



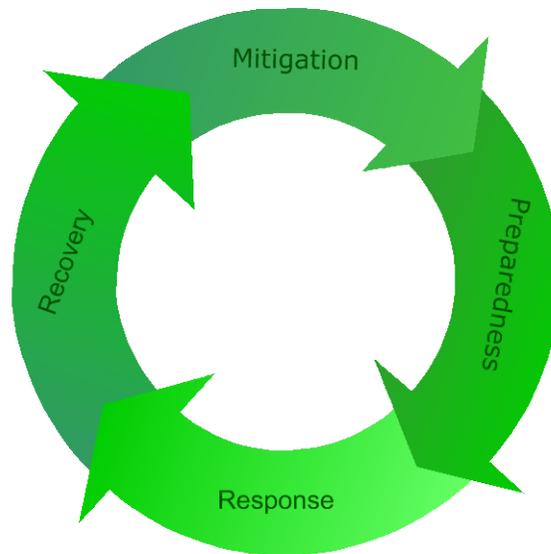
## **Appendix**

### **(1) Washington State Disaster Plan**

- (A) Emergency Management Plan**
- (B) Continuity of Operations Plan**

**Children's Administration  
Department of Social and Health Services**

# Emergency Management Plan



---

## State of Washington

Department of Social and Health Services  
Children's Administration

---

May 2009



<b>Table of Contents</b>	<b>Page</b>
<b>Executive Summary</b>	<b>4 - 8</b>
<b>I. Introduction</b>	<b>9</b>
A. Mission	9
B. Purpose	9
C. Scope	9
D. Organization	9 - 11
<b>II. Policies</b>	<b>11</b>
A. Authorities	11
B. Assignment of Responsibilities	11
C. Limitations	11
<b>III. Situation</b>	<b>12</b>
A. Emergency/Disaster Conditions and Hazards	12
B. Planning Assumptions	12 - 13
<b>IV. Concept of Operations</b>	<b>13</b>
A. Management of Emergencies	13 - 14
1. Direction and Control	14
2. Command Model	14 - 17
3. Incident Command System (ICS) Response	17 - 18
4. Command Implementation	18
5. Emergency Operations Center (EOC)	18
6. Intra-agency Coordination	18 - 19
7. Interagency Coordination	19
B. Plan Components	19 - 20
C. Mitigation Activities	20
D. Preparedness Activities	20
E. Response Activities	20 - 21
1. Notification and Activation	21
2. Communications	21
3. Public Information	21
4. Evacuation and Sheltering in Place	21
5. Personnel Identification and Accountability	21
F. Recovery Activities	21 - 22
G. Post-Disaster Situation Evaluation Analysis	22
<b>V. Responsibilities</b>	<b>22</b>
A. CA Employee Responsibilities	22
1. Assistant Secretary	22 - 23
2. Emergency Management Planning Manager	23
3. Leadership Team	23 - 24
4. Regional Administrators	24
5. Supervisory and Management	24 - 25
6. Emergency Planning and Response Team	25
7. All Employees	25
8. Building Administration/Safety Committees	25 - 26
9. Incident Command Team	26
B. Other Agency Responsibilities	26

<b>Table of Contents</b>	<b>Page</b>
<b>VI. Plan Maintenance</b>	<b>27</b>
<b>A. Training and Testing</b>	<b>27</b>
<b>B. Exercise</b>	<b>27</b>
<b>C. Revisions and Updates</b>	<b>27</b>
<b>D. Policy Development</b>	<b>27</b>
<b>E. Emergency Management Documents</b>	<b>27</b>
<b>Attachment A: Emergency Planning Checklist</b>	<b>28 - 30</b>
<b>Attachment B: Hazard Identification and Risk Mitigation</b>	<b>31 - 40</b>
<b>Attachment C: Vital Services Assessment and Planning</b>	<b>41 - 48</b>
<b>Attachment D: Emergency Notification</b>	<b>49 - 54</b>
<b>Attachment E: Emergency Communications</b>	<b>55 - 61</b>
<b>Attachment F: Initial Report of Emergency</b>	<b>62 - 64</b>
<b>Attachment G: Worksite Emergency Event Check List</b>	<b>65</b>
<b>Attachment H: Acronyms</b>	<b>66</b>
<b>Attachment I: DSHS Administrations, Divisions, Offices</b>	<b>67</b>
<b>Attachment J: Glossary of Terms</b>	<b>68 - 81</b>

## EXECUTIVE SUMMARY

The Washington State Department of Social and Health Services Children's Administration works to help families, tribes, and communities keep children safe from harm and provide them with stable homes. This is a challenging task under the best circumstances and when faced with a natural disaster or catastrophic event, the need to protect already vulnerable children is even greater and requires advanced critical thinking and planning. A number of disasters of both national and local impact in the past several years including Hurricane Katrina, The Washington State Hanukkah Eve storm of 2006, and the storms and subsequent floods in 2007 and 2008 have prompted greater emphasis on advanced crisis planning. Additionally, in 2006 Congress passed the **Child and Family Services Improvement Act of 2006 (P.L.) 109-288** requiring states to submit by September 28, 2007, child welfare disaster plans indicating how they will provide continuity of services to children under state care or supervision during a disaster. Specific capabilities must be: (1) defined before a disaster/pandemic occurs; and (2) developed in order for the effective implementation of response and recovery actions in the event of a disaster. This document is an updated and revised version of the initial plan developed in September 2007.

Due to its geological location and structure and its proximity to an international border and ocean waters, Washington State is vulnerable to a variety of human-made and natural disasters. There is prevailing thought in the world of geological expertise that Washington State will at some point face significant damage from an earthquake. Moreover, the United States Geological Survey lists Mt. Rainier as an active volcano currently at rest which is "one of the most hazardous volcanoes in the United States." Proactive thinking about these and other issues requires the development, distribution, and ready accessibility of a comprehensive emergency preparedness, response, and recovery plan. Such a plan prepares the Children's Administration to effectively respond to and minimize the negative impact that accompanies emergencies, crises, and disasters of all types. The associated stressors and sometimes unhealthy coping strategies that may be byproducts of disasters often contribute to increased rates of child abuse or neglect. The Administration must be prepared to respond to the human impact of a disaster through quick response to vulnerable children and by providing access to mental health, substance abuse, and other services designed to stabilize individuals and help keep families intact.

While a single natural disaster or other catastrophic event may be specific to a given geographical area, a major disaster or pandemic will have an agency-wide impact. Preplanning must occur at the local level with support from the broader state-wide community, as local resources will likely be stretched and service capacities diminished such that traditional support to children may be limited at best. Children's Administration emergency management planning is a reflection of the garnering and mobilization of support agencies and resources which can help connect families to communities and services during a disaster.

Advanced planning is necessary to ensure that service integration and access to available goods and resources are adequate for the scale of a given event. While this effort requires a comprehensive array of services such as mental health, substance abuse, and other related health and medical support, the Children's Administration will engage in specific planning to help families and communities gain access to services to meet the basic needs of food, shelter, clothing, and emotional crisis support. Additionally, there may be a need to place children through emergency licensing or with relatives, friends, or neighbors, both within and out of state.

Post-event preplanning is essential, as recovery from an event itself will likely have a lingering clinical effect (secondary trauma) on victims which in many instances may be more acute than the actual event, as experienced in the aftermath of Katrina.

This document outlines the Children's Administration preparedness, response, and recovery plan to sustain vital services, and the ongoing mission, values, and goals of the agency regarding the

protection of vulnerable children under State and Tribal supervision. Children's Administration has defined its vital services as Child Protective Services, Medically Fragile Children, and Child and Family Welfare Services.

The plan describes a three-phase sequence of staging through (1) pre-incident assessment, mitigation, and planning, (2) incident response, and (3) recovery. The plan describes the development of an Incident Command System (ICS), Emergency Planning and Response Teams (EPRTs), emergency level assessment, and communication strategies. It illustrates vital services, key resources, hazards, and vulnerabilities. It describes a mitigation process, identifies alternate response systems and processes, essential staff resources and supplies, equipment or services, interagency or community coordination, as well as planning for staff and caregiver training. The plan accentuates the need for informational and messaging systems, use of media products, brochures, fact sheets, and websites directing families, caregivers, and providers where to go for critical information, services, and support, and what they can expect from the Children's Administration during a disaster of any type.

The Children's Administration Emergency Management Plan provides guidance and tools to worksites for developing plans to mitigate the impacts prior to, during, and after a disaster. All emergency plans are developed to provide for the health and safety of staff and clients while protecting agency assets.

The plan enables the Children's Administration to assure continuity of planning, response, and recovery activities for worksites and programs. The plan responds to the Child and Family Services Improvement Act of 2006 that requires states to have in place procedures providing for how they would respond to a disaster, including the following:

- (A) Identify, locate, and sustain availability of services for children under state care or supervision who are displaced or adversely affected by a disaster.
- (B) Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.
- (C) Remain in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
- (D) Preserve essential program records.
- (E) Coordinate services and share information with other states.

The Children's Administration is coordinating efforts in support of, and in combination with, the Department of Social and Health Services (DSHS), the state's Comprehensive Emergency Management Plan (CEMP), and the DSHS Emergency Management Advisory Committee (EMAC) which provides the framework and guidance for statewide mitigation, preparedness, response, and recovery activities. It is intended to provide a foundational framework for standardizing plans statewide, and to facilitate coordination between local, state, and federal governments.

