for Improvement) RCW 86.16.080

If an event causes significant public works or utility disruption, the City ECC shall be activated. Representatives from primary and support agencies for ESF 3 shall report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event. Public Works personnel will coordinate with local engineering firms for additional help on inspection of buildings. Public works assistance may be requested through normal mutual aid channels or through the EOC. Assistance may be obtained from the private sector at costs as outlined in Emergency Contracts with same and as provided for by RCW 38.52.390. The

Public Works Department has entered into a mutual aid agreement (currently including WADOT, 25 counties and 96 cities) to acquire additional response resources.

**Organization:**

The chain of command for primary and support City agencies is as follows:

**Primary Agencies**

## Environmental Services

1. Director
2. Assistant Director
3. Science and Engineering Division Manager

## Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

**Secondary Agencies**

## Planning and Development Services

1. Director
2. Division Managers

## Tacoma Public Utilities

1. Director, Public Utilities
2. Division Superintendents

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

**Procedures:**

Overall policy level command and control for the Tacoma Public Works Department will be established at the Municipal Building at 747 Market Street. The Director and immediate support staff will report there. The Engineering, BLUS, and Construction Divisions will also be managed from the Municipal Building. The Streets and Grounds Division will operate from 2324 S. C Street and is the main telephone contact for the public. Sewer Utility will be managed from 2201 Portland Avenue and Solid Waste Utility will be managed from 3510 S. Mullen Street.

Management personnel and their support staff are instructed to report to their respective work locations.

If an event occurs during non-working hours or the above-mentioned buildings are unusable, Tacoma Public Works employees are instructed to follow their department's internal plan in relation to reporting to work. When the immediate life safety needs of the employees are met, each Division will make an assessment of what has happened, what resources are needed and what they can do about it as it relates to their operations. Field personnel have been issued designated locations for regroup and assessment/debriefing in the four sectors of the City. Specific information needed is the status of employees, equipment and facilities. This information will be forwarded to the City ECC for appropriate action.

Tacoma Public Utilities personnel shall follow emergency procedures as outlined in the Tacoma Public Utilities Emergency Operating and Staffing Plans, published separately.

## Responsibilities

### **Mitigation**

The Public Works Department mitigates emergencies and disasters through engineering, building and land use codes, and inspections of buildings and structures.

### **Preparedness**

Public Works participates in planning activities throughout the year and exercises annually.

**Response**

<b>ESF 3 - Public Works and Engineering</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Environmental Services - Solid Waste</b>	<ul style="list-style-type: none"> <li>• Assist with small scale removal and response activities for hazardous waste situations.</li> <li>• Provide assistance with debris clearing</li> </ul>
<b>Environmental Services - Sewer Utility</b>	<ul style="list-style-type: none"> <li>• Provide equipment and vehicles for emergency response</li> <li>• Provide skilled maintenance employees as needed</li> <li>• Provide use of tanker trucks for non-potable source of firefighting water</li> <li>• Provide limited source of light duty equipment and dump trucks</li> </ul>
<b>Public Works – Engineering</b>	<ul style="list-style-type: none"> <li>• Provide and acquire light and heavy construction and emergency equipment, supplies and personnel as needed.</li> <li>• Identify emergency routes in and out of the City and provide maps of same for City vehicles</li> <li>• Provide control of traffic signals and flashers under City jurisdiction</li> </ul>
<b>Public Works – Street Operations</b>	<ul style="list-style-type: none"> <li>• Provide traffic control signs and barricades</li> <li>• Provide light and heavy equipment and operators as available</li> <li>• Assist in directing flood fighting operations</li> <li>• Provide assistance with debris clearing, emergency protective measures, emergency and temporary repairs and/or construction</li> <li>• Assist in coordination of damage assessment for main transportation routes</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain</li> </ul>

<b>ESF 3 - Public Works and Engineering</b>	
	<p>communication with the City ECC to develop and implement a response and recovery plan for the event</p> <ul style="list-style-type: none"><li>• Provide resource coordination for the incident</li></ul>
<b>Planning and Development Services</b>	<ul style="list-style-type: none"><li>• Assist with damage assessment and structural inspection of City roads, bridges, and overpasses</li></ul>
<b>Tacoma Public Utilities</b>	<ul style="list-style-type: none"><li>• Assess damage to and coordinate restoration of power, water, rail, and Click services</li></ul>

**Recovery**

Public Works, assisted by Planning and Development Services, will conduct short and long term road, bridge, and building repair projects to provide comprehensive restoration and reopening of City facilities and road infrastructure. Environmental Services will provide long term and environmentally friendly solutions to debris removal and disposal. All project expenditures will be tracked and considered for possible reimbursement through the Disaster Relief Act.

**Appendices**

There are currently no additional documents associated with this ESF.





## ESF 4 - Firefighting

### Primary Agency

Fire

### Support Agencies

Police

Public Works

Tacoma Water

### External Agencies

Pierce County Fire Districts/Departments

South Sound 911



### Introduction

#### Purpose

To provide coordination and guidance for firefighting operations in times of extreme emergency or disaster.

#### Scope

This ESF deals with fighting fires, beyond normal operations or capacity, in the City of Tacoma. Such fires could be stand-alone incidents or the result of a larger disaster.

### Policies

It is the policy of the City of Tacoma:

- To provide firefighting resources for combating fires in Tacoma, at all times
- To provide resources and personnel appropriate for municipal firefighting (i.e., high-rise, commercial, and industrial structures)
- To provide firefighting resources that address the significant marine risks specific to Tacoma
- To ensure a robust water supply for firefighting is maintained in Tacoma
- To maintain and exercise mutual and/or automatic aid agreements to supplement firefighting resources in Tacoma, when required
- To implement and maintain programs that minimize the risk of fire in Tacoma

## Situation

### Hazards and Conditions

Situations that could tax the resources of the Fire Department include a large fire where many lives are threatened, or multiple simultaneous fires caused by a natural or manmade disaster.

### Planning Assumptions

For purposes of planning, it is assumed serious damage may disrupt water service, making firefighting challenging. Transportation routes may be damaged and/or blocked by debris, making access difficult.

## Concept of Operations

### General

Firefighting in Tacoma is handled by the Tacoma Fire Department. Through existing mutual and automatic aid agreements, the firefighting resources of neighboring jurisdictions are also available. The Fire Department utilizes engines, ladders, and telesquirts, each staffed with a minimum of three personnel, to establish an effective response force for urban and suburban fire situations. A typical fire response in Tacoma also includes at least one medic unit staffed with two firefighters, a safety officer, and two battalion chiefs for incident command. A number of the department's engines include on-board class A and/or B foam capability to better address industrial and transportation related fires. The department also operates a water tender and two fireboats.

- Calls to 911 for fire-related emergencies are received by South Sound 911 and transferred to the Tacoma **Fire** Department's communication center (FCC). FCC then dispatches the closest, most appropriate fire resources to the incident. The Fire Department predetermines the type and number of units that are sent to various types of fires (i.e., residential, commercial, high rise, etc.).
- The first arriving unit establishes command, provides a verbal size-up of the incident over the radio, and makes initial assignments for incident management.
- Upon arrival at the scene of an incident, the first arriving Battalion Chief assumes command when the unit currently in command is needed for other incident management tasks.
- For safety, all firefighters actively involved in fire attack operate in teams of at least two.
- Prior to the first two firefighters entering the structure for fire attack, there must be two firefighters outside of the structure fully equipped and capable of providing immediate rescue assistance to the initial two firefighters (OSHA "Two In/Two Out").
- When necessary, the **Police** Department is utilized for traffic control around the incident and for assistance with emergency evacuation. The Police Department also works with the Fire Prevention division to investigate suspected arson.

- **Public Works** provides longer-term assistance with traffic control when the event duration exceeds normal operations. Public Works also provides resources for securing structures after the incident, when necessary.
- **Tacoma Water** maintains and periodically tests the hydrant system within the city.

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

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

## Organization

The chain of command for primary and support City agencies is as follows:

### Primary Agency

#### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

### Support Agencies

#### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

#### Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

#### Tacoma Water

1. Superintendent
2. Deputy Superintendent
3. Water Distribution Engineering Manager

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

### **Procedures**

The Fire Department will follow established policies and procedures for "normal" fire responses. The Incident Command System (ICS) is utilized at all incidents. In the event of a disaster or major emergency, the ICS structure will be expanded to meet the needs of the incident.

### **Responsibilities**

#### **Mitigation**

The Fire Department has an aggressive fire prevention program. Two fire protection engineers are kept on staff to review new and remodel construction plans. Fire prevention education is actively provided to both adults and children. Regular inspections of commercial, industrial, and public assembly facilities are conducted to insure adherence to life safety codes. High rise buildings, public assembly venues and public schools, among other occupancies, are required to maintain a fire protection sprinkler system.

#### **Preparedness**

The Fire Department maintains strategically placed apparatus and equipment, each staffed with highly trained personnel. The department remains ready to fight fires 24 hours each day, seven days per week. Training and exercise activities are conducted regularly, and include live fire training and consideration of responding to high risk populations and those with special needs. Procedures are in place for calling back off-duty personnel or initiating mutual aid with neighboring jurisdictions, when necessary.

**Response**

<b>Response Plan: ESF 4 - Firefighting</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Provide suppression and control of fires</li> <li>• Provide emergency medical services, as required</li> <li>• Provide identification and mitigation of hazardous materials associated with fire</li> <li>• Provide rescue operations and evacuation, when necessary</li> <li>• Limit property damage and/or loss</li> <li>• Provide incident command at firefighting incidents</li> <li>• Provide constant monitoring for safety during firefighting operations</li> <li>• Provide and monitor emergency communications for fire for firefighting incidents</li> </ul>
<b>Support Agencies</b>	
<b>Police</b>	<ul style="list-style-type: none"> <li>• Provide assistance with traffic control and/or evacuation at firefighting incidents</li> </ul>
<b>Public Works</b>	<ul style="list-style-type: none"> <li>• Provide assistance with traffic control at extended firefighting incidents</li> <li>• Provide material for securing/protecting structures after firefighting activities have concluded</li> </ul>
<b>Tacoma Water</b>	<ul style="list-style-type: none"> <li>• Maintain the City's municipal hydrant system</li> </ul>

**Recovery**

Firefighters are trained to minimize the environmental impact of firefighting activities. Individuals impacted and/or displaced by fires are provided access to assistance from the American Red Cross and the Tacoma-Pierce County Chaplaincy. Buildings are secured following firefighting activities to reduce further damage to structure contents and to minimize potential for unauthorized access. Buildings impacted significantly by fire are required to meet current fire code when reconstruction begin, thereby decreasing future risk of fire.

**Annexed Documents**

- Tacoma Fire Department Policies and Procedures
- Pierce County Fire Resource Plan, 2013
- Pierce County Mutual Aid Agreement
- South Puget Sound Regional Fire Defense Plan

## ESF 5 - Emergency Management

### Primary Agency

Fire

### Support Agencies

All City Departments

### External Agencies

All agencies offering operational support



## Introduction

### Purpose

To provide coordination and guidance for City of Tacoma efforts to prevent, mitigate, prepare for, respond to, and recover from a disaster or major emergency.

### Scope

This ESF covers emergency management roles and responsibilities in the City of Tacoma, defines the City's Emergency Management Team, and provides guidelines for activating and operating the City of Tacoma Emergency Coordination Center (ECC).

The following activities come under the realm of ESF 5 Emergency Management:

- Serving as support for all City departments and community agencies involved in the disaster, across the spectrum of incident management from prevention to response and recovery.
- Insuring that coordination occurs with outside agencies and groups which may have involvement, such as county, state and federal government, port, tribe, schools, military, private sector.
- Facilitating the readiness of the City's Emergency Coordination Center, from which an incident requiring coordination of the various City departments would be managed.
- Facilitating emergency requests for resources and assistance beyond the capabilities of the City of Tacoma, such as state, federal and military.
- Providing Tacoma's "Applicant's Agent," a staff person who will coordinate requests for state and local disaster reimbursement funding to the City.
- Updating the City's Comprehensive Emergency Management Plan and filing it with the State of Washington

- Taking the lead in those functions which are critical to support and facilitate multiagency planning and coordination for operations involving potential and actual Incidents of National Significance.
- Coordinating activities related to the readiness of the citizens of Tacoma, such as disaster preparedness education.

## Policies

It is the policy of the City of Tacoma:

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

## Situation

### Hazards and Conditions

Any disaster or large-scale emergency has the potential to cause serious damage to City of Tacoma infrastructure, making communication and transportation difficult, and impacting essential services to the citizens, businesses, and employees of Tacoma. Any of these types of disruptions have the potential to impact the delivery of emergency services, include emergency management.

### Planning Assumptions

For purposes of planning, it is assumed that serious damage will cause disruption of normal communication, transportation routes, and utilities in parts of the city. It is also assumed that damage will occur to buildings within the City, including critical City-owned structures.

## Concept of Operations



**General**

Emergency Management, a fundamental function of government, is responsible for coordinating and supporting the overall activities of the City in relation to large scale emergency or disaster. The goal of emergency management is to insure that the efforts of resources committed to incidents occurring in or impacting the City of Tacoma are coordinated, efficient and effective.

The City of Tacoma supports mitigation activities to eliminate or reduce disaster damages and to coordinate recovery efforts with long term development and hazard mitigation plans of the city. This is done a number of ways, including, but not limited to, the land use planning process and the enforcement of existing codes and mitigation requirements in the permit process.

The City Manager requests the City Council to declare an emergency in the City of Tacoma, to proclaim the existence, or threatened existence of a disaster and the termination thereof. If the City Council is not in session, the City Manager may issue such proclamation, subject to confirmation by the Council at the earliest practicable time.

In the event of a disaster or large-scale emergency, the Administrator of Emergency Management or his/her designee(s), through interdepartmental coordination at the Emergency Coordination Center, shall be responsible for:

- Notifying key personnel from other City departments or community agencies of the need for their involvement or presence at the Emergency Coordination Center
- Providing the link with the State of Washington Emergency Operations Center to identify situation reports, request outside resources, notify of local disaster declarations and coordinate efforts on a regional level.
- Providing the link with other jurisdictions/agencies as needed, to insure cooperation and coordination of efforts.

**Organization**

The Chain of Command for Emergency Management within the City is:

1. City Manager (Director)
2. Fire Chief (Administrator)
3. Director of Public Works
4. Police Chief

On a day-to-day basis, the Deputy Fire Chief of Administration or the Emergency Management Program Manager shall be the primary point of contact for emergency planning and preparedness. All City departments shall insure continuity of government by designating individuals several levels down into their organization who are capable of directing and controlling the resources of their department in times of emergency.

## Procedures

Events that are not major will be handled by the agencies or departments affected. If the event is of a nature that disrupts essential functions of the City, an assessment will be performed and the City of Tacoma Emergency Coordination Center will be activated applicable to the severity of the event. During ECC activations, the City of Tacoma Emergency Coordination Center Plan will be implemented.

## Responsibilities

### Mitigation

**Community and Economic Development** Department incorporates hazard mitigation into the development of policies in the Generalized Land Use and Environmental Policy elements of the City of Tacoma's Comprehensive Plan. **Planning and Development** Department insures construction and development activities comply with applicable codes and regulations. **Public Works/Utility Services** designs and maintains flood and surface water mitigation structures and facilities. All City departments utilize available information to develop mitigation strategies for the City.

### Preparedness

Fire/Emergency Management and the Local Emergency Planning Committee take the lead in coordinating preparedness for emergency planning, hazard mitigation, training and public information.

**Response**

<b>Response Plan: ESF 5 - Emergency Management</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Maintain daily activities of Cities Emergency Management Program</li> <li>• Lead for coordinating preparedness, planning, mitigation, training, exercises, public warning, ECC activations and local, state and federal response and recovery coordination by utilizing NIMS and ICS</li> <li>• Develop and maintain situational awareness</li> <li>• Provide comprehensive decision making tools to the Policy Group</li> <li>• Develop Emergency Coordination Center Action Plans for incidents effecting the local jurisdiction</li> <li>• Coordinate and implement Mutual Aid Agreements and associated documents</li> <li>• Train and maintain ECC Team (Liaison from each City Department)</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> </ul>
<b>All City Departments</b>	<ul style="list-style-type: none"> <li>• Respond in their Emergency Support Function Capacity to the City ECC and provide response and recovery support to the ECC Manager and Policy Group</li> </ul>

**Recovery**

After a disaster all involved City departments consider potential future mitigation needs, to reduce future impacts in the disaster area.

**Resource Requirements**

As outlined in the CEMP Responsibility Matrix (see appendix 4) the identified entities will provide resource support to the City ECC in the event of a large-scale disaster. Resource support to mutual aid partners will be coordinated and approved based on the immediate and long-term needs of the City of Tacoma.

**Annexed Documents**

- City of Tacoma Emergency Coordination Center Emergency Operations Plan
- Pierce County Comprehensive Emergency Management Plan
- Washington State Comprehensive Emergency Management Plan

## ESF 6 - Mass Care, Emergency Assistance, Housing, and Human Services

### Primary Agency

- \* American Red Cross  
Neighborhood and Community Services

### Support Agencies

- Environmental Services
- Police
- Public Assembly Facilities
- Tacoma Public Library



### External Agencies

- Associated Ministries of Tacoma-Pierce County
- Humane Society - Tacoma and Pierce County
- Pierce County DEM, ESF 6
- Tacoma-Pierce County Chaplaincy

### Introduction

#### Purpose

To provide coordination and guidance for the provision of basic human needs and spiritual support to individuals affected by disaster or major emergency.

#### Scope

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

### Policies

It is the policy of the City of Tacoma:

- To facilitate coordination of mass care efforts during a wide-scale emergency or disaster through the City Emergency Coordination Center (ECC).
- To coordinate with local, state, federal, and non-governmental agencies for the delivery of assistance and support to individuals affected by disaster or major emergency, including the identification of appropriate sites for Disaster Recovery Assistance Centers and staging locations for additional disaster relief personnel and volunteers, when necessary.
- To ensure, as much as practical, that vulnerable populations and those with special needs are included in the provision of disaster relief assistance and support.
- That the American Red Cross, Rainier Chapter shall be the lead organization for the provision of housing and basic human services for individuals affected by disaster or major emergency.
- That City resources shall be utilized, as available, to support the local disaster relief efforts of the American Red Cross.
- That City of Tacoma public assembly facilities and libraries may be used, on a temporary basis only, to provide shelter to individuals affected by disaster or major emergency, when necessary.
- That the Tacoma-Pierce County Chaplaincy (TPCC) shall be the lead organization for coordinating the provision of counseling and spiritual support to emergency workers involved in local disaster response.
- That Associated Ministries of Tacoma-Pierce County is the lead organization for coordinating the provision of counseling and spiritual support to citizens affected by disaster or major emergency. Such services are coordinated with certified crisis management teams and/or mental health professionals.
- That the Humane Society for Tacoma and Pierce County shall be the lead organization for the temporary housing of animals affected by disaster or major emergency.

## Situation

### Hazards and Conditions

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

### Planning Assumptions

For planning purposes, it is assumed that a disaster or major emergency causes a large numbers of private residences and businesses within the city to become inaccessible or uninhabitable and, as a result, a large number of individuals are displaced for at least 72 hours.

## Concept of Operations

### General

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

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

It is a policy of the American Red Cross that pets are not permitted in shelters. Service animals are allowed in designated shelters. The Tacoma-Pierce County Humane Society may be utilized to assist evacuees with the care of pets. This may include setting up temporary shelter for pets adjacent to or near American Red Cross shelters.

When necessary, the City's public assembly facilities and libraries shall be utilized to provide temporary shelter to those in need. Any use of public assembly facilities or libraries shall include assistance, as necessary, from the City's **Police** department to provide security/good order and the City's **Environmental Services** department to provide supplemental sanitation facilities. The **City ECC** shall provide coordination for the use of private sector resources and volunteers. When the impact of a disaster or major emergency extends beyond the boundaries of the city, coordination with **Pierce County DEM, ESF 6** shall be established to maximize utilization of available resources.

Spiritual support and counseling services for emergency workers shall be provided by the Tacoma-Pierce County Chaplaincy (TPCC). Other individuals or organizations who offer assistance in this area will be referred to TPCC for screening and coordinated by Chaplaincy members. The Chaplaincy may establish a liaison at the City ECC during disaster operations. Additional counseling needs for first responders and City employees may be made available from City-contracted service providers (ex., Employee Assistance Program, etc.). Spiritual

support and counseling services for citizens shall be coordinated by Associated Ministries of Tacoma-Pierce County.

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

## **Organization**

The chain of command for primary and support City agencies is as follows:

### **Primary Agency**

Neighborhood and Community Services

1. Director
2. Division Manager, Human Services
3. Division Manager, Community Services

### **Support Agencies**

Environmental Services

1. Director
2. Assistant Director
3. Division Manager, Science and Engineering

Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

Public Assembly Facilities

1. Director
2. Assistant Director
3. Operations/Maintenance Manager
4. Assistant Operations/Maintenance Manager



#### Tacoma Public Library

1. Director
2. Assistant Director, Public Services
3. Assistant Director, Management Services
4. Personnel Director
5. Facilities Supervisor

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

### **Procedures**

Sheltering and other mass care issues within the City of Tacoma shall be coordinated with the Human Rights & Human Services Department, the American Red Cross the Pierce County DEM ESF 6 liaison as described below:

Subsequent to a disaster or major emergency resulting in a need for temporary shelter, Neighborhood and Community Services will deploy its Assessment Team. Assessment Team officials are trained in ADA compliance and able to assist in identifying accessible shelters and the needs of vulnerable populations. The Assessment Team will report its findings to the Director of Neighborhood and Community Services who will make recommendations to the proper authority.

The Assessment Team shall consist of:

- Human Rights Division Manager
- Human Services Division Manager
- City ADA Coordinator
- Child Care Supervisor
- Administrative Assistant
- Senior Center Supervisor

### **Responsibilities**

#### **Mitigation**

Human Rights and Human Services coordinate agreements with appropriate entities for applicable services; including temporary housing

#### **Preparedness**

Red Cross pre-designates appropriate and accessible shelter sites throughout the City and works with those facilities in preparedness activities. Preparedness is carried out by the Red Cross in

the form of stored food, blankets, pillows, cots and basic furnishings. All shelter personnel are trained to serve people with disabilities in accordance with their training manual referenced in the Red Cross Serving People with Disabilities Training Manual located in the appendices of this ESF 6.

**Response**

<b>ESF 6 - Mass Care, Emergency Assistance, Housing, and Human Services</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Neighborhood and Community Services</b>	<ul style="list-style-type: none"> <li>• Determine the human services needs of the incident, including the total number of citizens in need</li> <li>• Work closely with American Red Cross to provide services and/or resources, as needed</li> <li>• Deploy Assessment Team to identify accessible shelters and assist with meeting the needs of vulnerable populations</li> <li>• Request assistance from City contracted and/or funded social service resources, as needed</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of which ESFs have been activated and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with American Red Cross, Associated Ministries, Tacoma-Pierce County Chaplaincy, Humane Society, and/or Pierce County DEM, ESF 6 as well as WA State EMD ESF 6 for the acquisition of food, water, and shelter, as needed</li> </ul>
<b>Environmental Services</b>	<ul style="list-style-type: none"> <li>• Provide supplemental sanitation facilities for temporary shelters, when necessary</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>• Upon request, provide security and maintenance of good order in public assembly facilities, libraries, or other facilities utilized for temporary shelter</li> </ul>
<b>Public Assembly Facilities</b>	<ul style="list-style-type: none"> <li>• Upon request of the City ECC, provide access to</li> </ul>

## **ESF 6 - Mass Care, Emergency Assistance, Housing, and Human Services**

	and staffing for public assembly facilities to be utilized for temporary shelter
<b>Tacoma Public Libraries</b>	<ul style="list-style-type: none"><li>• Upon request of the City ECC, provide access to and staffing for public library facilities to be utilized for temporary shelter</li></ul>

## Recovery

**Neighborhood and Community Services** will assist American Red Cross with the long-term housing arrangements of those displaced by a disaster or major emergency, including those in vulnerable populations or with special needs. Individuals requiring American Red Cross shelter assistance beyond 72 hours must be able to demonstrate that they have a permanent place of residence (by providing a rent receipt, utility bill, or other proof of residence) and that their domicile is not habitable. All others displaced individuals will be considered a socio-economic concern and will be referred to the appropriate agency for assistance. Shelters may need to be set up to house and care for these people.