This Plan has been developed within the requirements specified by the Homeland Security Presidential Directive (HSPD)-5, the Governor's Office, DSHS Executive Leadership Emergency Support Team (EST), the DSHS Emergency Management Advisory Committee (EMAC), and the Washington State Emergency Management Division (EMD). Planning uses the DSHS Emergency All-Hazards Planning Manual which is composed of three parts, the DSHS Comprehensive Emergency Management Plan (CEMP), a Planning Steps table, and a Field Guide including a list of acronyms and glossary. These planning guides are available on a DSHS SharePoint website <http://dshswboly2012c/em/default.aspx> and are used to develop agency worksite and program emergency plans.

This Plan assures that strategies are developed in compliance with the Federal Homeland Security National Incident Management System (NIMS) requirements, using the Incident Command System (ICS) model.

The overall goals of the Plan are to mitigate the effects of a disaster and maintain continuity of vital service delivery through the recovery phase. However, infrastructure disruptions may not be entirely eliminated and all contingencies may not be accounted for. Post-event evaluation will be critical to recognizing and using lessons learned in developing best practices to better prepare for the next natural disaster, human-initiated catastrophic event, or pandemic. Effective leadership is critical to achieving an effective recovery from a disaster event. It is incumbent upon the agency leadership to remain vigilant, knowledgeable, and purposeful in developing, and maintaining disaster response plans to effectively respond to unanticipated crises and safeguard vulnerable populations.

This and all subsequent plans developed will be considered living documents that will be reviewed annually, and modified to reflect improvements in technology and emerging best practices. Improvements to this plan will be accomplished through training, exercises, drills, and learning from emergency events.

## STATEMENT OF APPROVAL

The Department of Social and Health Services (DSHS), Children's Administration (CA) Emergency Management Plan has been developed in collaboration with the DSHS Emergency Management Advisory Committee (EMAC), The CA Leadership team, Headquarters and Regional Safety and Building Committees, and community partners, providers, and stakeholders. This plan has been reviewed and approved by the Interim Assistant Secretary of Children's Administration

---

Randy Hart, Interim Assistant Secretary, CA

Date



## **I. INTRODUCTION**

### **A. Mission**

Minimize the negative impact of emergencies and disasters on the children and youth under state and tribal care or supervision by maintaining continuity of vital services as close to established timelines as is possible during a disaster or pandemic event to sustain the agency goals of safety, permanency, and child and family well-being.

Minimize the impact of emergencies and disasters on agency employees by providing ongoing monitoring and support, and to assure and sustain deployment of an adequate workforce to continue the agency work within affected areas.

### **B. Purpose**

Ensure that emergency management planning, processes, and responsibilities are in place to assist continuity of services regarding mitigation, preparedness, response, and recovery activities during any disaster or pandemic event. As mandated in the U.S. Senate Child and Family Services Improvement Act of 2006 (P.L.) 109-288, during a disaster, state child welfare agencies must have the capacity to:

1. Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster.
2. Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.
3. Remain in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
4. Preserve essential program records.
5. Coordinate services and share information with other States.

### **C. Scope**

This plan considers the emergencies and disasters likely to occur as described in the Washington State Hazard Identification and Vulnerability Assessment (HIVA) and describes:

1. Functions and activities necessary to implement the four phases of emergency management: mitigation, preparedness, response, and recovery.
2. Responsibilities in relation to federal disaster assistance programs under Public Law 93-288, as amended, chapter RCW 38.52, and other applicable laws.
3. Use of staff, clients, government assets, private sector, and volunteer resources.
4. The programs, offices, and facilities that may be impacted.

### **D. Organization**

Emergency management within the Children's Administration (CA) is organized as outlined below and operates with two distinct roles for carrying out emergency management activities under Chapter 38.52—Emergency Management.

1. Direct activities for Children's Administration emergency planning and response.

a) Classification systems

(1) Levels of event

(2) Plan development and response

DSHS All Hazards Planning Requirements Manual and supporting documentation outlines emergency planning steps for the development and implementation of worksite hazards plans.

b) Command Structure

(1) Levels of authority

(2) Roles and responsibilities

(3) Resource allocation

(4) Establishment of the Emergency Operations Center (EOC)

c) Communication systems

(1) Local

(2) Regional

(3) CA Headquarters

(4) External to DSHS

d) Partner interface

Regions and offices coordinate with Tribes, recognized Indian organizations, stakeholders, and other agencies that support or are impacted by our plan.

e) Training and exercise

2. Direct activities in support of the State of Washington Comprehensive Emergency Management Plan (CEMP).

Through the Department of Social and Health Services (DSHS), the Assistant Secretary, Children's Administration, or designee, will support the State of Washington Comprehensive Emergency Management Plan (CEMP) through identified Emergency Support Functions (ESFs), and the state Homeland Security Plan (Objective 6.1.2). These plans identify sources for direct assistance and operational support that the state and local jurisdictions may need in order to implement hazard mitigation and preparedness, or respond and recover from an emergency or disaster. The state CEMP consists of ESFs that DSHS supports: EFS 6—Mass Care, ESF 8—Health and Medical Services, ESF 11—Food and Water, ESF 21—Recovery, and ESF 24—Evacuation and Movement. (See DSHS CEMP Section V for ESF descriptions.)

In the event that local and statewide Children's Administration resources are overwhelmed during an emergency or disaster, the Assistant Secretary, or designee, can request support through the DSHS Emergency Operation Center State Liaison Officer to the Emergency Management Division (EMD) of the Military Department.

Overall state responsibilities for emergency management functions to mitigate, prepare for, respond to, and recover from emergencies and disasters resulting from natural and technological hazards rests with the EMD.

## II. POLICIES

### **A. Authorities**

This plan is developed, authorized, and maintained according to the following state and federal statutes and regulations:

1. Code of Federal Regulations Title 44, Part 205 and 205.16.
2. Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
3. Public Law 920 Federal Civil Defense Act of 1950, as amended.
4. Chapter 38.08, RCW, Powers and Duties of Governor.
5. Chapter 38.12 RCW, Militia Officers.
6. Chapter 38.52 RCW Emergency Management.
7. Chapter 43.06 RCW, Governor's Emergency Powers.
8. Title 118, WAC, Military Department, Emergency Management.
9. The Child and Family Services Improvement Act of 2006, (P.L.) 109-288, dated September 20, 2006.

### **B. Assignment of Responsibilities**

1. This plan presents the responsibilities of the Children's Administration for providing guidance and tools to facilities and worksites for developing plans that will minimize impacts prior to, during, and after a disaster (Attachment A: Emergency Planning Checklist).
2. The Children's Administration will support the DSHS Emergency Support Functions (ESFs) in directing assistance and operational support that the state and local jurisdictions may need in order to establish mitigation, preparedness, response, and recovery activities.

### **C. Limitations**

The Children's Administration goal is to mitigate and prepare for the consequences of hazards and to respond and recover in the event of an emergency or disaster. However, the Children's Administration resources and systems may become overwhelmed in the event of a major incident and not all contingencies may be anticipated nor mitigated throughout any phase of planning and operations. Post-event critique and lessons learned will assist in better preparation for the next event.

### III. SITUATION

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

1. Emergencies or disasters can occur causing human suffering, injury, death, property damage, environmental degradation, loss of essential services, economic hardship, and disruption to state, local, and tribal governments.
2. DSHS, and its child welfare oversight agency, Children's Administration, will use three tools to identify information regarding natural and technological (human-caused) hazards throughout the state (Attachment B: Hazard Identification).
  - a) The Washington State Hazard Identification and Vulnerability Assessment (HIVA). The HIVA assesses the state's vulnerability to hazards and provides a methodology for analyzing hazards.
  - b) The DSHS Agency Annex for the 2003 Washington State Hazard Mitigation Plan identifies by county the possible hazards.
  - c) The DSHS Hazard and Risk Vulnerability Self Assessment which allows site self-assessment for probable hazards.
3. Washington State is vulnerable to the natural hazards of avalanche, drought, earthquake, flood, landslide, severe storm, tsunami, volcano, and wild land fires.
4. Washington State is vulnerable to many human-caused hazards associated with abandoned underground mines, chemicals, civil disturbances, dam failures, hazardous materials, pipelines, radiological releases, terrorism, transportation incidents, and urban fires.

#### B. *Planning Assumptions*

1. Some emergencies or disasters will occur with sufficient warning that appropriate notification will be issued to ensure some level of preparation. Other situations will occur with minimal or no advanced warning.
2. DSHS and Children's Administration may be unable to satisfy all emergency resource requests during a major emergency or disaster.
3. Children's Administration worksites may need to provide their own resources for the first three days of an emergency or disaster. Evidence has shown that seven to fourteen days may be more realistic.
4. Children's Administration will comply with the intent of Chapter 38.52 RCW and Title 118 WAC.
5. Children's Administration will have its own comprehensive emergency management program that enables it to:
  - a) Determine vital services and establish procedures for continuity of service delivery.
  - b) Support the specific needs of facilities or worksites by ensuring the health and safety of staff, clients, visitors, and agency assets.

- c) Support local jurisdiction responders.
  - d) Support the DSHS and state emergency management missions.
  - e) Establish a communication chain within the Children's Administration Leadership Team and local emergency partners.
  - f) Communicate through DSHS with the state Emergency Operations Center.
  - g) Provide situation reports to convey damage assessment and ability to accomplish its functional role during an emergency or disaster.
  - h) Develop and implement policies that reduce the effects of an emergency or disaster.
  - i) Preserve essential records both electronic and documentary.
6. Contracted providers, both public and private, Tribes, and recognized Indian organizations will develop and coordinate with Children's Administration their own agency or facility disaster response and recovery plans, including identification of, and resources for, providing services to medically fragile or special needs children and youth who receive their services.
7. For catastrophic incidents with community social and economic consequences, federal assistance may be available for disaster response and recovery operations under the provisions of the National Response plan (NRP). Children's Administration will coordinate with the DSHS Emergency Support Team, local county Emergency Operation Centers, local emergency management partners, Department of Health (DOH), Emergency Management Division, and others to develop the application for Federal assistance.

#### **IV. CONCEPT OF OPERATIONS**

##### ***A. Management of Emergencies***

The DSHS Secretary is responsible to the Governor for carrying out the emergency management program for the department. The Secretary, or designee, shall coordinate the activities with DSHS for emergency management within the department, and shall maintain liaison with and cooperate with emergency management agencies, organizations of other states, and the federal government.

The Assistant Secretary for Children's Administration, or designee, is responsible for high level emergency management and coordination with the DSHS Secretary. The Assistant Secretary for Children's Administration, or designee, is responsible for coordinating with the DSHS Emergency Support Team (EST) for determining the level of emergency response and recovery activities required during a disaster or pandemic event, and whether or not to activate the Children's Administration Emergency Operations Center (EOC). The Assistant Secretary for the Children's Administration, or designee, will communicate critical information from the DSHS EST to the field through the Children's Administration Division Directors who will communicate with their Emergency Planning and Response Teams (EPRTs) supporting the field staff. The Regional EPRTs, when activated, will coordinate with the designated Regional Administrators, or designees. Each level supports the next lower level.

The Assistant Secretary for Children's Administration, or designee, will coordinate with the DSHS EST and the Public Information Officer (PIO) regarding all public information activities during a disaster or pandemic event. Designated individuals will gather accurate disaster

information and promptly inform management, internal and external customers, employees, and the public using appropriate communication channels. These are the only authorized personnel allowed to grant interviews and answer questions from the press and public in an emergency or disaster situation. These individuals will provide accurate, essential, and timely information to thwart the spread of rumors, misinformation, and adverse publicity.

The Assistant Secretary, or designee, is responsible for initiating such actions in the event that a catastrophic event disables headquarters operations on the coast (Olympia), and directs the transfer of Children's Administration central command to an alternate site during the initial stages of the event and until headquarters can reestablish operational control and resumption of business operations.

## **1. Direction and Control**

Direction and control provides supervision, authority, coordination, and cooperation of emergency management activities to ensure the continued operation and delivery of vital services during emergencies.

It is anticipated that the Incident Command System (ICS) will occur at the lowest level sufficient to meet the demands of a specific event. For example, a local event may only require a minimal level of response and recovery support. The severity and scope of the incident will determine the level of support required. Consequently, implementing response and recovery procedures may occur at various levels, i.e., unit, office, regional, or agency-wide.

## **2. Command Model**

Overall responsibility for the Children's Administration Incident Command System (ICS) rests with the Assistant Secretary for Children's Administration, or designee. While overall planning, control, and event analysis will occur at the Assistant Secretary level, Division Directors, or their respective designees, Regional Administrators, Deputy Regional Administrators, Area Administrators, and office supervisors assume responsibility at their assigned levels.

Within the Incident Command System (ICS) structure, the Divisions and Regional offices each identify members to serve on their respective Emergency Planning and Response Teams (EPRTs). These identified individuals will be the first line support to an affected office or area to assist in response and recovery operations.

Division Directors areas of responsibility include:

### **a) Technology Services (CATS)**

- (1) Authorizes technical assistance to affected areas to implement communications recovery strategies and procedures to minimize loss of client data and maintain access to client data by field social workers to ensure the safety, permanency, and well-being of children and youth under state care or supervision.
- (2) Authorizes access to redundant systems and the acquisition, distribution, and maintenance of information technology and voice communications equipment and systems.

- (3) Authorizes impact expenditure decisions and reports recovery progress through the CA leadership structure.
- b) Finance and Operations Support (FOSD)
- (1) Ensures immediate emergency financial response to a disaster-affected area to support recovery operations. It is responsible for the budgetary, funding, and acquisition processes to safeguard placements through a continuous flow of payments to foster homes, caregivers, institutions, service providers, and vendors within affected areas.
  - (2) Directs the Division EPRT team to acquire available funds from the appropriate sources, works with DSHS and Regional Business Managers to expedite acquisition of necessary recovery resources, and oversees financial transactions during recovery. The response and recovery team also works with DSHS to recover accounting and payroll functions in the event a disaster affects central operations and maintains service continuity for contracts administration.
  - (3) Communicates any fiscal or policy barriers to continuity of operations to the CA Assistant Secretary, or designee, and requests DSHS personnel administration support through the DSHS Emergency Support Team (EST), who coordinates with the DSHS Human Resources Division (HRD) and the Department of Personnel (DOP). The Division works with DSHS contracts, regional human resource personnel, and the union to maintain continuous human resource support to ensure an adequate workforce within an affected area, and continued compensation/benefits for staff. It coordinates human resource activities, resolves issues, and determines status of personnel adversely affected by the event, including arrangements for stress management resources, counseling, guidance, and support
  - (4) Coordinates with DSHS to review leave policies and waiver processes for absenteeism caused by a disaster, i.e., suspending reporting of leave for staff and relaxing leave requirements, and reviews administrative policies for working from home.
  - (5) Facilitates the Division EPRT team to assist regional human resource staff in the preparation of insurance claims for injuries, assembles and distributes team activity documentation, reports, and information, and assists with disaster related notifications. It assists agency response and recovery teams in making travel arrangements to alternate operational sites for disaster recovery support in affected areas.
  - (6) Directs the Division EPRT team to work with Leased Facilities, who has the overall responsibility for moving tenant agencies to alternative worksites should evacuation become imminent. It is responsible for moving CA staff to the recovery facility and arranging for installation of office equipment. As part of the recovery process, the Division is responsible for inventorying equipment post-disaster and salvaging or repairing equipment for use as a part of full business restoration. The Division EPRT team will coordinate with the OB-2 building safety committee (the local office building safety committees in the regions) and the DSHS EPRT teams should building evacuation be necessary. It is their responsibility to account for all agency personnel and visitors who were present in the building and for the securing the premises. The disaster may require working with local emergency response authorities and establishing security in alternate and restored worksites.

- (7) Assists the Division EPRT in coordinating and executing recovery and resumption of critical business operations.
  - (8) Coordinates with Division staff to develop and implement a cost tracking system for disaster/event-related expenses. This may include developing a system for managing donated funds during an emergency episode.
  - (9) Ensures that a system is in place to track incident-related costs, personnel records, and requisitions for resources and services that would be subject to federal reimbursement.
- c) Program and Practice Improvement (P&PI)
- (1) Provides oversight for the delivery of emergency field policy components where policies or procedures may be adversely impacted by a disaster.
  - (2) Advises the CA Assistant Secretary, or designee, regarding proposed emergency policy implementation, impacts, or suspensions.
  - (3) Ensures training programs are available for new staff and retraining/cross training of existing staff during a disaster, if needed.
  - (4) Demonstrates the ability to respond to identified hazards based on existing resources.
  - (5) Pre-identifies emergency practice directive recommendations regarding implementation impacts or suspensions during a disaster.
  - (6) Ensures that emergency preparedness planning is incorporated into the new employee orientation curriculum, as well as schedules annual all-staff training on the administration's emergency management plan.
- d) Field Operations (FO)
- (1) Implements procedures for the Division EPRT to support continuity of service delivery to reduce the effects of an emergency or disaster, and authorizes emergency service expenditures to an affected area(s).
  - (2) Prioritizes key decisions regarding the safety, permanency, and well-being of all children and youth under state care or supervision.
  - (3) Prioritizes services and services requirements based on workforce availability; includes activating and staffing the Children's Administration emergency call center(s) when appropriate.
  - (4) Monitors and provides updates to the CA Assistant Secretary, or designee, regarding the ongoing well-being of staff.
  - (5) Coordinates the use of Regional Medical Consultants to support affected areas, to provide emergency medical triage, consultation, shared decision-making, and to meet the medical needs for children under state care.
  - (6) Ensures ongoing coordination with Tribal and recognized Indian organizations to provide continuity of services to Native American children during a disaster.

- (7) Assigns staff to support specific program areas and provide essential information, coordinate services, and offer training where indicated.
- (8) Coordinates with the Division Director, or designee, from the Division of Finance and Operations Support to provide assistance to staff traumatized by and during an event. This could be a formal referral to Employee Assistance Services (EAS), and may be enhanced by deploying the Children's Administration Critical Incident Response Protocol managed in the Field Operations Division and contracted (and possibly non-contracted) professional incident de-briefers. Should a catastrophic event occur, these systems may not be sufficient to meet the needs of staff in affected areas or in the early stages of recovery. The Division Director, or designee, will make available to staff the resources available at the time.
- (9) Ensures the necessary protocols are in place to communicate with foster homes and contracted providers in preparation for and in response to an emergency event. Likewise, the Division Director, or designee, will ensure that minimum licensing and WAC (Washington Administrative Code) requirements for foster homes and staffed residential homes/facilities include requirements for emergency preparedness planning and provision.