The City's **Community and Economic Development** department will assist business owners with the application process for disaster loans from the Small Business Administration (SBA). Additionally, the Pierce County Assessor-Treasurer can provide a reduction in property taxes for property damaged by disaster.

Associated Ministries of Tacoma/Pierce County represents many of the religious congregations in Tacoma and Pierce County. Many of these congregations have offered to assist in a disaster. There are also a number of national church organizations which can provide disaster assistance, and they need a point of contact for coordination in this community when needed. Associated Ministries is prepared to provide this coordination, working with the Neighborhood and Community Services.

## Annexed Documents

- General Effective Communication Requirements Under Title II of the ADA
- Making Community Emergency Preparedness and Response Programs Accessible to People with Disabilities
- Effectively Communicating with People Who Have Disability



## ESF 7 - Logistics Management and Resource Support

### Primary Agency

Fire  
Public Works

### Support Agencies

Finance  
Human Resources  
Public Assembly Facilities



### External Agencies

Metro Parks  
Pierce County DEM, ESF 7  
WA Military Department EMD, ESF 7

### Introduction

#### Purpose

To provide guidance for the emergency acquisition, staging, distribution, conservation and use of essential resources, whether human, financial, equipment or any other kind.

#### Scope

This ESF covers essential resources of any kind that may be needed during a disaster, whether the disaster was caused by natural forces or man-made.

### Policies

It is the policy of the City of Tacoma:

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

- That when volunteers are used, initial coordination and supervision will be handled from the Emergency Coordination Center (ECC) or from a field command post.
- That the City of Tacoma will facilitate coordination with responding military units during disaster operations by establishing liaison through the Emergency Coordination Center (ECC). Further, military assistance to civil authority is supplemental to local efforts and may come from any military base in the area, and military units responding to assist local authorities maintain their own chain of command and supervision.

## Situation

### Hazards and Conditions

If an emergency or a major disaster should happen in the City of Tacoma, it can be considered the area surrounding may also be affected in an adverse manner. Whenever an area-wide disaster occurs, it is important to have procedures for equitable distribution of limited resources.

### Planning Assumptions

For purposes of planning, it is assumed there is an area-wide disaster causing limited resources. It is the intent of this document to outline procedures for distribution of the resources available in an equitable manner.

## Concept of Operations

### General

The City of Tacoma Emergency Management is the lead agency for resource allocation within the city, with assistance from the Washington State Emergency Operations Center (EOC). Facilitation of emergency resources is coordinated through the City ECC. City departments are responsible for developing resource lists and contacts for additional resources to complete their individual mission.

### Organization

The chain of command for primary and support City agencies is as follows:

#### Primary Agency

##### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief



### Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

### Support Agencies

#### Human Resources

1. Department Director
2. Risk Manager
3. Safety Manager

#### Finance

1. Finance Director
2. Assistant Finance Director
3. Financial Manager/Purchasing and Accounts Payable
4. City Treasurer
5. Financial Manager/Utility Accounting

#### Public Assembly Facilities

1. Director
2. Assistant Director
3. Operations/Maintenance Manager
4. Assistant Operations/Maintenance Manager

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

### Procedures

Purchasing—Finance/Purchasing is the lead agency for coordinating emergency purchases and contracts. This may be done from the ECC or through normal purchasing procedures. Payment for such needs is the responsibility of the requesting agency. If funds are not available, purchases shall be made in accordance with emergency purchasing policies.

Unrequested resources—After a major disaster has occurred, it can be anticipated that unrequested resources may be sent to the City of Tacoma from outside the city. Information should be disseminated by the City ECC to send these resources to appropriate staging areas for

sign in, assignment and distribution. It can be anticipated that in any disaster a large number of persons from the local community will volunteer to assist. Staging areas may be designated and persons wishing to volunteer may be directed there for registration and assignments. Volunteers will be assigned to City personnel acting as supervisors, for assignment of tasks and supervision.

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

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

Military personnel—Military personnel may be considered after all other resources have been committed or if there is an imminent threat and they are the most appropriate resource. The commander of local military bases has the authority to respond directly to such requests, or the request may be coordinated through the State Emergency Management Division of the Military Department. The base commander of a military installation has the authority to respond to immediate life threatening emergencies. Such requests may be made directly to that installation. Assistance from the U.S. Coast Guard may be requested directly to the unit. Other requests for military assistance are made through the State Department of Emergency Management Duty Officer.

National Guard—The National Guard is available after activation by the Governor. Local government must demonstrate that the need is indeed beyond local capability or that a special capability only provided by the military is immediately required.

## Responsibilities

### Mitigation

City departments and other agencies with responsibility for providing or maintaining resources during times of disaster shall help mitigate the consequences of the disaster by tracking available resources and keeping records of other resources available for emergency use. They shall also plan ahead and take advantage of offers of potentially useful resources when made available to them.

### Preparedness

City departments are responsible for developing resource lists and contacts for additional resources to complete their individual mission.

**Response**

<b>Response Plan: ESF 7 - Logistics and Resource Support</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Activate and provide adequate staffing for the City ECC</li> <li>• Provide staffing, as available, for assistance with resource allocation</li> </ul>
<b>Public Works</b>	<ul style="list-style-type: none"> <li>• Provide and acquire use of heavy equipment for debris removal, construction etc.</li> <li>• Handle fleet functions such as fuel and maintenance</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with internal and external partners, for the acquisition of resources and services as needed</li> <li>• Develop and maintain accurate resource list (on hand, needed , in route)</li> <li>• Establish and maintain liaison with local military base</li> <li>• Register Emergency Workers (volunteers, etc.)</li> <li>• Establish ECC staffing pattern</li> <li>• Coordinate and set up facilities</li> <li>• Provide central resource ordering and tracking</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Track expenditures</li> <li>• Coordinate emergency and long term contracts, procurements of supplies and equipment</li> <li>• Time accounting</li> <li>• Process and Track claims</li> <li>• Utilize FEMA expenditure tracking forms</li> </ul>

<b>Response Plan: ESF 7 - Logistics and Resource Support</b>	
<b>Human Resources</b>	<ul style="list-style-type: none"><li>• Establish long term staffing pattern for City employees</li><li>• Coordinate Pay Roll with Finance</li><li>• Coordinate emergency hires</li></ul>
<b>Public Assembly Facilities</b>	<ul style="list-style-type: none"><li>• Assist in locating alternate facilities</li><li>• Provide availability of facilities which may be used as temporary shelters</li></ul>

**Recovery**

If a disaster causes a shortage of essential resources, the City of Tacoma will endeavor to cooperate with other local jurisdictions and with the State in encouraging voluntary controls and to enforce mandatory controls when necessary.

**Annexed Documents**

- Unsolicited/Volunteer Resources Form
- Washington State Donations Offer Form
- Contractor/Corporate Resource Contact Form
- Washington State Request for Resources or Assistance Form



## ESF 8 - Public Health and Medical Services

### Primary Agency

\* Tacoma-Pierce County Health  
Department

### Support Agencies

Fire  
Police

### External Agencies

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



### Introduction

#### Purpose

To provide coordination and guidance for the management and care of individuals affected by public health hazards and to minimize the spread of disease or likelihood of injury.

#### Scope

This ESF covers the identification, utilization, and coordination of emergency medical and public health related services provided to victims of an emergency or disaster. These guidelines by no

means circumvent the use of training, practice, experience and/or judgment of the primary and support agencies involved in the delivery of this ESF. Included in this ESF are the following:

- Organization, mobilization, coordination, and direction of health and medical resources, including related services and support, in an emergency or disaster.
- Coordination of pre-hospital and emergency hospital services.
- Care of the sick, injured and dead resulting from an emergency or disaster.
- Coordinated use of medical personnel and supplies.
- Coordination of crisis response, spiritual and mental health services for individuals suffering from reactions to the emergency or disaster.
- Critical incident stress management services for emergency service workers.
- The provision of systems and methods required for surveillance, mitigation, and interventions to reduce the impacts(s) from events potentially or actually affecting public health, including food safety, environmental health, and communicable diseases.

## Policies

It is the policy of the City of Tacoma:

- That City of Tacoma first responders, emergency medical technicians (EMTs) and paramedics who provide emergency medical assistance in the Tacoma Fire Department (TFD) service area shall operate under the most current version of the Pierce County EMS Patient Care Protocols.
- That City of Tacoma EMS personnel shall operate in accordance with the most current version of the TFD Policy 3510: Mass Casualty Incidents (MCI).
- That the Metropolitan Medical Response Plan (MMRS) shall be activated as appropriate for All-hazards including portion of the plan linked to the NDMS.
  - NDMS is a federally coordinated system that augments the nation's emergency medical response capabilities. The NDMS establishes a single, integrated national medical response capability for assisting state and local authorities in dealing with the medical and health effects of major peacetime disasters.
- That Madigan Army Medical Center (MAMC) is the military Western Region Medical Command and Primary Patient Reception Center as identified in the NDMS.
- That Good Samaritan Hospital is the Disaster Medical Control Center (DMCC) for Tacoma and Pierce County. Madigan Army Medical Center is the alternate.
- That hospitals within the Franciscan and MultiCare Health Systems will operate as receiving centers. EMS personnel transport patients to these facilities based on chief complaint and criticality, hospital specialty and/or hospital capability.
- That the Director of Health or designee, as the county health officer, is authorized to implement control measures as necessary to control communicable disease exposure or contamination of food, water and environmental resources. (RCW 70.05).



- That the TFD Stress Management Awareness Response Team (SMART) provides defusing and debriefings to TFD personnel upon request.
- That the Tacoma-Pierce County Chaplaincy (T-PCC) provides stress management, and emotional and spiritual support at the incident site to civilians and TFD personnel.
- That the Pierce County Medical Examiner has independent authority in all cities/towns and all unincorporated areas of Pierce County, with the exclusive jurisdiction over:
  - Human remains in all unnatural or unlawful civilian deaths
  - Individuals who come to their death suddenly when in apparent good health without medical attendance within 36 hours preceding death
  - All unclaimed bodies
- That the deaths of military reservists or active duty military personnel are the shared jurisdiction of the military (and/or the Armed Forces Medical Examiner) and the Pierce County Medical Examiner, defaulting to the Pierce County Medical Examiner if military jurisdiction is not assumed. Medical Examiner jurisdiction may include some cases of suspected contagious disease that may be a public health hazard (RCW 68.50.010)
- That TFD personnel unable to report to his/her designated work location will report to the nearest operational TFD fire station and offer assistance within the parameters of license or certification.
- That all operations shall align with the National Incident Management System (NIMS).

## Situation

### Hazards and Conditions

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

### Planning Assumptions

For purposes of planning, the following is assumed:

- Natural, technological, biological and social emergencies or disasters can overwhelm local health and medical facilities and services, requiring emergency coordination of casualties.
- Public health and medical facilities may be severely damaged, destroyed or rendered unusable.
- Infrastructure (transportation, communication, utilities, etc.) may be damaged and impact the ability of local health and medical services to be effective.

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

## Concept of Operations

### General

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

### Organization

The chain of command for primary and support City agencies is as follows:

#### Primary Agency

Tacoma Pierce County Health Department (TPCHD)

## Support Agencies

### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

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

## Procedures

The Emergency Medical Services (EMS) Tacoma-Pierce County Health Department shall lead this ESF. ESF 8 primary and support agencies will maintain workable emergency operations plans that identify critical personnel and responsibilities, emergency Chain of Command, appropriate emergency notification procedures, alternate work locations, etc. Critical personnel and supporting agencies will be informed of their role prior to emergencies and disasters. The Metropolitan Medical Response System (MMRS) plan will be activated as needed to supplement field operational resources when weapons of mass destruction cause the emergency or disaster. ESF 8 agencies will coordinate emergency operations plans with other ESF 8 agencies. ESF 8 agencies will establish Continuity of Operations Plans (COOP) procedures and lines of succession which are updated regularly. ESF 8 agencies will establish Chain of Command and mobilization procedures and update each regularly. ESF 8 agencies will maintain a hardened communications system (telecommunications and radio) with adequate redundancies. ESF 8 agencies will endeavor to provide accurate and timely emergency public information as coordinated through the Pierce County Joint Information Center (JIC).