### **3. Incident Command System (ICS) Response**

An incident command team responds to and manages an incident at the site where the incident occurred (facility/office/area). Incident command teams differ from Emergency Planning and Response Teams (EPRTs) who work to support specific functional areas. The number of ICS staff needed to respond to an emergency will depend on the size and seriousness of the incident. Very small incidents may not need an ICS established. Large disasters could require multiple ICS teams responding to a single site including the local ICS, a regional or headquarters ICS, and even an ICS from the community such as fire or police responders. ICS teams within CA are as follows:

a) Local Incident Command (IC) Team

At the regional level, this function is the responsibility of the Regional Administrator, Deputy Regional Administrator, or designee, to direct and assign individuals to ensure that continuity of business operations occurs to maintain vital services. The Regional Administrator, or designee, will provide direct oversight for coordination activities with local agencies and resources that may assist.

b) Program or Support Services Incident Command Teams

These teams manage the service delivery (or business operations). They generally do not originate from the site where the incident occurred. They may operate remotely from the affected site or they may travel to the affected site. The responsibility for leading and controlling the activities of these teams rests with the Division Directors, unless otherwise directed.

c) DSHS Regional Emergency Support Team (EST)

Each region establishes a team consisting of staff representatives from the DSHS Administrations with field staff (Health and Recovery Services, Aging and Disability Services, Juvenile Rehabilitation, Economic Services, Children's). Regional teams generally function only during certain major or catastrophic incidents. Their role is to support Local Incident Command Teams and provide command coordination between the local teams and headquarters teams. Regional ESTs can be designated as an alternate to the Headquarters EST, or provide cross-regional coverage in the event of a major disaster disabling a Region or Headquarters EST.

d) DSHS Headquarters Emergency Support Team (EST)

The Headquarters EST will function only during certain major or catastrophic incidents. Their role is to support Regional and Local Incident Command teams. However, they could be designated as the primary command in a large scale incident. In a catastrophic emergency, the Headquarters team will coordinate with other state agencies and the federal government. In this situation, primary command could shift to another agency, such as the Emergency Management Division (EMD) within the Military Department.

#### 4. Command Implementation

- a) For minor incidents or emergencies, the administration of the site or program may choose to deal with the incident directly or delegate this responsibility locally. This may not require the activation of the ICS or EPRTs. For certain major or catastrophic incidents, an administration establishes an Incident Command Team and structure using the Incident Command System (ICS) model. Not all ICS sections need to be established during an emergency incident. The Incident Commander (IC) establishes the need and team membership. This may vary depending on the size and severity of the incident.
- b) There is no correlation between one's rank or position within Children's Administration and the role assigned within the ICS structure. For example, an Office Supervisor or the Regional Administrator may not have experience in emergency operations and may choose to delegate the position of Incident Commander (IC) to the Safety Officer during an actual disaster event. Often, the first person on the scene assumes the role of the IC until relieved by someone with that designated role.

#### 5. Emergency Operations Center (EOC)

- a) A Children's Administration Emergency Operations Center is established to support the command team in coordinating emergency response activities. It is generally activated only for a large scale incident that requires more complex management or coordination. It may be a temporary facility at the site of the event or can be at a remote location.
- b) In the event that conditions require a CA Headquarters EOC, it will be located at Office Building 2 (OB-2), 1115 Washington St. SE, Olympia, Washington. If OB-2 is not functioning, the location of the alternate EOC is determined as conditions dictate, including a possible temporary structure in the gravel parking lot at 14th and Jefferson, Olympia, Washington.
- c) The State EOC establishes response and recovery support for statewide emergency priorities. Priorities are determined by the extent, size, duration, and complexity of the emergency or disaster, and the availability of resources.
- d) The State EOC generally is activated for an incident at the state level or upon request. DSHS can request assistance through the state EOC when public, private, mutual aid, and inter-local agreement resources are depleted, or at the request of the DSHS Secretary. Similarly, the CA Assistant Secretary, or designee, can request support through the DSHS EOC and Emergency Support Team.

#### 6. Intra-agency Coordination

- a) Emergency response activities are initiated whenever conditions exist in which normal operations cannot be performed and immediate action is required to: save and protect lives, health, or welfare of clients, staff, and the public; prevent damage to the

environment or physical assets; provide vital services.

- b) The first steps in an emergency are to declare that there truly is an emergency and to determine the level of the emergency which then guides what type of response is required.
- c) Emergencies are classified as follows:
  - (1) **Level 1 (Minor)**: Limited-scope incident that is typically managed "at-site" with local site resources. Notification and reporting is through normal channels.
  - (2) **Level 2 (Major)**: Larger in scope and more severe in actual or potential effects than a Level 1 (Minor). The response may be "at-site" with local on-site resources, but restoration may require coordination with external resources. Response coordination may involve two or more Administrations (in co-located facilities).
  - (3) **Level 3 (Catastrophic)**: Large scope and severe in actual or potential for significant casualties, widespread property damage, or total disruption of vital services at the site. Response or restoration exceeds the capability of local on-site resources. This may require coordination with or actual command by local or state emergency management personnel.
- d) Operational direction and control of emergency management response and recovery activities within DSHS and CA is conducted by the agencies' on-scene incident commander(s).

## 7. Interagency Coordination

- a) The DSHS Secretary, or designee, coordinates agency activities with regard to emergency support function responsibilities, and cooperates with other state and federal emergency management organizations.
- b) DSHS appoints a primary and alternate State Agency Emergency/Disaster Liaison Coordinator to coordinate department emergency management activities in the state Emergency Operations Center.
- c) Similarly, CA will staff its EOC at the direction of the DSHS Secretary and in conjunction with the Liaison Coordinator described above.

## **B. Plan Components**

These components help define the problem, minimize the impacts, and prepare us to respond and recover from those impacts that are not preventable.

### 1. Planning

Planning in an integrated emergency management approach involves hazard identification, risk assessment, and vulnerability analysis. It is setting priorities and moving toward reducing potential impact of the worst hazards.

- a) Identification and prioritization of vital services. Children's Administration has defined its vital services as being Child Protective Services, Medically Fragile Children, and Child and Family Welfare Services (Attachment C: Vital Service Assessment).

- b) Hazard identification and risk mitigation which includes identifying the types of hazards, likelihood of occurrence, location, impact, and strength.
- c) Risk assessment is the measure of the probability that damage to life, property, economy, and environment will occur if a hazard materializes. Vulnerability describes exposure to a threat. The distinction between risk and vulnerability is important. Vulnerability is a measure of what and how much we stand to lose. The vulnerability analysis identifies and quantifies what is susceptible to damage.
- d) This leads to mitigation and prevention strategies, which are the core functions that support all preparedness, response, and recovery activities.

### **C. Mitigation Activities**

Mitigation is any action that reduces or eliminates long-term risk to people, property, environment, and the economy from natural and technological or man-made hazards. If mitigating a hazard is not possible, then we must be ready to prepare, respond, and recover.

1. Develop Hazard and Risk Vulnerability Self Assessment.
2. Conduct structural and non-structural hazard analysis of facilities and worksites to identify and mitigate hazardous conditions.
3. Work with building safety committees to create strategies and plans to implement mitigation activities.

### **D. Preparedness Activities**

Preparedness Activities include the development of operational procedures and processes and the identification and acquisition of resources to assist with emergency response.

1. Identify roles and responsibilities and lines of authority, documented for the operational procedures.
2. Conduct at least annual preparedness training, education, and plan maintenance to validate emergency plans and procedures.
3. Identify the key resources essential for implementation of prioritized vital services, for health and safety, and other essential facility operations. This includes but is not be limited to staff, equipment, supplies, facilities, critical business functions and operations, and materials for family safety.
4. Develop a resource inventory and keep it current.
5. Implement procedures to document and report emergency or disaster-related expenditures to qualify for insurance, state, or federal reimbursement.

### **E. Response Activities**

Children's Administration worksites and programs establish response strategies and actions to be taken immediately before, during, or after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the response effectiveness in disaster

recovery and business resumption. This includes state Emergency Support Functions, if requested.

1. Notification and Activation

- a) Process emergency calls and information.
- b) Activate emergency operations procedures (Attachment D: Emergency Notification).
- c) Notify personnel who have response duties.
- d) Mobilize or demobilize services.
- e) Maintain vital services.

2. Communications

- a) Implement communications procedures, including data and voice, in support of emergency operations (Attachment E: Emergency Communications).
- b) Provide situation reports and damage assessments to the Emergency Operations Center.

3. Public Information

Activate procedures to disseminate and respond to requests for disaster information involving the agency, employees, responders, the public, and the media.

4. Evacuation and Sheltering in Place

Implement procedures to authorize, initiate, and accomplish evacuation or sheltering in place.

5. Personnel Identification and Accountability

- a) Control access to the area affected by the emergency or disaster.
- b) Identify personnel engaged in activities at the incident.
- c) Account for personnel engaged in incident activities.

**F. Recovery Activities**

The Children's Administration implements comprehensive disaster recovery and business resumption strategies and activities to return vital systems to no less than minimum operating standards, tiered commensurate with the level of emergency, using the following as guidelines:

- 1. The short-term target is 72 hours.
- 2. The long-term target activities are designed to return life and business operations to normal or improved levels.
- 3. A business impact analysis establishes short and long-term recovery goals and objectives. These goals and objectives should address the following:
  - a) Health and safety of employees and clients.
  - b) Continuity of operations and services.

- c) Recovery of essential records.
  - d) Environmental impact of disaster.
  - e) Mitigation goals and activities.
  - f) Economic impact.
  - g) Regulatory and contractual requirements.
  - h) Interagency events that require DSHS assistance in implementing, managing Emergency Support Function (ESF) responsibilities as part of ESF 21—Recovery and Restoration, and/or responsibilities pertaining to the Washington State Recovery and Restoration Task Force (RRTF).
4. Management of recovery goals will consider:
- a) Strategic planning, which includes budgeting for structural and non-structural repairs and mitigation.
  - b) Managing and coordinating recovery activities.
  - c) Managing fiscal operations and recovery funding.
  - d) Managing volunteer, contractual, mutual aid, and agency resources.
  - e) Implementing mitigation goals and activities.
  - f) Reunifying personnel.
  - g) Organizing and staffing for business continuity and the delivery of vital services.
  - h) Restoring and salvaging.

### ***G. Post-Disaster Situation Evaluation Analysis***

Children's Administration will conduct a post-disaster situation analysis and an after-action report to review and determine the effectiveness of established operating procedures, assigned tasks, and responsibilities.

## **V. RESPONSIBILITIES**

While the Division Directors have specific responsibilities in their respective areas, all Children's Administration employees are responsible for participating in emergency management planning and execution.

### ***A. CA Employee Responsibilities***

- 1. Assistant Secretary
  - a) Demonstrate commitment, leadership, and direction of the planning objectives.
  - b) Provide leadership for the development and implementation of emergency management through collaboration and coordination with all administrations.
  - c) Communicate project status to the Executive Leadership Team through updates during future program reviews and meetings as appropriate.

- d) Provide timely decisions.
- e) Member of the DSHS Emergency Support Team (EST).
- f) Ensure coordination of planning with Tribal and recognized Indian organizations.
- g) Designate individuals to assume leadership functions during an emergency or event.
- h) Identify additional individuals in the event the primary and alternate people are not able to report for assignment.
- i) Define the roles and responsibilities of those given the authority to assume leadership positions.
- j) Train these individuals on how to perform in their assigned roles.
- k) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:

<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

## 2. Emergency Management Planning Manager

- a) Develop and maintain automated records management for plans and reference materials (emergency management documents).
- b) Demonstrate commitment, leadership, and direction of the planning objectives.
- c) Provide leadership for the development and implementation of emergency management planning and updating of plans.
- d) Provide emergency or disaster planning guidance and direction to the CA Assistant Secretary, or designee.
- e) Provide timely emergency related decisions.
- f) Assure that disaster related training occurs on a regular basis and hold leadership accountable for this.
- g) Staff member to Emergency Operations Center (EOC).
- h) Represent CA on the DSHS Emergency Management Advisory Committee (EMAC).
- i) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:

<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

## 3. Leadership Team

- a) Identify and prioritize vital services.
- b) Provide commitment, leadership, and direction for development of emergency management plans.
- c) Develop system for resource allocation to support plan development, training and testing, and response and recovery activities.
- d) Assure completion of and access to facility, worksite, and program plans for the headquarters command team.
- e) Participate in headquarters command team activities.
- f) Provide status reports and data on events.

- g) Coordinate with stakeholder groups.
- h) Assure regular training and exercising of plan.
- i) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:

<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

#### 4. Regional Administrators

- a) Assure completion of and access to facility, worksite, and program plans for the regional command team.
- b) Participate in regional command team activities.
- c) Provide headquarters command team back-up.
- d) Plan to support employees.
- e) Coordinate planning with contracted providers, caregivers, Tribal, and recognized Indian organizations.
- f) Coordinate with stakeholder groups.
- g) Assure regular training and exercising of plan.
- h) Ensure social workers are current with client data in SACWIS.
- i) Provide status reports and data on events.
- j) Inform headquarters as soon as possible regarding any decisions made at the field/local levels associated with events, such as a bomb threat, where evacuation or closure of a worksite occurs.
- k) Learn emergency management concepts, practices, and obtain certification as indicated. Training is provided at no cost through FEMA:

<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

#### 5. Supervisory and Management

- a) Assure a safe working environment for employees and clients.
- b) Contact supervisors regarding the status of employees.
- c) Assure operational efficiencies and protection of state assets.
- d) Assure implementation or support implementation of vital services.
- e) Train employees in emergency management plan components.
- f) Inform employees about current conditions.
- g) Provide direction for necessary actions.
- h) Implement continuity of operations plan.
- i) Coordinate activities through supervisor/manager.
- j) Make the Employee Assistance Program available to staff who could benefit.
- k) Ensure that social workers are current with client data in SACWIS.
- l) Learn emergency management concepts, practices, and obtain certification as

indicated. Training is provided at no cost through FEMA:  
<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

6. Emergency Planning and Response Team

- a) Plan and implement an emergency management plan that:
  - (1) Provides a safe working environment for staff and clients.
  - (2) Protects state assets.
  - (3) Maintains vital service delivery.
  - (4) Trains staff in emergency management plan components.
- b) Direct participation in emergency response service delivery.
- c) Provide status reports and data on event.
- d) Learn emergency management concepts and practices, and obtain certification as indicated. Training is provided at no cost through FEMA:

<http://www.training.fema.gov/EMIWeb/IS/crslist.asp>

7. All Employees

- a) Personal preparedness.
  - (1) Home and family
  - (2) Office
- b) Assist in the maintenance of a safe working environment.
- c) Maintain communication with supervisor about personal status and ability to work, or location if not able to report to work.
- d) Implement any assigned emergency planning and implementation role; participate in emergency management activities.
- e) Be available to support other units or activities.
- f) Implement or support implementation of vital services.
- g) Maintain operational efficiencies and protection of state assets.
- h) Ensure client data and personal contact information is continually up to date.

8. Building Administration/Safety Committees

- a) Identify requirements for an emergency management plan.
- b) Identify any needed specialized support plan that your service area should provide.
- c) Assure development of required plan(s).
- d) Assure accessibility of required plan(s).
- e) Assure training of staff assigned to worksite or program.

- f) Provide status reports and data on events.
  - g) Coordinate with stakeholder groups.
  - h) Assure regular training and exercising of plan.
9. Incident Command Team
- a) Demonstrate commitment, leadership, and direction of the planning objectives.
  - b) Review and provide feedback on information and materials provided.
  - c) Responsible for revision, new development, and updating of their facility, worksite, or program Emergency Management Plans.
  - d) Implement any assigned emergency planning and implementation role; participate in emergency management activities.
  - e) Implement facilities/worksite or program emergency plans, as needed.
  - f) Assist in the implementation of the CA Emergency Management Plan, as needed.

### ***B. Other Agency Responsibilities***

DSHS and other participating agencies are included in the Washington State Comprehensive Emergency Management Plan (CEMP) State Agency Responsibilities section. Every state agency is responsible for developing, training, exercising, evaluating, and maintaining an internal agency CEMP. DSHS roles are detailed in this plan. The following outlines the Emergency Support Functions (ESFs) of DSHS and other agency partners:

1. **ESF 6: Mass Care:** Mass care for personnel or populations affected by the emergency.
2. **ESF 8: Health and Medical Services:** Provide for mental health and physical well being of individuals affected by the emergency or disaster.
3. **ESF 11: Food and Water:** Implement the disaster food stamp program.
4. **ESF 21: Recovery:** Commitment of long term resources for recovery and restoration.
5. **ESF 24: Evacuation and Movement:** Assist local jurisdictions in evacuation and return to the effected area.

DSHS also has state Homeland Security Strategic Plan support requirements specifically related to:

6. Plan Objective 6.1.2: **Mass Care Plans for Special Needs Populations.**

## **VI. PLAN MAINTENANCE**

### **A. Training and testing**

Training and testing of plans are ongoing priorities. The more routine response activities become, the better we will be able to respond when a disaster occurs.

### **B. Exercise**

Exercising plans will occur annually.

### **C. Revisions and Updates**

Plans will be revised and updated as conditions change or after lessons learned through training, testing, exercise, or actual event(s).

### **D. Policy Development**

Any changes to practice directives (policy) will follow routine procedure for development, review, and approval.

### **E. Emergency Management Documents**

Develop and maintain automated records management for any and all plans and reference materials.

## **Attachment A: Emergency Planning Checklist**

### **Set up your worksite and/or program emergency planning process. Set up your incident response organizational structure.**

- Initiate the development of your facility or program emergency plan.
- Establish your Emergency Planning and Response Team (EPRT).
- Establish your command and control structure by utilizing the Incident Command System (ICS).
- Use the DSHS Emergency Communication & Support Model (ECSM) for defining the level of priority for your emergency incident.
- Identify your local command structure, (roles and responsibilities) for managing your emergency incidents and for your coordination with DSHS Headquarters and Regional command.
- Identify your communication procedures and your role and requirements in interfacing with Headquarters and Regional communication systems.
- Complete a preliminary contact list of phone numbers for your staff and local partners and resources to initiate phone tree in case of emergency.

### **Identify your vital services and worksite and/or program vulnerabilities**

- Identify and prioritize your vital services.
- Identify the key resources that are essential for implementation of your prioritized vital services (staff, equipment, supplies).
- Determine what hazards your site is most susceptible to.
- Assess your vulnerability with these hazards related to disruption of priority of vital services and/or staff/client/asset safety.

### **Develop plans that help you manage your worksite and/or program vulnerabilities.**

- Identify actions that if done prior to an emergency incident would make you less vulnerable (mitigate the hazard).
- Develop and implement a plan to perform those mitigation actions.
- For those vulnerabilities that can not be mitigated or mitigation measures could be delayed: Identify alternate systems and processes necessary to protect staff, clients, and major assets. Identify alternate systems and processes necessary to continue to provide prioritized vital services if normal processes are damaged or disrupted.
- Identify essential staff and functions needed to support these alternative systems and processes.