In response to a public health or major medical event, the Tacoma Fire Department's EMS Division shall:

- Establish incident command for on-scene operations, providing BLS and/or ALS treatment and/or field decontamination of patients as necessary.
- Initiate contact with the DMCC as outlined in the TFD MCI policy and in accordance with the Pierce County Fire Chiefs MCI plan.
- Maintain base station procedures regarding on-line medical control for pre-hospital care during disaster operations.
- Identify and coordinate medical resources, including City of Tacoma ECC activation, to coordinate mutual aid requests and/or deployment of MMRS resources as appropriate.
- Conduct damage assessments and determine operational status, relaying such information to the ECC as appropriate.
- Identify potential sites and support staff for temporary emergency clinics, emergency care at shelters and congregate care facilities.
- Coordinate emergency medical transportation resources, including private ambulance, Pierce Transit, private bus agencies and/or air ambulance transportation as indicated.
- Determine need for regional and state pre-hospital patient care resources and request assistance accordingly.
- Make reasonable attempts to preserve incident scene evidence for possible criminal investigation.
- Notify the medical examiner of the existence and location of fatalities and will not move or remove any remains without medical examiner authorization (RCW 68.50.010).

#### Emergency Operations/Coordination Center

The emergency management configuration within Pierce County provides for two primary emergency operations/coordination centers (EOC/ECC). The magnitude of the emergency or disaster could create the need for both EOCs/ECCs to open at a high operational capacity. Identification of the lead EOC/ECC is dependent upon the incident location:

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

If a mass casualty incident (MCI) occurs in the City of Tacoma, the Tacoma Fire Department (TFD) is the first responder agency responsible for establishing incident command. The Incident Commander will make the MCI determination and request ECC activation as necessary and appropriate. City of Tacoma ECC activation is likely to occur in a significant

event that creates a large number of patients. If an MCI occurs in the greater Pierce County area, the Incident Commander from the “In charge” first responder agency will make the MCI determination and contact the Pierce County Department of Emergency Management (DEM) for EOC activation as necessary and appropriate. The Pierce County EOC is highly likely to be activated for all major MCIs within Pierce County, regardless of jurisdiction.

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

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

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

#### Pierce County Base Station

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

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

The Pierce County Medical Program Director (MPD) prospectively assigns each EMS agency to a base station for medical control. The Chain of Command for direction and guidance related to EMS is the Pierce County MPD, the TFD Medical Advisor, and the TFD Deputy Chief of Operations. Any one of these individuals, when acting on behalf of the Pierce County MPD, has the authority of the Pierce County MPD in matters of EMS coordination.

Each base station and receiving center has a designated physician who is responsible for medical control in the absence of the Pierce County MPD. EMS providers will contact their assigned base station and/or the appropriate receiving center in accordance with the current Pierce County EMS Patient Care Protocols.

#### Disaster Medical Control Center (DMCC)

Good Samaritan Hospital is the designated DMCC for Pierce County. The purpose and responsibilities of the DMCC include:

- Provide countywide hospital coordination in the event of an all-hazards incident or a disaster.
- Determine and coordinate patient disposition.
- Conduct internal damage assessment of own facilities to determine status of:
  - Patients
  - Personnel
  - Communications capability
  - Utilities and other essential resources
  - Resource requirements
- Coordinate collection of damage assessment information among base station and receiving center hospitals including, but not limited to, status of:
  - Facilities
  - Personnel
  - Communications capability
  - Pharmaceuticals
  - Supplies and equipment
  - Bed space
  - Resource requirements
- Coordinate initial requests for resources from field personnel until Area Command is established by the TPCHD Medical Group which will coordinate with the City ECC.
- Determine allocation of MMRS pharmaceuticals and equipment and coordinate with on-scene medical officers in the event of a multiple site incident where those resources are required.
- Act as the conduit for notification and coordinated communication between the local health care systems. The TPCHD Medical Group will establish an Area Command for communications among the hospitals, EMS and activated ECC.
- Monitor pre-hospital and emergency department capacity, notifying the ECC when local capacity is exceeded.
- Determine need for forward movement of patients and coordinate related activities accordingly.

#### Transfer of DMCC Responsibilities

- Good Samaritan may under certain circumstances (e.g., communications system failure) transfer its DMCC responsibilities to Madigan Army Medical Center (Pierce County alternate), or in the absence of Madigan availability to the King County DMCC.
- After the decision to transfer is made, Good Samaritan shall as soon as possible notify the TPCHD Medical Group of the decision. The TPCHD Medical Group shall then:
  - a) Notify the appropriate EOC
  - b) Notify all EMS agencies and area hospitals
  - c) Advise the appropriate EOC once all the notifications are complete
- Good Samaritan will maintain a current and operational methodology to carry out this notification process.

#### Forward Movement of Patients

- Upon notification that Pierce County hospitals cannot accept any more patients, the Pierce County DMCC will coordinate with the King County DMCC to arrange for pre-hospital patient distribution to King County hospitals.
- The Pierce County DMCC will provide the communications link between the Pierce County EMS transport units (via the on-scene Incident Commander or Transport Unit Leader) and the King County DMCC and receiving centers.
- Inter-facility transfer of inpatients to accommodate incoming pre-hospital patients will be coordinated by the TPCHD Medical Group.

#### National Disaster Medical System (NDMS)

- Madigan Army Medical Center (MAMC) is the military Western Region Medical Command and Primary Patient Reception Center for NDMS.
- Ensure resources are available to provide medical services following a disaster that overwhelms local health care resources.
- Establishes a single, integrated national medical response capability to assist state and local authorities in dealing with the medical and health effects of major disasters.
- Requests for NDMS resources are coordinated through the TPCHD Medical Group and communicated to the EOC.

#### General Information

- TPCHD will provide 24-hour duty officer coverage in support of public health and medical response activities.
- TPCHD Medical Group will establish an Area Medical Command to evaluate, prioritize and coordinate emergency resource requests.
- ESF 8 agencies (primary and support) will maintain a workable emergency operational plan, identifying critical personnel and responsibilities, emergency Chain of Command, appropriate emergency notification procedures and alternate work locations.
- ESF 8 agencies will coordinate emergency operational plans with other ESF 8 agencies.
- ESF 8 agencies will establish Continuity of Operations Plans (COOP) procedures and lines of succession (a minimum of three-deep in each position) which are updated regularly.
- ESF 8 agencies will maintain a hardened communications system (telecommunications and radio) that is consistent with the PCEMS / Public Health and Medical Communication Plan.
- TPCHD will provide educational and technical information releases in coordination with the Joint Information Centers (JIC).
- ESF 8 agencies will coordinate public emergency information through the JIC or JIS.

#### Tacoma-Pierce County Health Department (TPCHD)

Responsibilities specific to the TPCHD include:

1. Institute disease control measures, including examination, testing, treatment, vaccination, decontamination, isolation and/or quarantine consistent with American Public Health Association guidelines, as indicated.
2. Make reasonable efforts to obtain voluntary compliance and/or use given authority to impose involuntary detention when necessary, to include invoking law enforcement powers to enforce orders given to preserve public health.
3. Take action as necessary to maintain health and sanitation supervision within the county.
4. Prevent, control or abate nuisances that are detrimental to public health.
5. Inform the public as to the cause, nature and prevention of disease and disability as well as the preservation, promotion and improvement of health within the county.
6. Promote public health by participating in the establishment of health educational or training activities and authorizing the attendance of TPCHD employees or individuals involved with TPCHD related programs.



7. TPCHD will coordinate all Pierce County public health, medical, EMS, and mass fatality planning, response, and recovery efforts in accordance with RCW 68.50.010.
8. For ESF #8 response actions involving multiple health and medical organizations or agencies the TPCHD EOF will be designate a Health and Medical Unified or Area Command.
9. ESF #8 Area Command will prioritize and manage health and medical resources during the incident to include SNS assets. If resource needs cannot be met locally or through local mutual aid agreements, ESF #8 Area Command will transmit a request for assistance through the ECC to the State EOC. The state may access state agency resources, interstate mutual aid, private industry resources, or turn to federal agencies to accomplish the mission.
10. Activate community level health and medical surge capacities
11. Coordinate patient evacuation from medical and long term care facilities
12. Coordinate with FCC/NDMS for patient movement actions in or out of Pierce County
13. Take action as necessary to maintain public health and sanitation supervision within the county to include inspection of potentially degraded sanitation systems prior to being used.
14. Receive and process registered emergency workers for use as emergency response organization staff in support of the Medical System response.
15. Control and prevent the spread of dangerous, contagious or infectious diseases.
16. Provide information as to the cause, nature and prevention of disease and disability and the preservation, promotion and improvement of public health within the county.
17. Prevent, control or abate nuisances, which are detrimental to public health.
18. Inspect, as necessary, the expansion or modification of existing public water systems, and the construction of new public water systems, to assure that the expansion, modification, or construction conforms to system design and plans.
19. Take measures necessary to promote the public health by developing and issuing public health educational materials (fact sheets).
20. Institute disease control measures consistent with recommended American Public Health Association / Centers for Disease Control guidelines.
21. The county public health officer will make reasonable efforts to obtain voluntary compliance but has the authority to impose involuntary detention when necessary. The county health officer may invoke the powers of police officers and sheriff's deputies, to enforce orders given to preserve public health. (Chapter 70.05 RCW)
22. TPCHD will ensure all facilities operating under ESF 6 and ESF 8 meet public health standards.

## Local Health Care Systems (Franciscan, MultiCare, Good Samaritan)

Responsibilities of local healthcare systems include:

1. Develop policies and procedures to activate the health care system disaster plans that ensure adequate staffing and bed capacity and personnel readiness to maintain highest possible operational levels.
2. When notified of an MCI, each health care system will manage its "surge capacity" to accommodate a large influx of patients in accordance with both established hospital-specific and county-wide disaster response/MCI protocols.
3. Perform patient triage to expedite access to appropriate definitive treatment at system hospitals and affiliated treatment facilities.
4. Provide a safe environment to include:
  - a) Decontamination
  - b) Secure ingress and egress (facility lockdown)
  - c) Adequate supplies and equipment
  - d) Coordination of care and resources with other health care systems
  - e) Protection of staff
5. Monitor health care system treatment capacity over the course of the incident and notify the TPCHD Medical Group and the EOC if and when that capacity is exceeded.
6. Activate the command center function at receiving hospitals, via either the Emergency Department or a separate institutional location, in accordance with their organization's disaster response protocols.
  - a) Each hospital will notify the TPCHD Medical Group and the EOC when its command center is operational and provide a liaison as requested.
  - b) The Medical Group, via its hospital representative, and hospital command centers will establish and maintain direct communication throughout the incident.
7. Other emergency operations include:
  - a) Assess internal damage assessment and report status of the following to the DMCC and/or TPCHD or Hospital representative to the appropriate EOC
    - 1) Patients
    - 2) Personnel
    - 3) Communications capabilities
    - 4) Utilities and other essential resources

- b) Request additional resources (including MMRS) as needed through the DMCC (until TPCHD Medical Group is activated) and notify the appropriate EOC
  - c) Maintain decontamination procedures, equipment and personnel readiness appropriate to capability to handle patients who are contaminated with hazardous materials
8. Provide updates to the DMCC and/or TPCHD via the Washington State Capacity website or any other means available including fax, e-mail, phone, courier or radio.

#### Pierce County Medical Examiner

The Pierce County Medical Examiner is the lead agency in the jurisdiction of human remains. Responsibilities of the Pierce County Medical Examiner include:

1. Provides emergency medical triage, treatment and transport in coordination with the Incident Commander, DMCC, and or the Field Care Unit in the TPCHD Medical Group.
2. Respond to incident scenes in accordance with the Disaster Plan for a Multiple Fatality Incident to include:
  - a) Location, safeguarding, recovery, transport and examination of human remains
  - b) Identifying, safeguarding and documenting physical and trace evidence
  - c) Transferring evidence with written documentation of the chain of custody
  - d) Identifying, safeguarding, documenting and transferring personal property of the deceased
3. Employ multiple methods of identifying the dead as needed including, but not limited to, dental, fingerprint and DNA.
4. Coordinate necessary operations with the Washington State Patrol Latent Print and Missing Persons Units, area funeral directors, federal disaster mortuary response team (DMORT), the Washington State Dental Association and other associated agencies and organizations.
5. Work with law enforcement to secure and preserve the incident scene.
6. Coordinate with the appropriate EOC as needed to:
  - a) Establish temporary morgue site(s)
  - b) Establish a family assistance center
  - c) Disseminate information to the media and the general public

#### Pierce County Fire Districts and Municipal Fire Departments

Responsibilities of Pierce County Fire Districts and Municipal Fire Departments include:

1. Provide emergency medical triage, treatment and transport in coordination with the Incident Commander, DMCC and/or the lead EOC.
2. Conduct field decontamination as needed before transport to area hospitals.
3. Make reasonable efforts to preserve incident scene evidence for possible criminal investigation.
4. Notify the medical examiner of the existence and location of fatalities and will not move or remove any remains without medical examiner authorization (RCW 68.50.010).
5. Request additional resources and/or mutual aid as needed through Incident Command.

#### Tacoma Police Department/Law Enforcement

Responsibilities of the Tacoma Police Department/Law Enforcement include:

1. Provide on scene crowd and traffic control, law enforcement and crime scene investigations.
2. Support local health care system hospitals and affiliated clinics with security and crowd control as resources allow.
3. Enforce quarantine restrictions as requested by Tacoma Pierce County Health Department.
4. Provide security for temporary morgue sites.
5. Assist in contacting and transporting critical hospital personnel as requested and as resources allow.

#### Tacoma-Pierce County Chaplaincy

Responsibilities of the Tacoma-Pierce County Chaplaincy include:

1. Coordinate on-scene interaction with family members of victims and emergency response personnel.
2. Provide support and comfort to relatives and friends of incident victims.
3. Coordinate with appropriate EOC to request additional trained personnel.

#### Pierce County Medical Society

Responsibilities of the Pierce County Medical Society include:

1. Inform member physicians of current emergency policy and procedures through regular publications.
2. May assist with coordinating physician services and expanded credentialing.

#### Public Safety Answering Points (PSAP)

Responsibilities of Public Safety Answering Points include:

1. Receive 911 calls and dispatch public safety resources
2. Have policies and procedures in place for high incident response loads anticipated during an emergency or disaster.

#### Emergency Communications

- Landlines and cellular phones will be the primary method of communications as long as they are functional.
- Hospital Emergency Administrative Radio (HEAR) is the primary radio frequency for EMS and fire rescue to transmit patient information to hospital receiving centers and base stations.
- Interfaculty and DMCC communications will be conducted via HEAR.

## Responsibilities

### Mitigation

#### Preparedness

- Base station concept for medical control of pre-hospital care established and maintained, as much as possible, during disaster operations.
- ESF 8 primary and support agencies maintain a workable emergency operational plan, identifying critical personnel and responsibilities, emergency Chain of Command, appropriate emergency notification procedures, alternate work locations, etc.
- ESF 8 primary and support agencies maintain appropriate levels of personnel readiness and personal protective equipment for their first responders
- PSAPs maintain policies, procedures and personnel readiness to handle high incident response loads during an emergency or disaster

- Pierce County Medical Society informs member physicians of current emergency policies and procedures
- Madigan develops and tests annually the NDMS Puget Sound Area Operations Plan with involvement of participating hospitals and agencies

**Response**

<b>Response Plan: ESF 8 - Public Health and Medical Services</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Tacoma-Pierce County Health Department</b>	<ul style="list-style-type: none"> <li>• Disease control measures including examination, testing, treatment, vaccination, decontamination, isolation and /or quarantine</li> <li>• Coordinate emergency sanitation support</li> <li>• Monitor and assure safe food and drinking water supply</li> <li>• Implement quarantine policies as necessary to protect public health</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resources coordination for the incident</li> <li>• Coordinate with ARC, DMCC, NDMS, local Health Care Systems, Madigan Army Medical Center, Pierce Co. Medical Examiner, Pierce Co. Medical Society, Pierce Transit/private bus agencies, public Safety Answering Points, Rural Metro, Tacoma Pierce County Chaplaincy for the acquisition of resources and services</li> </ul>
<b>Fire/EMS</b>	<ul style="list-style-type: none"> <li>• Establish incident command for on –scene operations</li> <li>• Provide BLS, ALS and /or field decontamination of patients as necessary and appropriate</li> <li>• Initiate contact with DMCC</li> <li>• Maintain base station procedures Identify and coordinate medical resources, including mutual aid requests , deployment of MMRS resources and/or regional and state pre-hospital patient care resources</li> <li>• Identify potential sites and support staff for temporary emergency clinics, emergency care at shelters and congregate care facilities</li> </ul>

<b>Response Plan: ESF 8 - Public Health and Medical Services</b>	
	<ul style="list-style-type: none"><li>• Coordinate emergency Medical transportation resources</li></ul>
<b>Police</b>	<ul style="list-style-type: none"><li>• On scene crowd and traffic control, law enforcement and crime scene investigations</li><li>• Security support for local health care systems and affiliated clinics as resources allow</li><li>• Enforce quarantine restrictions as requested by TPCHD</li></ul>



**Recovery**

Identification, storage and disposition of the deceased

**Resource Requirements**

Tacoma Fire Department Stress Management Awareness Response Team (SMART) may be used as needed.

The Washington State Dental Association forensic dentists may assist with the identification of the deceased through the use of dental records. They provide information to their members regarding current emergency response policies and procedures.

The Radio Amateur Civil Emergency Services (RACES) may provide emergency communications support to hospitals and military units during the activation of NDMS.

**Annexed Documents**

- National Incident Management System (NIMS)
- Pierce County Fire Chiefs Mass Casualty Incident Plan
- TFD Policy 3510: Mass Casualty Incidents
- Metropolitan Medical Response System (MMRS) Plan
- Pierce County EMS Patient Care Protocols
- Pierce County Medical Examiner Disaster Plan for a Multiple Fatality Incident



## ESF 9 - Search and Rescue

### Primary Agency

Police

### Support Agencies

Fire

Public Works

### External Agencies

Pierce County Search and Rescue Council

Tacoma-Pierce County Chaplaincy



### Introduction

#### Purpose

To provide coordination and guidance for search and rescue operations in the City of Tacoma.

#### Scope

This ESF covers search and rescue operations following a major emergencies or disasters, as well as day to day operations in which an individual or individuals may be lost or missing.

### Policies

It is the policy of the City of Tacoma:

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

### Situation

#### Hazards and Conditions

Search and rescue resources come into play in any type of emergency or disaster which requires finding and/or removing people from danger or harm. Tacoma's urban setting put the city at risk of needing urban search and rescue efforts following a major disaster, like an earthquake. Additionally, the city's largest park, Point Defiance, includes a large wooded area with perilous cliffs along the surrounding waters edge. This park is frequented by thousands of visitors each year, creating a high potential for children or adults to find themselves in need of search and rescue resources.

#### Planning Assumptions

For the purposes of planning, it is assumed that the search and rescue resources will be needed not only during times of disaster, but on a day-to-day basis for recreational incidents, lost and missing persons, and other types of search and rescue operations.

## Concept of Operations

### General

Search and rescue is defined by state law (RCW 38.52) as the act of searching for, and rescuing, any person who is lost, injured or killed in the out of doors, or as a result of a man-made or natural disaster. Extensive rescue operations shall be a team effort of law enforcement, fire services, volunteers, other agencies and the private sector, with the Police Department providing overall command, control and coordination.

### Organization

The Tacoma Police Department is responsible for search and rescue operations within the city limits. This is accomplished under a cooperative agreement with the Pierce County Sheriff's Department.

The chain of command for primary and support City agencies is as follows:

#### Primary Agency

##### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

#### Support Agency

##### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

##### Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

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

### **Procedures**

Resources and expertise may be drawn from the capabilities of the Puget Sound Urban Search and Rescue Task Force. Sponsored by Pierce County and made up of public agencies from Seattle, King and Pierce Counties, and the City of Tacoma, this Task Force is one of FEMA's 25 teams in the National Urban Rescue System.

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

If additional urban search and rescue resources are needed, they may be acquired through mutual aid from neighboring jurisdictions. If neighboring jurisdiction resources are unavailable, a request can be made to the WA State EOC for additional resources through the National Urban Search and Rescue Response System. These assets would be brought into the nearest serviceable airfield and staged in Pierce County for assignment. Support for these Task Forces may be provided by the State Military Department under the scope of the State Search and Rescue Plan.

### **Responsibilities**

#### **Mitigation**

Police and Fire conduct training exercises regularly to ensure proficiency in search and rescue and a state of readiness. Additionally, both departments maintain membership in regional and/or nation search and rescue teams for experience through deployment.

**Preparedness**

Local Search and Rescue personnel and volunteers train and hold exercises on a regular basis which includes current best practices and procedures for responding to an incident where people with disabilities are present. They follow very specific requirements for their members and maintain a complete list of supplies and equipment needed for search and rescue. They are ready for call-out at a moment's notice and have access to specialized resources such as interpreters and medical support staff. Pierce County Search and Rescue shall keep the City's Division of Emergency Management informed of active membership lists and call-out procedures.

**Response**

<b>ESF 9 - Search and Rescue</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Police</b>	<ul style="list-style-type: none"> <li>• Provide command, control and coordination of search and rescue operations</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Provide search and rescue resource for locating and extricating victims in structure fires, collapse and marine search and rescue operations</li> </ul>
<b>Public Works</b>	<ul style="list-style-type: none"> <li>• Provide heavy equipment and operators for search and rescue efforts, when requested</li> </ul>

**Recovery**

The Tacoma-Pierce County Chaplaincy provides spiritual support and counseling to disaster victims and assists with Critical Incident Stress Debriefing for emergency responders.

**Annexed Documents**

There are currently no additional documents associated with this ESF.



## ESF 10 - Oil and Hazardous Materials Response

### Primary Agency

Fire

### Support Agencies

Police

Public Works

### External Agencies

BNSF

Department of Ecology

Private Hazardous Materials Clean up

Contractors



### Introduction

#### Purpose

This ESF provides guidance for the response and mitigation of hazardous materials incidents – those beyond normal field operations - in the City of Tacoma. Such incidents could be standalone incidents or the result of a larger disaster.

#### Scope

Hazardous materials incidents encompass a wide variety of potential situations and hazards, some of which are fires, spills, transportation accidents, flammability, radioactivity, corrosiveness, explosibility and reactivity. Each incident is unique and requires all emergency response personnel to approach with caution.

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

### Policies

This ESF has been prepared pursuant to Section 126 of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III), the Code of Federal Regulations (29 CFR 1910.120), Washington Administrative Codes (WAC 296-62-3112/296-305) and the Revised Code of Washington (RCW 70.136), and is supported by the Local Emergency Planning Committees (LEPCs) Hazardous Materials Response Plan (HMRP).

## Situation

### Hazards and Conditions

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

### Planning Assumptions

For purposes of planning, it is assumed there is a major threat to life and/or property and that disruptions could occur in utility and transportation systems. Occupants of residences and businesses could be required to evacuate or shelter in place.

## Concept of Operations

### General

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

The Tacoma Police Department would be the lead agency if the event involves terrorism.

### Organization

The administration of the Hazardous Materials Response Team and their apparatus are under the authority and supervision of the Fire Department, Deputy Chief of Operations.

Administrative needs of the Team will be coordinated between the Senior Team Captain and the Assistant Chief of Operations. The use of this team, in a disaster situation, would be coordinated through the Emergency Operations Center.

### Primary Agency

#### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

### Support Agency

#### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations

4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

#### Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

### **Procedures**

Responding personnel shall operate in accordance with the Tacoma Fire Department Hazardous Materials Response Plan and normal TFD Standard Operating Procedures. Safety and decontamination policies and procedures will always be of paramount importance at hazardous materials incidents.

## **Responsibilities**

### **Mitigation**

The Local Emergency Planning Committee, consisting of representatives from government, the chemical industry and the community, works to promote effective emergency preparedness planning, education and access to public information on hazardous substances in Tacoma and Pierce County.

### **Preparedness**

Fire conducts/facilitates training for first responders and Hazardous Materials Response Team members. Fire provides and maintains apparatus and equipment necessary for response to hazardous materials incidents, and participates in drills and exercises to insure preparedness.