- Identify essential supplies, equipment, and/or service agreements or contracts needed to support these alternative systems and processes.
- Develop written plans, Pre-Incident Plans (PIP) for each of the identified alternative system or processes needed. (i.e. transportation, security, service delivery, utility shut off, etc.) Use the Incident Action Plan (IAP) template.
- Develop a site Evacuation Plan/Map.
- Develop Memorandum of Understandings (MOUs) or Mutual Aid Agreements (MAAs) with local partners (local jurisdictions or partner administrations or agencies, etc.) as indicated for needed support, equipment, personnel or resources during an emergency incident.
- Finalize your contact list of phone numbers for staff and local partners and resources.
- Train your staff and inform your local partners as indicated about your emergency plan components. (communications, command, PIP, IAP, evacuation, etc.)

**Organize your plan components and make them accessible to your relevant staff and partners.**

- Place all components that need immediate access during an emergency incident in a quick reference hard copy notebook. Assure ample copy distribution to key staff and partners. Provide copies of identified plan components to DSHS Emergency Management Advisory Committee (EMAC).

**Incident Response: Implement your facility/program emergency plan.**

- Deploy your Emergency Preparedness and Response Team (EPRT).
- Set up your Command and Control structure.
- Review all applicable plan components, PIPs and incorporate into an IAP.
- Prepare an IAP.
- Implement your IAPs as necessary.
- Initiate the DSHS internal Emergency Communications Protocol (Chain of Command).

**Assess impacts of disaster and eliminate immediate hazards:**

- Assess impacts of the emergency and eliminate immediate hazards.
- Set up your "on site" Command and Control.
- Assess the health and safety of staff, clients and/or visitors.
- Evacuate your facility or worksite if necessary.
- Assess the scale of the emergency (Level 1, 2, or 3).

- Communicate to your command team.
- Implement your PIP's as necessary if IAP is not yet developed.

**Implement alternative systems and processes:**

- Implement your IAPs to assign essential staff and resources to continue those prioritized vital services.
- Implement your Command and Communication Plans.

**Recovery: Coordinate and restore delivery of services to normal operations as soon as reasonably possible**

- Develop and implement IAPs for recovery actions.
- Coordinate your Command activities with a restoration of normal administrative authority.
- Coordinate with Regional and Headquarters administration and Emergency Support Team (EST) for Level 2 and 3 incidents.
- Work with DSHS Headquarters EST, local emergency management entities, Regional Home Land Security (HLS) Coordinators and the Emergency Management Division (EMD) to coordinate and assist in local recovery efforts.

## **Attachment B: Hazard Vulnerability Analysis**

### **Hazard and Risk Vulnerability Self Assessment**

#### **Introduction:**

A hazard and risk vulnerability assessment is required before worksites develop an emergency preparedness plan.

Each worksite must complete the attached "Hazard and Risk Vulnerability Self Assessment" worksheet.

Each program must identify which of their worksites have the highest risks and vulnerabilities.

#### **Identify and rate the most significant hazards and vulnerabilities at your worksite:**

The attached "Hazards Area in Washington State" document will help you identify specific risks for your county. Review these risks and determine if they apply to your worksite.

Be aware of the following factors as you prepare the assessment for your worksite:

- The probability of an event occurring at your worksite
- The direct impacts that an event will have on your worksite
- The direct impacts that an event will have on your programs and operations
- The indirect impacts that an event may have on your neighbors that could compromise your health, safety and/or operations
- The broader indirect impacts within your community (disrupted utility service, restricted transportation, reduced staffing levels, delayed 9-1-1 response, etc.) that may impact your worksite and/or your operations

Once all risks have been scored, add the columns for each risk. Then rank the risks from 1 - 11 with 1 being the highest score (highest risk) and 11 being the lowest score (lowest risk).

#### **Identify and list the most serious consequences for the highest risk factors:**

Review the rankings to identify the risk factors that have high risk vulnerability. Some worksites may have many high vulnerability risks; some may have only a few.

For each of the high vulnerability risks, review the most important factors considered during the initial scoring that contribute to the high score. If you have not already done so, make notations in the "Comments" section listing these factors.

Refer to the attached "Suggested Mitigation Measures" document to identify recommended actions that may be taken now to reduce or eliminate your risk and vulnerability

**HAZARD PROBABILITY ANALYSIS**

Site Location: OB2 1115 Washington St.  
Olympia, WA 98504

Developed by: Ken Kraft

Date: 3/25/2010

Criteria: Probability of emergent occurrence within a 10-year period from date of review.

0	Not applicable to facility
1	Not probable
2	Low probability
3	Moderate probability
4	High probability
5	Nearly certain

0	1	2	3	4	5	Avalanche	0	1	2	3	4	5	Mud Slide
0	1	2	3	4	5	Biological Accident	0	1	2	3	4	5	Pandemic
0	1	2	3	4	5	Blizzard or Massive Snowstorm	0	1	2	3	4	5	Pestilence
0	1	2	3	4	5	Bomb Threat	0	1	2	3	4	5	Pipeline Explosion
0	1	2	3	4	5	Bombing (actual)	0	1	2	3	4	5	Plane Crash
0	1	2	3	4	5	Chemical Spill or Contamination	0	1	2	3	4	5	Port Accident
0	1	2	3	4	5	Civil Disobedience	0	1	2	3	4	5	Radiological Accident
0	1	2	3	4	5	Dam Rupture	0	1	2	3	4	5	Railway Accident
0	1	2	3	4	5	Drought	0	1	2	3	4	5	Riot
0	1	2	3	4	5	Earthquake	0	1	2	3	4	5	River Flood
0	1	2	3	4	5	Electric Power Blackout	0	1	2	3	4	5	Sewage Treatment Back-up
0	1	2	3	4	5	Epidemic	0	1	2	3	4	5	Ship or Boat Emergency
0	1	2	3	4	5	Fire Building	0	1	2	3	4	5	Smog Episode
0	1	2	3	4	5	Fire Forest	0	1	2	3	4	5	Snowstorm Massive
0	1	2	3	4	5	Flash Flood	0	1	2	3	4	5	Tornado
0	1	2	3	4	5	Fog Episode	0	1	2	3	4	5	Truck or Highway Accident
0	1	2	3	4	5	Freeze (Major)	0	1	2	3	4	5	Tsunami
0	1	2	3	4	5	Gas Main Break	0	1	2	3	4	5	Volcanic Eruption
0	1	2	3	4	5	Hail Storm	0	1	2	3	4	5	Waste Disposal Accident
0	1	2	3	4	5	Hostage Incident	0	1	2	3	4	5	Water Main breakage
0	1	2	3	4	5	Hurricane	0	1	2	3	4	5	Water Pollution
0	1	2	3	4	5	Ice Storm	0	1	2	3	4	5	Water Shortage
0	1	2	3	4	5	Industrial Accident	0	1	2	3	4	5	Watershed Contamination
0	1	2	3	4	5	Lahar	0	1	2	3	4	5	Wind Storm
0	1	2	3	4	5	Land Slide	0	1	2	3	4	5	Other (Describe)
0	1	2	3	4	5	Lost Persons	0	1	2	3	4	5	Other
0	1	2	3	4	5	Mine Emergency	0	1	2	3	4	5	Other

**Hazard and Risk Vulnerability Self Assessment  
Department of Social and Health Services**

Instructions: Enter a numeric score for each question for each specific risk. Score between 0 - 20 with 0 - 6 being a low risk range, 7 - 13 being a moderate risk range, and 14 - 20 being the highest perceived vulnerability.

Administration / Division:											
Building / Facility Name:											
City:											
County:											
Specific Risk	Earth Quake	Severe Storm	Flood	Volcanic Activity	Tsunami	Wild Fire	Structure Fire	Chemical Hazard	Bio Hazard	Terrorism	Workplace Violence
1. Potential of this event occurring at your facility? Comments:											
2. Potential of this event adversely impacting on-site hazards? Comments:											
3. Potential of this event causing mass casualties at your facility? Comments:											
4. Potential of this event disrupting your products or services? Comments:											
5. Potential for compromising the security of your facility? Comments:											
6. Potential for compromising an external emergency response? Comments:											
<b>Total Points for Specific Risk</b>											
<b>Rank Order for Specific Risk</b>											

## Hazard Areas in Washington State May-04

COUNTY	HAZARD TYPE									
	Earthquake	Flood	Drought	Severe Storm	Avalanche	Landslide	Volcano	Tsunami	Wild Fire	
Adams			Medium risk							
Asotin		Medium	High risk							
Benton	VII <sup>2</sup>	Medium	High risk	Medium		High				
Chelan	VII				X					
Clallam	VIII [2] - IX [3]	Medium				Medium		High		
Clark	VII - VIII	Medium		Medium		Medium				
Columbia		Medium	High risk							
Cowlitz	VII - VIII	High		Medium		High	X			
Douglas	VII									
Ferry			Medium risk		X					
Franklin			Medium risk							
Garfield		Medium	High risk	Medium		Medium				
Grant	VII									
Grays Harbor	VIII - IX	High		High		High		High		

*See page 47  
for Wildfire-  
Urban  
Interface*

- 1 Very strong shaking, moderate damage
- 2 Severe shaking, moderate to heavy damage
- 3 Violent shaking, heavy damage