**Response**

<b>ESF 10 - Oil and Hazardous Materials Response</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Respond to hazardous materials incidents</li> <li>• Provide technical expertise, equipment and assistance</li> <li>• Conduct sampling of potential Hazardous Material</li> <li>• Implement Personal Protective Actions</li> <li>• Coordinate evacuation or shelter in place measures as needed based on hazard</li> <li>• Assist law enforcement in crime scene preservation</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with WA State EMD to request 10<sup>th</sup> Chemical Support Team deployment; coordinate with PW and Public Utilities/Water and TPCHD if the situation has the potential to adversely affect storm drains, sanitary sewer system to prevent potential for endangering the health of the public; Coordinate with local, county, state and federal entities for the acquisition of additional resources and services</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>• Coordinate with state and federal law enforcement on crime scene investigation if substance is illegal or of explosive nature</li> <li>• Activate Bomb Squad due to on scene explosive hazard</li> <li>• Provide road closure, crowd control and detours for incident</li> </ul>

**ESF 10 - Oil and Hazardous Materials Response****Public Works**

- Provide barriers for scene control
- Coordinate spill response for storm drain and sanitary sewer system contamination

**Recovery**

Fire coordinates decontamination for responding personnel.

**Annexed Documents**

There are currently no additional documents associated with this ESF.

## ESF 11 - Agriculture and Natural Resources

### Primary Agency

Neighborhood and Community Services  
Tacoma Water

### Support Agencies

Finance

### External Agencies

American Red Cross  
Salvation Army  
Tacoma-Pierce County Health Department



### Introduction

#### Purpose

To provide coordination and guidance for the emergency use and protection of food and potable water.

#### Scope

This ESF covers food and water supplies in the City of Tacoma during and immediately after an emergency or disaster occurs requiring such services.

### Policies

It is the policy of the City of Tacoma:

- To coordinate with major food distributors, grain storage facilities and other elements of the food industry to establish an emergency distribution system if a disaster disrupts the normal distribution process.
- That citizens are advised to be prepared to be self-sufficient for 7-10 days following a disaster to relieve the pressure on establishing emergency food distribution systems.

### Situation

#### Hazards and Conditions

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

### **Planning Assumptions**

For planning purposes, it is assumed that there is a shortage or diminishing supply of food and potable water. It is further assumed that it will be necessary to be resourceful in supplying the general population as well as emergency workers with necessary supplies.

## **Concept of Operations**

### **General**

Disaster, combined with adverse weather, may cause interruption of the incoming food supply and distribution networks. Should this condition exist, it would be necessary to work with the food commodity industry to effectively manage the distribution of existing inventories of food.

### **Organization**

The chain of command for primary and support City agencies is as follows:

#### **Primary Agencies**

##### Neighborhood and Community Services

1. Director
2. Division Manager, Human Services
3. Division Manager, Community Services

##### Tacoma Water

1. Water Superintendent
2. Deputy Water Superintendent
3. Water Distribution Engineering Manager

#### **Support Agency**

##### Finance

1. Finance Director
2. Assistant Finance Director
3. Financial Manager/Purchasing and Accounts Payable
4. City Treasurer
5. Financial Manager/Utility Accounting

Any individual in the chain of command, when acting on behalf of the department/division director, has the authority of the director in matters of operations and policy. The Chain of



Command and operational policies for external agencies may be found in each respective agency's emergency plan and procedures, published separately.

### **Procedures**

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

The Finance Department is the lead department for coordinating the documentation and collection of City emergency expenditure information. On a day-to-day basis, the Financial Manager/Purchasing Agent is the primary point of contact for emergency planning and preparedness purposes. Tacoma Public Utilities is the lead agency for the provision and restoration of water, within the City of Tacoma and for their customers outside of the City limits, and responding to emergencies and restoring essential services under Tacoma Public Utilities control. The Water Division will be managed from the Water Distribution Center at 3506 South 35<sup>th</sup> Street. Management personnel and their support staff are instructed to report to their respective work locations.

The Tacoma-Pierce County Health Department is the lead agency for the coordination of public health services including, but not limited to: sanitation services and basic hygiene; identification and control of communicable diseases; vector control; examination of food and water supplies for contamination; inspection of food preparation vendors for adherence to health standards; emergency sanitation standards for disposal of garbage, sewage and debris; assessment of environmental contamination and public health risk from hazardous materials spills.

Food for emergency workers during emergency operations may be provided by the Red Cross Disaster Feeding Service, the Salvation Army Canteen Service or other local sources.

## **Responsibilities**

### **Mitigation**

Citizens are advised to prepare their own 7-10 day emergency food and water supplies. Resource lists are kept and special contracts are ready in the event they are needed.

### **Preparedness**

The Red Cross and the Salvation Army are able to feed and house the populations as needed.

**Response**

<b>ESF 11 - Agriculture and Natural Resources</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Neighborhood and Community Services</b>	<ul style="list-style-type: none"> <li>• Assist with the identification and utilization of existing food and water resources</li> <li>• Assist with the coordination of acquiring and securing food and water resources</li> </ul>
<b>Tacoma Water</b>	<ul style="list-style-type: none"> <li>• Provide potable water</li> <li>• Coordinate short and long term water infrastructure solutions</li> <li>• Coordinate mutual aid</li> <li>• Coordinate procurement of project specific resources and services</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with WA State Dept. of Agriculture, Dept. of Ecology, WA State EOC and other state and federal ESF's</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Track and document resource hours and incident expenditures</li> </ul>

### **Recovery**

Tacoma Public Utilities will develop plans for the emergency restoration of Tacoma's water system.

### **Annexed Documents**

- Tacoma Water Emergency Operating and Staffing Plan



## ESF 12 - Energy

### Primary Agency

Tacoma Power

### Support Agencies

Fire

Police

### External Agencies

Other Energy/Utility Providers



## Introduction

### Purpose

To provide guidance for emergency operations within Tacoma Public Utilities and policy relating to other providers of natural gas, petroleum, and telephone utility resources.

### Scope

This ESF deals with those providers of utility services in the City of Tacoma and the services they are able to provide during times of disaster.

## Policies

It is the policy of the City of Tacoma that other energy and utility providers, such as those that provide natural gas, petroleum, telephone service, etc., whether publicly or privately owned, be prepared to respond to needs caused by an emergency or disaster. The Emergency Coordination Center may establish liaison with such energy and utility providers to coordinate disaster and emergency needs and services.

## Situation

### Hazards and Conditions

Any number of events can disrupt utility service in Tacoma. The most common is winter storms or high winds, causing downed trees and power lines. Old pipes can break or become clogged, causing disruption to water service and gas lines can leak or be damaged by construction projects, causing disruption to service. The worst case scenario might be an earthquake, causing serious damage to any or all utilities and requiring creative use of available resources.

**Planning Assumptions**

The utility providers plan for a serious damaging event when determining their response. Because of foul weather and other incidents, they have the occasion to practice from time to time.

**Concept of Operations****General**

The utility providers plan for a serious damaging event when determining their response.

**Organization**

Tacoma Public Utilities is the lead agency for the provision and restoration of electrical power within the City of Tacoma and for their customers outside of the City limits. The Chain of Command for Tacoma Public Utilities for power is as follows:

**Primary Agency**

Tacoma Power

1. Power Superintendent
2. Transmission & Distribution Manager
3. Power Manager

**Secondary Agency**

Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Captain, Criminal Investigations
8. Captain, Support Services

Any of the Chain of Command, when acting on behalf of the Director, has the authority of the Director in matters of operations and policy. On a day-to-day basis, the Community Relations Officer is the primary point of contact for emergency planning and preparedness purposes.

### **Procedures**

Tacoma Power will be managed from the Energy Control Center. Management personnel and their support staff are instructed to report to their respective work locations.

When the immediate life safety needs of the employees are met, each Division will make an assessment of what has happened, what can be done about it and what is needed as it relates to their operations. Specific information needed is the status of employees, equipment and facilities. This information is then reported to the Director and the Executive Management Team at the Energy Control Center.

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

If an event occurs during non-working hours, Tacoma Public Utilities employees are instructed to check on their families and homes, get things secure there, then to report to their normal work location for assignment. If, due to the circumstances, they cannot get to their normal work location, they should report to the nearest fire station or other City of Tacoma facility to offer assistance.

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

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

## **Responsibilities**

### **Mitigation**

Tacoma Power has a vigorous program of tree trimming which has proven to be an excellent mitigation measure in high winds. Distribution automation and feeder sectionalizing also reduce the frequency and duration of system outages.

**Preparedness**

Tacoma Public Utilities participates in drills and exercises to insure preparedness, and educates citizens on preparedness measures they can take to prepare for utility outages.



**Response**

<b>ESF 12 - Energy</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Tacoma Power</b>	<ul style="list-style-type: none"> <li>• Distribution automation and feeder sectionalizing</li> <li>• Dispatch personnel and equipment to repair utility infrastructure</li> <li>• Restore services</li> <li>• Coordinate with Mutual Aid Partners, other Energy/Utility Partners for the acquisition of additional resources and services</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Coordinate situational awareness with the TPU Emergency Control Center</li> <li>• Activate the ECC to the level appropriate for the incident, when necessary</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident, when necessary</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Respond to Fires</li> <li>• Assist in establishing safety zone perimeter</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>• Assist in traffic control</li> <li>• Provide detours</li> </ul>

**Recovery**

Tacoma Public Utilities will provide for the restoration power service to its customers. Utility providers have specific priorities assigned for recovery of services which are based on immediate need for emergency services and a pre-determined priority. Life safety is of primary concern.

**Resource Requirements**

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

**Annexed Documents**

- Tacoma Power Emergency Operating and Staffing Plan
- Water Division Emergency Operating and Staffing Plan

## ESF 13 - Public Safety and Security

### Primary Agency

Police

### Support Agencies

Fire

Public Works

### External Agencies

Pierce County Sheriff

South Sound 911

US National Guard

Washington State Patrol



### Introduction

#### Purpose

To provide coordination and guidance for law enforcement operations in response to large scale emergencies and disasters.

#### Scope

This document is intended to give guidance when an incident goes beyond the normal day-to-day field operations of law enforcement. Such incidents could be stand-alone situations, or the result of a larger disaster.

### Policies

It is the policy of the City of Tacoma:

- That upon the occurrence of a major disaster, field units will assess the incident and make their assessments known to the established incident command.
- That appropriate Incident Command System information will be passed on to the police liaison in the City of Tacoma Emergency Coordination Center (ECC).
- That Police Department personnel sent to assist other jurisdictions will integrate into the established Incident Command System as outlined in the National Incident Management System Protocols.
- That other jurisdiction's personnel who respond to requests for assistance from the City of Tacoma will operate the same way.

## Situation

### Hazards and Conditions

Any large scale emergency or disaster, natural or man-made, holds potential for causing disruption and the need for control and coordination by law enforcement, to insure the safety and security of our citizens.

### Planning Assumptions

For planning purposes, it is assumed there is a major disruption in the city, which may or may not involve illegal activity, and that existing resources may not be sufficient to handle the situation.

Such disruptions can include the need for law enforcement, criminal investigation, crowd or traffic control, Explosive Ordinance and Detection Team, Special Weapons And Tactics, evacuations and/or search and rescue operations.

## Concept of Operations

### General

During an emergency or disaster, the need for public safety and security will increase. The Tacoma Police Department (TPD) is the lead in public safety and security related response and recovery efforts. Coordination between the Police Department and other law enforcement agencies is facilitated by the State Mutual Aid Assistance Act. This allows law enforcement personnel respond to another jurisdiction upon request and for jurisdictions to develop more specific agreements for special circumstances.

### Organization

The Chain of Command for primary and support City agencies is as follows:

#### Primary Agency:

##### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Criminal Investigations
8. Support Services

#### Support Agencies:

## Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

## Public Works

1. Director/City Engineer
2. Assistant Director
3. Division Manager, Engineering
4. Traffic Engineer
5. Division Manager, Facilities

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

## Procedures

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

1. Incident Command will be established and the incident will be managed by identified objectives, based on the priorities of life safety, scene stabilization, and property/environmental preservation.
2. Field information will be relayed by the Incident Commander, or designee, to the Police Liaison in the ECC or to the ECC Manager depending on the established position at the time.
3. Policy level coordination may be accomplished with the City's Policy Group at
4. the Emergency Coordination Center (ECC). The Tacoma Police Command Duty Officer (CDO) or Shift Commander is responsible for establishing liaison with the ECC to provide coordination of law enforcement activities with other response functions. The CDO/Shift Commander may report to the ECC, or assign a designee, depending upon the situation. Coordination may be required at the policy, supervisory or operations level, depending upon the size and scope of the event, and what level of city management personnel come to the ECC.
5. The Police Department Public Information Officer (PIO) has the lead for media and public information services relating to the Police Department. This may be coordinated with

the City Emergency Public Information Officer from the ECC or Joint Information Center if necessary.

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

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

## Responsibilities

### Mitigation

### Preparedness

The Police Department has established procedures to recall off-duty officers to duty in the event of a disaster. Mutual aid procedures are in place, in the event assistance is needed from other jurisdictions. Law enforcement training and exercising activities include the consideration of responding to high risk population needs.

**Response**

<b>ESF 13 - Public Safety and Security</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Police</b>	<ul style="list-style-type: none"> <li>• Provide Law Enforcement Services</li> <li>• Emergency traffic control</li> <li>• Designate primary and secondary evacuation routes</li> <li>• Provide Liaison to the ECC and Policy Group</li> <li>• Coordinate law enforcement incident specific data (fusion center FBI )</li> <li>• Implement Mutual Aid Agreements and/or Memorandums of Understanding</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Coordinate with WA State Patrol and WA State DOT to establish alternate routes when any disruption of State or Interstate highways occurs within the City</li> <li>• Coordinate with Pierce Transit, Sound Transit, Tacoma Public Schools, private transportation providers, and/or Pierce County DEM for the acquisition of transportation resources, as needed</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Assist with evacuations</li> <li>• Coordinate crime scene prevention</li> </ul>
<b>Public Works</b>	<ul style="list-style-type: none"> <li>• Provide barriers and other resources for scene control, perimeter security, evacuation routes and road detours</li> </ul>

## **Recovery**

### **Annexed Documents**

- Tacoma Police SOPs



## ESF 14 - Long-Term Community Recovery

### Primary Agency

City Manager's Office  
Fire

### Support Agencies

All City Departments and Divisions

### External Agencies

Local Businesses  
Non – Profit Organizations  
Faith Based Organizations  
State of Washington  
FEMA



### Introduction

#### Purpose

To provide guidance for the coordination of long-term recovery strategies and activities.

#### Scope

This ESF deals with the long-term recovery of our community following a major disaster.

### Policies

The City of Tacoma is in the process of developing an overarching Recovery Plan. Currently departments have individual plans that will be coordinated and stream lined to a comprehensive Disaster Recovery Plan. A Recovery Working Group will be formed including all external agencies pertinent to long term recovery planning. The City of Tacoma Emergency Management is also participating in the Regional Catastrophic Planning Group and utilized the Regional Recovery Plan, Regional Transportation Recovery Plan and other Planning elements to foster a holistic recovery approach.

### Situation

#### Hazards and Conditions

Critical policy issues that emerge following disasters require local governments to make difficult decisions about how to rebuild. Time is a compelling factor in determining local recovery decisions and outcomes. Disaster victims have an inherent desire to rebuild rapidly and return to normal - to the way things were before the disaster. However, communities must balance

this perceived immediate need against the long-term objective of sustainable development, and can use the disaster as an opportunity to reduce the impacts of future events.

### **Planning Assumptions**

It is assumed that any large-scale disaster will affect the physical infrastructure of the city, as well as the economic well-being of the community.

If and when recovery funds become available following a disaster, the City will consider potential mitigation actions to reduce future disaster-related losses.

## **Concept of Operations**

### **General**

Decisions affecting long-term community recovery and future mitigation happen even as response to the disaster is happening. Some decisions must be made on the spot that will have long-term effects. At the conclusion of the disaster, the recovery phase begins with long-term planning that is critical to the overall health and sustainability of the community. This planning needs to involve a wide range of specialized technical expertise to support long-term community recovery and future mitigation strategies and activities. Any repair or new construction of compromised infrastructure will ensure ADA compliance.

### **Organization**

The Chain of Command for primary and support City Agencies is as follows:

#### **Primary**

City Manager's Office

1. City Manager
2. Assistant City Manager

Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall
7. Administrative Battalion Chief

#### **Secondary**

All City Department and Divisions

Any of the Chain of Command, when acting on behalf of the Director, has the authority of the Director in matters of operations and policy.

The other organizations which may be involved each have their own Chain of Command, as mentioned elsewhere in this plan.

**Procedures**

As the lead agency, Fire/Emergency Management will initiate this planning process during the actual disaster, through the Planning Section in the Emergency Operations Center. Long term, it will most likely be handled administratively at the City Manager's level, involving representatives from all involved City departments and community organizations.

**Responsibilities****Mitigation**

Through land use planning, the Planning and Development department regulates development in areas prone to disaster such as flooding or landslide zones, reducing future vulnerability.

**Preparedness**

All City departments prepare for disasters with an eye to how long-term recovery will be accomplished. Where feasible, plans guiding future development or mitigation are in place.

**Response**

<b>ESF 14 - Long-Term Community Recovery</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>City Manager's Office</b>	<ul style="list-style-type: none"> <li>• Provide direction and priorities, in consultation with the Mayor/City Council, for long-term community recovery.</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Documentation at the ECC and within individual department operations during the disaster help qualify the City for state and federal funding which may become available following the disaster.</li> <li>• Coordinate with local, state and federal entities to implement the Recovery Working Group</li> <li>• Transition Incident from ECC response face into long term recovery status</li> </ul>
<b>Support Agencies</b>	
<b>All City Departments and Divisions</b>	<ul style="list-style-type: none"> <li>• Participate in Long Term Recovery Working Group</li> <li>• Engage and coordinate with local businesses to foster economic recovery</li> </ul>

**Recovery**

The Economic Development Department helps individuals and businesses secure eligible funding following a disaster. The Neighborhood and Community Services department assists displaced Tacoma residents in locating housing after shelter services are no longer available.

**Annexed Documents**

There are currently no additional documents associated with this ESF.



## ESF 15 - External Affairs

### Primary Agency

Media and Communications Office  
City Manager's Office

### Support Agencies

Fire  
Police  
Tacoma Public Utilities



### Introduction

#### Purpose

To provide coordination and guidance for accurate and timely information to impacted areas, citizens, first responders, governments, media, tribes and the private sector.

#### Scope

This ESF covers the coordination and dissemination of public information as it applies to an emergency or disaster affecting Tacoma.

### Policies

It is the policy of the City of Tacoma:

- To provide accurate and timely information to the public and employees, including during a major emergency or disaster
- To use normal communication systems, as much as possible, during a disaster.
- To provide communication that is equally effective for all citizens, including people with disabilities and language barriers, to the extent possible

### Situation

#### Hazards and Conditions

Under normal circumstances, the City communicates with the public through TV Tacoma Channel 12 and on CityPost, which airs on Channel 77/Comcast and on Channel 21/Click and the City's website. An emergency or disaster has the potential to adversely impact the City's ability to coordinate public information through the above mentioned systems. The City's ability to provide health and safety information to the citizens and communicate with first responders,

governments, media, tribes, and the private sector may be disrupted. Based on the size and duration of the emergency, alternate public information methods may need to be implemented. Public Information to the community may become a primary objective. Rumors or misinformation can cause unnecessary distress and provoke counterproductive public actions, to include impediment of response and recovery efforts.

### **Planning Assumptions**

For purposes of planning, it is assumed that a major emergency or disaster will have some adverse impact on communication capability and/or infrastructure. It is also assumed that health and safety information will need to be periodically disseminated to the public.

## **Concept of Operations**

### **General**

Public Information sharing is of paramount importance. Timely and accurate public information releases and updates help to protect people's health and safety and will assist in managing expectations and minimize the physiological impact on the community. The City's Media and Communications Office coordinates the City's public information releases.

### **Organization**

The chain of command for primary and support City agencies is as follows:

#### **Primary Agency**

##### Media and Communications Office

1. Manager, Media and Communications
2. Communications Specialist(s)
3. Manager, Cable Franchise Services
4. Website Content Specialist

##### City Manager's Office

1. City Manager
2. Assistant City Manager

#### **Support Agencies**

##### Fire

1. Fire Chief
2. Deputy Chief, Operations
3. Deputy Chief, Administration
4. Assistant Chief, Operations
5. Assistant Chief, Administration and Technology
6. Assistant Chief, Administration and Fire Marshall



## 7. Administrative Battalion Chief

### Police

1. Police Chief
2. Assistant Chief, Operations
3. Assistant Chief, Investigations
4. Assistant Chief, Support Services
5. Captain, Operations
6. Captain, Community Policing
7. Criminal Investigations
8. Support Services

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

### Procedures

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

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

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

county, state and federal PIOs. Public safety agencies and volunteer organizations communicate with the City ECC PIO section as needed.

## Responsibilities

### **Mitigation**

The Media and Communications Office maintains and regularly updates a website for providing timely information to citizens. The Media and Communications Office also utilizes a subscription based messaging service that can be utilized for emergency messaging. The City also maintains strong communication channels with the local media.

### **Preparedness**

The Media and Communications Office exercise the City's communication channels regularly through daily media releases, internal communications, and the operation of TV Tacoma.

**Response**

<b>ESF 15 - External Affairs</b>	
<b>Department/Division</b>	<b>Action</b>
<b>Primary Agency</b>	
<b>Media and Communications Office</b>	<ul style="list-style-type: none"> <li>• Coordinate incoming and outgoing public information data through the City ECC</li> <li>• Develop, review, and coordinate approval process for outgoing public information, to include press releases, press conference material, etc.</li> <li>• Coordinate and provide appropriate staff to the JIC</li> <li>• Maintain communication between the JIC and City ECC</li> <li>• Coordinate with local PIOs and local media outlets to disseminate information and manage rumor control</li> </ul>
<b>City Manager's Office</b>	<ul style="list-style-type: none"> <li>• Provide guidance and direction regarding the content of messaging to the public</li> </ul>
<b>Support Agencies</b>	
<b>City ECC</b>	<ul style="list-style-type: none"> <li>• Activate the ECC to the level appropriate for the incident</li> <li>• Notify Emergency Management Team members of ESF activation and which department representatives need to report to or maintain communication with the City ECC to develop and implement a response and recovery plan for the event</li> <li>• Provide resource coordination for the incident</li> <li>• Activate the JIC, when needed</li> <li>• Provide current messaging through the City's Emergency Management Hotline</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Activate the Public Emergency Warning System, with appropriate messaging, for emergencies or disasters affecting the tideflat area</li> <li>• Provide assistance with public information through departmental PIO</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>• Provide assistance with public information through departmental PIO</li> </ul>

**ESF 15 - External Affairs****Tacoma Public Utilities**

- Provide assistance with public information through TPU PIO

**Recovery**

The Media and Communications Office, in conjunction with the City ECC, will coordinate public information releases pertaining to the restoration of the community and city government. The Media and Communications Office will also provide assistance in advertising federal government assistance programs and Disaster Field Office locations.

**Annexed Documents**

There are currently no additional documents associated with this ESF.



# Appendix 2

## Training, Drills, and Exercises





## Training, Drills, and Exercises

### Primary Agency

Fire

### Support Agencies

All other City Departments

Mayor/City Council

Tacoma Public Library

Tacoma Public Utilities

Tacoma Rail



### External Agencies

American Red Cross, Rainier Chapter

Associated Ministries

Metro Parks

Pierce County DEM

Pierce Transit

South Sound 911

Tacoma-Pierce County Chaplaincy

Tacoma-Pierce County Health Department

Tacoma-Pierce County Humane Society

Tacoma Public Schools

### Introduction

#### Purpose:

To provide training, drills, and exercises to improve the skills of emergency management liaisons, and to ensure maximum readiness to respond in support of an emergency or disaster.

#### Scope:

Pertinent city, county agencies and non-governmental agencies will take part in training, drills, and exercises in support of this plan.

### Policies

Training activities are to be coordinated to consolidate similar training sessions into joint training opportunities, when practical. Whenever exercise activities have the potential to satisfy exercise

requirements, City of Tacoma Emergency Management will seek approval to gain program credit for such activities.

## Concept of Operations

### **General:**

Emergency management training, drills, and exercises are vital to the effectiveness of the Comprehensive Emergency Management Plan (CEMP) and its supporting procedures. These activities validate the operational concepts and resource preparations needed to carry out emergency functions.