**Hazard Areas in Washington State**

May-04

COUNTY	HAZARD TYPE									
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>	
<b>Island</b>	VIII - IX							High		
<b>Jefferson</b>	VIII - IX	Medium		High		High		High		
<b>King</b>	VIII - IX	High		High	X	High	X	Medium		
<b>Kitsap</b>	VIII - IX	Medium		Medium		Medium		Medium		
<b>Kittitas</b>	VII	Medium		Medium	X	Medium				
<b>Klickitat</b>	VII	Medium	High risk	Medium	X		X			
<b>Lewis</b>	VII - VIII	High		High	X	Medium	X			
<b>Lincoln</b>			Medium risk							
<b>Mason</b>	VIII	Medium		Medium		Medium				
<b>Mt. Adams</b>										
<b>Okanogan</b>	VII									
<b>Pacific</b>	VIII - IX	High		High		High		High		
<b>Pend Oreille</b>				Medium		Medium				
<b>Pierce</b>	VIII	High		High	X	High	X	Medium		
<b>San Juan</b>	VIII							High		

## Hazard Areas in Washington State

May-04

COUNTY	HAZARD TYPE									
	<i>Earthquake</i>	<i>Flood</i>	<i>Drought</i>	<i>Severe Storm</i>	<i>Avalanche</i>	<i>Landslide</i>	<i>Volcano</i>	<i>Tsunami</i>	<i>Wild Fire</i>	
Skagit	VII - VIII	Medium		Medium	X		X	Medium		
Skamania	VII - VIII	Medium					X			
Snohomish	VII - VIII	High		High	X	High	X	Medium		
Spokane			Medium risk	Medium		Medium				
Stevens		Medium		Medium		Medium				
Thurston	VIII	High		High		High		Medium		
Wahkiakum	VIII	High		High		Medium		High		
Walla Walla			High risk							
Whatcom	VII - VIII	Medium		Medium	X		X	Medium		
Whitman		Medium	High risk	Medium		Medium				
Yakima	VII	Medium	Medium risk	Medium	X	Medium				

## Suggested Risk Mitigation Measures

**Mitigation:** Those activities that either prevent the occurrence of an emergency or reduce vulnerability in ways that minimize the adverse impact of any disaster. Mitigation actions are taken to eliminate or reduce the degree or risk to human life and property from natural and technological hazards.

After the risks and hazard vulnerabilities have been identified, review the suggested mitigation measures and determine what can be done to begin mitigating issues around your work environment.

Each work environment should review for potential mitigation measures. Residential care facilities should evaluate their campus with the help of their Capital Coordinators any mitigation measures for their campus.

Identify both structural and non-structural elements. Examples of structural mitigation actions are:

### Earthquake:

- Fasten pictures, mirrors, shelves, and bookcases securely to walls. Hang heavy items such as pictures and mirrors that haven't been well secured away from beds, couches, and anywhere people sit.
- Place large or heavy objects on lower shelves or on floors.
- Store weed killers, pesticides, and flammable products securely in closed cabinets with latches.
- Store breakable items such as bottled foods, glass, and china in low, closed cabinets with latches. Taller cabinets should be secured to walls.
- Secure computers and affiliated equipment with tie-downs.
- Brace overhead light fixtures.
- Secure water heaters by strapping them to wall studs.
- Have buildings and foundations evaluated for structural integrity and to see if seismic upgrades are necessary or warranted.
- Replace rigid gas and water pipes with flexible lines if practical. Alternatively, install flexible pipe connections on water and gas lines.
- Make sure staff knows how to shut off water, power and electricity to buildings in the event of gas or water line break.
- Plan at least two evacuation routes since roads may be blocked or closed.
- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

#### **Severe Storm:**

- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

- Install emergency lighting in all restrooms and at all exits to facilitate egress in the event of a power loss.

#### **Flood:**

- Avoid building in a floodplain unless you elevate and reinforce your facility.
- Elevate the furnace, water heater, and electric panel if susceptible to flooding.
- Install "check valves" in sewer traps to prevent flood water from backing up into the drains of your facility.
- For facilities located in a floodplain, construct barriers (levees, berms, floodwalls) to stop floodwater from entering the building.
- Seal walls in basements with waterproofing compounds to avoid seepage.

#### **Volcanic Activity Including Lahar and Tsunami:**

- If your facility is located near a known volcano, active or dormant, or is located near the coast, be ready to evacuate at a moment's notice. Make sure staff recognize lahar and tsunami warnings and understand what is expected of them in the event of a warning.
- Plan at least two evacuation routes since roads may be blocked or closed.

### **Wild Fire:**

- Remove combustibles stacked next to buildings. Clear flammable items from around the facility, including wood piles, lawn furniture, tarp coverings, etc. Move them outside of your defensible space.
- Make sure combustible vegetation is not planted too close to buildings.
- Make sure all tall grass is kept mowed both on facility grounds and adjacent vacant lots. If adjacent lots are owned by others, work through city or county weed district or fire department.

### **Structure Fire:**

- Make sure smoke detectors are installed and working in all work, living and sleeping areas according to code.
- Make sure sprinkler systems and fire extinguishers are inspected regularly and that staff are trained in the proper use of extinguishers.
- Make sure all exits are well marked with emergency lighting.
- Make sure all automatic door closures are functional and that doorways are kept clear of obstructions that could keep fire-doors from closing completely.

### **Chemical Hazard – Bio Hazard:**

- If there are any symptoms or suspected exposures call 911 immediately and consult with a healthcare provider as soon as possible. If you believe you have been intentionally exposed, you should contact law enforcement officials immediately.

### **Terrorism:**

- Educate staff to be aware of their surroundings and any conspicuous or unusual behavior.
- Do not accept packages from strangers. Train staff to promptly report unusual behavior, suspicious or unattended packages, and strange devices to the police or security personnel.
- Identify where emergency exits are located in buildings and plan for evacuation routes in the event of an emergency.
- Be prepared to do without services you normally depend on—electricity, telephone, natural gas, gasoline pumps, cash registers, ATMs, and Internet transactions for a planned length of time.
- For 24/7 facilities, be prepared for a disruption to food, water, fuel and other supplies for a planned length of time.
- The following are things you might want to consider having in a survival kit on each floor of the building:

Portable, battery-operated radio and extra batteries.

Several flashlights and extra batteries.

First aid kit and manual.

Hard hats and dust masks.

Fluorescent tape to rope off dangerous areas.

**Workplace Violence:**

- Install building security systems that require a code or badge to admit staff to workplace buildings at unmanned entrances.
- Train staff to challenge unidentified strangers wandering through the work area.
- Install adequate lighting around building perimeters and in parking areas.

<b>Vital Service Assessment: Impacts On Business Drivers</b>		
<b>Administration or Program: <i>Children's Administration</i> Date: 3/27/06</b>		
INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.		
1. List the Important Service to be assessed in the upper left box.		
2. In the columns to the right of each business driver note:		
<ul style="list-style-type: none"> <li>• the time duration when the impact could start to have an unacceptable result</li> <li>• the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.</li> </ul>		
3. Under "Other" note any other significant business drivers not included above.		
4. At the bottom of the page add all scores to obtain Total Score for this service.		
<b>Important Service: <i>Child Protective Services</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b>		
Will anyone's life be put in jeopardy? Could serious injuries occur?	4 hrs	20
<b>Client, Staff, or Public Health</b>		
Will anyone's health (physical or mental) be put in jeopardy?	4 hrs	20
<b>Client, Staff, or Public Welfare</b>		
Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?		
<b>Federal Regulatory Obligations</b>		
Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b>		
Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b>		
Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b>		
Will you lose state funding?		
<b>Environment</b>		
Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b>		
Will citizens or customers be negatively affected?	4 hrs	20
<b>Cash Flow</b>		
Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b>		
Potential for legal action?	immediate	10
<b>Compliance Gap</b>		
Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b>		
Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b>		
Will your agency's public image be negatively affected?	It could be	12
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	92

<b>Administration or Program: <i>Children's Administration</i></b>	<b>Date: 3/27/06</b>
--	----------------------

INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.

1. List the Important Service to be assessed in the upper left box.
2. In the columns to the right of each business driver note:
  - the time duration when the impact could start to have an unacceptable result
  - the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.
3. Under "Other" note any other significant business drivers not included above.
4. At the bottom of the page add all scores to obtain Total Score for this service.

<b>Important Service: <i>Medically Fragile Children</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b> Will anyone's life be put in jeopardy? Could serious injuries occur?	immediate	20
<b>Client, Staff, or Public Health</b> Will anyone's health (physical or mental) be put in jeopardy?	immediate	20
<b>Client, Staff, or Public Welfare</b> Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?		
<b>Federal Regulatory Obligations</b> Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b> Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b> Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b> Will you lose state funding?		
<b>Environment</b> Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b> Will citizens or customers be negatively affected?	immediate	20
<b>Cash Flow</b> Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b> Potential for legal action?	immediate	10
<b>Compliance Gap</b> Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b> Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b> Will your agency's public image be negatively affected?	Could be affected negatively depending on what happens	10
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	90

<b>Administration or Program: <i>Children's Administration</i></b>	<b>Date: 3/27/06</b>
--	----------------------

INSTRUCTIONS: Assess the impact that suspension of an important service has on the below listed business drivers. Complete an assessment sheet for each important service your program performs.