### **Training:**

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

### **Drills:**

Drills are supervised instruction sessions designed to maintain and develop skills in specified areas. A drill can be part of an exercise.

### **Exercises:**

Exercises are conducted in a four year cycle to determine if plans and procedures are operationally sound and to meet mandated requirements. Thorough critiques by participants, controllers, and evaluators identify strengths and weaknesses encountered during the exercise. Changes to plans and procedures are incorporated immediately, if necessary, or in the next review cycle. If an exercise reveals a proficiency problem, training is enhanced to address that need. As appropriate, advance materials will be provided to evaluators and controllers. There are 3 levels of exercises: Table top exercises, Functional exercises, full scale exercises.

## Responsibilities

### **General:**

Support for training will be provided by City of Tacoma Emergency Management and all support agencies. If the exercise is regional or statewide, Pierce County DEM and WA State EMD may also support the efforts. The facility or the county emergency management agency, FEMA, Columbia Generating Station, and the Hanford Site also provide training to state and county agencies with emergency reentry and recovery duties.

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

**Primary Agency:**

Tacoma Fire Department

- Training sessions are to be conducted, as necessary, to meet program and/or other requirements.
- In-house critiques will be conducted after each drill or exercise and resulting changes incorporated into the next revision of this plan. In the event significant planning issues are identified, an immediate change to this plan shall be issued. Routine editorial-type changes to this plan can be held for the next annual review.
- Ensure appropriate staff and volunteers receive initial and recurring training.
- Conduct periodic training sessions and drills to validate the plan and procedures.

**Support Agencies:**

All support agencies will conduct agency specific drills and training as required by their programs. Exercises will be coordinated with City of Tacoma Emergency Management and specific training will be hosted by the agency or consultant subject matter expert.

**Other State and Federal Agencies:**

May be asked to participate in the design, conduct, and/or evaluation of exercises of this or related federal plans.

## Resource Requirements

Resources required to support training, drills, and exercises will be identified by the agency providing the training in sufficient time to allow participants to be prepared.

## Responsibilities

**General:**

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

**Public Education:**

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

programs, video, internet media, annual preparedness campaigns, and various preparedness programs and publications.

## Reference

- DHS HSEPP

# Appendix 3

## Administration and Finance



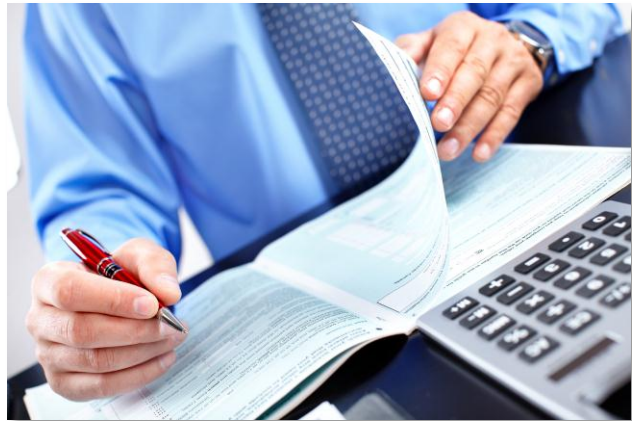
## Administration and Finance

### Primary Agency

Fire

### Support Agencies

Finance



### Introduction

#### **Purpose:**

To provide coordination and guidance to organizations on administrative matters necessary to support operations during emergencies or disasters, and to preserve vital records.

### Concept of Operations

Organizations with emergency management responsibilities will establish, and maintain financial and administrative records to provide documentation of activities related to emergencies or disasters. Reports are required from local jurisdictions or organizations to provide City of Tacoma Emergency Management and governmental officials with information concerning the nature, magnitude, and impact of any emergency or disaster, and for use in evaluating and providing the most efficient and appropriate emergency or disaster response assets and services. Reports include but are not limited to:

- Situation Report
- Proclamations of Emergency requests
- Request for resource assistance

The City of Tacoma will use emergency workers as outlined in state law RCW 38.52.010(4), rules and regulations concerning workers are outlined in RCW 38.52.310. The City of Tacoma will obtain an Incident Number (Mission Number) from WA State EOC Duty Officer for liability coverage. The Incident number pertains to all action taken that are intended to protect life, property, and the environment during the incident period of any emergency/disaster.

### **Emergency Financial Management Operations**

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

appropriate approval prior to implementing emergency spending. Records will be kept in such a manner to separately identify event related expenditures and obligations. Complete and accurate records are necessary, such as but not limited to:

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

Disaster related expenditures and obligations may be reimbursed under a number of federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration has been issued by the President of the United States under the statutory authority of certain federal agencies. Audits of emergency expenditures will be conducted in the course of normal local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the local applicant.

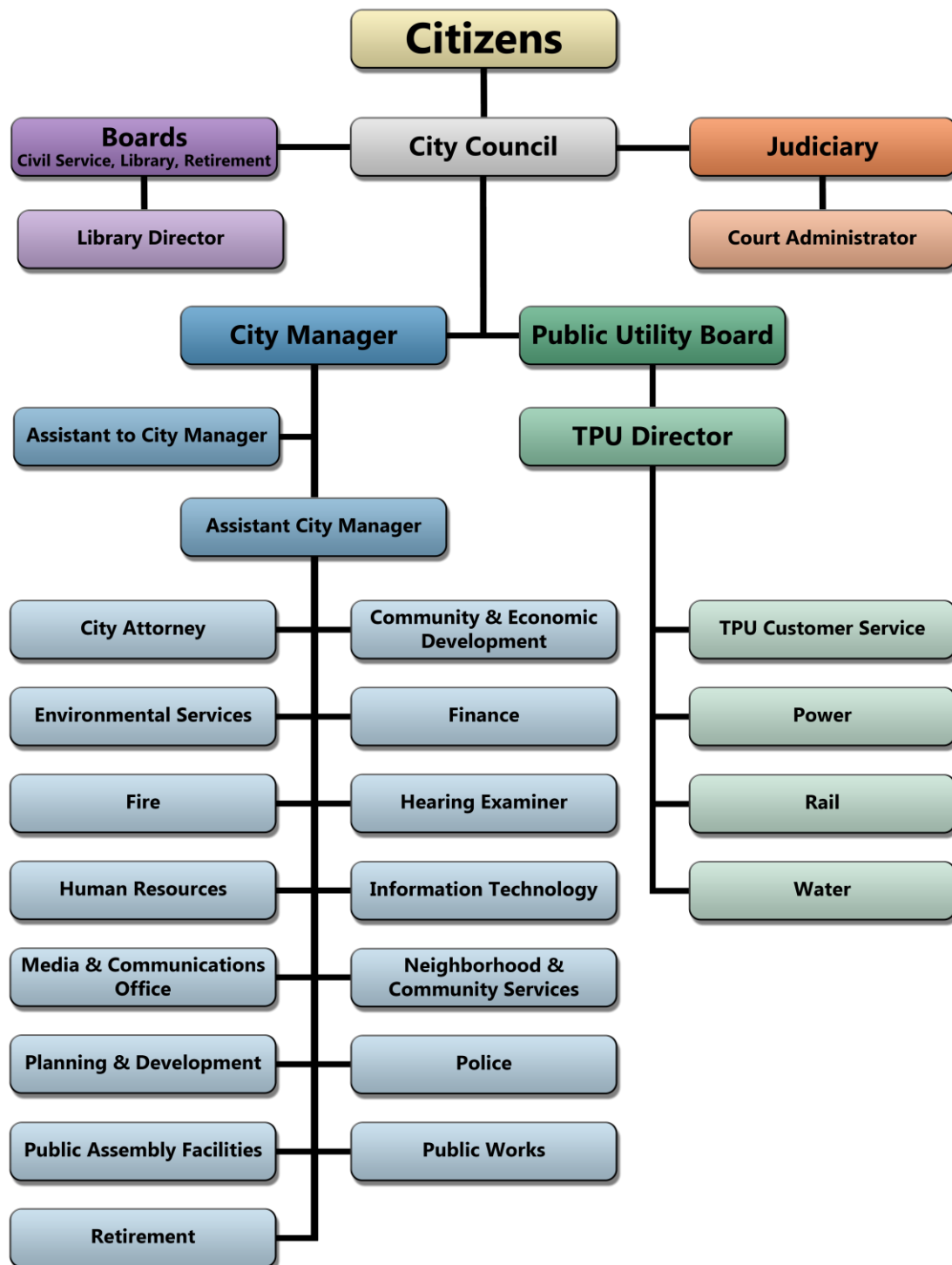


# Appendix 4

## Organizational Chart and Responsibility Matrix

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## City of Tacoma Organizational Chart



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## City of Tacoma CEMP Responsibility Matrix

P = Primary

S = Secondary

\* = External agency with primary role

ESF:	1. Transportation	2. Communications	3. Public Works and Engineering	4. Firefighting	5. Emergency Management	6. Mass Care, Assistance, Housing, ...	7. Logistics and Resource Support	8. Public Health and Medical Services	9. Search and Rescue	10. Oil and Hazardous Material	11. Agriculture and Natural Resources	12. Energy	13. Public Safety and Security	14. Long-Term Community Recovery	15. External Affairs
CED					S									S	
CMO					S									P	P
ES	S		P		S	S								S	
FIN					S		S				S			S	
FIRE	S	P	S	P	P	S	P	S	S	P	S	S	S	P	S
GRO					S									S	
HEX					S									S	
HR					S		S							S	
IT		P			S									S	
LEGAL					S									S	
MCO	S	S			S									S	P
MUNI					S									S	
NCS	S				S	P					P			S	
PADS	S		S		S									S	
PAF					S	S	S							S	
POLICE	S			S	S	S		S	P	S		S	P	S	S
PW	P		P	S	S		P		S	S			S	S	
TERS					S									S	
TPL					S	S								S	
TPU	S	S	S	S	S						P	P		S	S
*ARC					S	P								S	
*TPCHD					S			P			P			S	

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# Appendix 5

## Distribution List

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## Distribution List

Internal Recipient	Hard Copy	Electronic
City Attorney's Office		X
City Council		X
City Manager's Office	X	X
Community and Economic Development		X
Environmental Services		X
Finance		X
Fire	X	X
Government Relations Office		X
Hearing Examiner		X
Human Resources		X
Information Technology		X
Municipal Court		X
Neighborhood and Community Services		X
Planning and Development Services		X
Police		X
Public Assembly Facilities		X
Public Works		X
Tacoma Employees' Retirement System		X
Tacoma Link		X
Tacoma Power		X
Tacoma Public Library		X
Tacoma Rail		X
Tacoma Water		X

External Recipient	Hard Copy	Electronic
American Red Cross		X
Associated Ministries		X
Metro Parks		X
Pierce County Department of Emergency Management		X
Pierce County Medical Examiner's Office		X
Pierce Transit		X
South Sound 911		X
Tacoma Commission on Disabilities		X
Tacoma Humane Society		X
Tacoma Public Schools		X
Tacoma-Pierce County Chaplaincy		X
Tacoma-Pierce County Health Department		X
Washington Military Department Emergency Management Division		X

# Appendix 6

## Emergency Coordination Center Staffing

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## Emergency Coordination Center (ECC) Staffing

### ECC Staff

#### **ECC Manager**

Toryono Green  
Deputy Chief, Fire

#### **ECC Assistant Manager**

Ute Weber  
Emergency Management Program Manager, Fire

#### **ECC Support Staff**

Michael Davenport  
Emergency Management Program Technician, Fire

### ECC Department Liaisons

#### **City Attorney's Office**

Bill Fosbre

#### **City Manager's Office**

Celia Holderman

#### **Community and Economic Development**

Audrey Hornbuckle

#### **Environmental Services**

John O'Loughlin

#### **Finance**

John Ching  
Kathy Katterhagen  
Teresa Sedmak

#### **Fire**

Bruce Bouyer  
Roger Edington  
Joe Meinecke

#### **Hearing Examiner**

Louisa Legg

**Human Resources**

Roy Berreth

**Information Technology**

Kathy Palon

**Media and Communications Office**

Gwen Schuler

**Neighborhood and Community Services**

Pamela Duncan

Gail Himes

**Planning and Development**

Frank Terrill

**Police**

Jerry Lerum

**Public Assembly Facilities**

Jon Houg

**Public Works**

Matt Fengler

**Tacoma Employees' Retirement Services**

Tim Allen