1. List the Important Service to be assessed in the upper left box.
2. In the columns to the right of each business driver note:
  - the time duration when the impact could start to have an unacceptable result
  - the "Level of Impact" score for each driver. Scores can include any number from 0 - 20.
3. Under "Other" note any other significant business drivers not included above.
4. At the bottom of the page add all scores to obtain Total Score for this service.

<b>Important Service: <i>Child Welfare Services</i></b>	<b>When Could an Unacceptable Impact Start?</b> (4 hours, 1 day, 3 days, 1 week?)	<b>Level of Impact</b> Extreme = 20 Quite a Bit = 10 Some = 5 None = 0
<b>Impacts to Business Drivers If Service Suspended:</b>		
<b>Client, Staff, or Public Safety</b> Will anyone's life be put in jeopardy? Could serious injuries occur?	3 days	15
<b>Client, Staff, or Public Health</b> Will anyone's health (physical or mental) be put in jeopardy?	1 day	18
<b>Client, Staff, or Public Welfare</b> Will anyone's financial resources needed for survival of self or dependents be put in jeopardy?	15 days	10
<b>Federal Regulatory Obligations</b> Will you be out of compliance with Federal Statutes or other regulatory obligations resulting in fines or penalties?		
<b>State Regulatory Obligations</b> Will you be out of compliance with State Statutes or other regulatory obligations resulting in fines or penalties?		
<b>Federal Funding</b> Will you lose federal funding?	Potentially, 2 weeks	10
<b>State Funding</b> Will you lose state funding?		
<b>Environment</b> Will the environment be impacted? (air, water, land contaminated)		
<b>Customer Service</b> Will citizens or customers be negatively affected?	3 days	15
<b>Cash Flow</b> Will the Agency's cash flow be negatively affected?		
<b>Legal Liability</b> Potential for legal action?	immediate	10
<b>Compliance Gap</b> Will another entity be out of legal or regulatory compliance?		
<b>Financial Reporting</b> Will you incur any fines or penalties for not completing financial reporting?		
<b>Public Image</b> Will your agency's public image be negatively affected?	It could be	10
<b>Other -- (Add additional rows as needed.)</b>		
<b>Total Score for this Service is:</b>	n/a	88

*INSTRUCTIONS: Using results from the template "Important Service Assessment: Impacts on Business Drivers", list below each Administration's or Program's important services and their total scores in rank-order from the highest to lowest scoring. Business D*

<b>Administration's or Program's Important Services (Vital Services in Bold)</b>		<b>Business Drivers Impact      Total Score</b>	<b>Ranked Order (Highest to Lowest)</b>
1	<b>Child Protective Services</b>	92	1
2	<b>Medically Fragile Children</b>	90	2
3	<b>Child Welfare Services</b>	88	3

**INITIAL RISK ASSESSMENT WORKSHEET**

**Vital Services Being Assessed:** Child Protective Services, Child and Family Welfare Services, Medically Fragile Children

**Department / Division:** DSHS Children's Administration

<b>-A- Summary of Resources Involved with this Vital Service</b> (people, equipment, supplies, facilities, etc involved?)	<b>-B- Level of Dependency your Vital Service has on this.</b> H=High M=Medium L=Low	<b>-C- Essential (E) or Not Needed (NN)</b>	<b>-D- Level of Operational Risk/Harm</b>  H=High M=Medium L=Low	<b>-E- Components with Significant Risk</b> For any component rated as "Essential" <u>and</u> with a "Medium" or "High" Level of Operational risk/harm place an "X" next to the component below.
<b>List Critical Components</b> (samples shown, add more as needed)				
Human Resources				
Operations	H	E	H	X
Management	M	NN	H	
Financial Resources				
Checks	M	E	M	X
Cash	L	NN	L	
Procurement	M	E	M	X
Physical Resources				
Facilities	M	E	M	X
Power	H	E	M	X
Communications				
Telephone	H	E	H	X
Voice mail	H	E	H	X
Information Resources				
Data base	H	E	M	X
Info - suppliers	M	NN	L	
IT Resources				
PC Hardware	M	E	M	X
Operating systems	H	E	M	X
Management Controls				
IT Security	H	E	M	X
Physical security	M	E	M	X
External Agents				
Vendors	M	E	L	

**LEVEL OF IMPACT ASSESSMENT**

Consider others factors which can impact this vital service (timing or phasing sensitivities and other internal and external business dependencies)

Consider timing or phasing that presents greatest risk	<b>Peak Periods</b> Identify periods when you perform this vital service	Any particular day of the week or months of the year? Specify below:
<b>On Call</b>		
<b>Hourly</b>	<b>X</b>	<b>24/7</b>
<b>Daily</b>		
<b>Weekly</b>		
<b>Monthly</b>		
<b>Yearly</b>		

	<b>What other agencies, business units or other entities directly depend on this Vital Service?</b>	<b>How are they impacted without this vital service?</b>
<b>1</b>	Police	Protective custody
<b>2</b>	Courts/Legal System	Case review system
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>		
<b>7</b>		

If other business services <u>within your administration</u> are impacted without this vital service, list below.	How are they impacted?
Foster parents/caregivers/pre-adoptive parents	Standards monitoring; service provision
Social workers	Licensing and placement resources inter-dependency, case transfer points

**Risk Threshold**

When can harm start to occur if this vital service is disrupted?

**CPS: 4 hours; C&FWS: three days; Medically Fragile Children: immediate**

**What is the Likelihood of Disruption?** (What's the potential for failure of resources that support this vital service?) **HIGH**

**This question can only be answered after performing a hazards assessment. See Field Guide A2.3 "Determine what hazards your worksite is most susceptible to."**

**IDENTIFY COMPONENTS WITH THE  
GREATEST VITAL SERVICE DISRUPTION RISK BASED ON LIKELIHOOD OF  
OCCURANCE**

<b>Components with Significant Risk</b>	<b>Consideration for Contingency Planning</b> (Identify further planning needed for alternatives to these resources or activities: examples: alternative power source, staff cross training, alternative work site, working from home, emergency supplies or equipment, alternative communication systems, etc.)
<b>Severe Storm (ice, snow, wind)</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home</b>
<b>Electric Power Blackout</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home</b>
<b>Earthquake</b>	<b>Alternative power sources; emergency supplies or equipment; alternative work site; working from home; back-up database; alternative communication systems</b>

The above list "Consideration for Contingency Planning" will likely be a long, varied list of needs that will require different planning approaches and participants with specialized expertise. They may also need administrative authority if they have budget needs. For some items it will be necessary to work with your administration in determining how to proceed with this planning.

For items that are within the planning ability of the Emergency Preparedness and Response Team (EPRT) there are Field Guide sections that give further direction. These are:

- Mitigate as possible
- Develop contingency plans on further assessments needed and

<b>Work at Home</b>
What, if any, "events" (processes or sub-processes) can be performed from home?
<b>Communicating and coordinating with staff, foster parents, clients, providers, community partners, etc. (assumes communication equipment is operating)</b>
<b>Case notes and documentation.</b>

**SUMMARY:** Disaster Response Call Centers will be activated when appropriate to respond to new calls for services and child abuse and neglect referrals (intake) as well as serve as a point of contact for foster parents, biological parents, and other caregivers:

- Seattle Central Intake (primary)
- Kent
- Lynwood
- Tacoma
- Spokane
- Yakima
- Tumwater
- Vancouver

**Areas, vendors, essential staff to follow-up with:** Disaster Response Call Centers will be prioritized for restoration of information technology services, resource procurement, and staff redeployment as needed to ensure continuity of vital services.

**Definitions:**

**Vital Service:** Those core service, processes and business functions, which, if not performed due to an emergency, would cause serious or irreparable harm to the Department's clients, staff and/or the general public in terms of loss of life, serious injury, serious health impacts, loss of shelter or financial support needed for survival of self or dependents. (Original DSHS list prepared in April 2006)

**Resources:** All of the parts of a vital service that it takes to actually perform the vital service. These are both internal and external.

## Attachment D: EMERGENCY NOTIFICATION INSTRUCTIONS

### PURPOSE:

To use a consistent format to document the notification plan required and implemented during an emergency or threat/warning of an emergency. This template is used both as a planning document (preparation for an emergency) and a notification log in the event of an actual emergency or emergency threat or warning.

### SCOPE:

These notification instructions will apply to any facility/worksite program, or command unit that must develop a local emergency management plan.

### DESCRIPTION OF INFORMATION REQUESTED ON TEMPLATE

#### COMMAND AUTHORITY OR FUNCTION:

- **COMMAND AUTHORITY:** The organizational unit(s) that need to know about the potential or actual emergency because they have Incident Command responsibilities. (Examples: DSHS Headquarters or Administration Incident Command, Emergency Management Division (EMD))
- **FUNCTION:** The organizational unit(s) that need to know about the potential or actual emergency because they could be impacted by it, have administrative responsibilities for the impacted site, or because they are a resource. (Example: regional or state headquarters, IT support)

#### DESCRIPTION OF COMMUNICATION METHODS:

Outline how this notification will occur: by method (telephone, email); after hours procedures, what alternative plans are in place if normal communication systems are out (See Emergency Communication Systems, Attachment E, DSHS 4-1.)

**EMERGENCY:** Whenever conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives, health, or welfare of clients, staff, and the public
- Prevent damage to the environment or physical assets.
- Provide vital services.

#### EMERGENCY CONTACT:

The person or position/office that has the role of representing the "Originating Facility or Organization" and who is the person(s) that, at least initially, can respond to questions from the staff/organizations notified. There may be more than one emergency contact for an "Originating Facility or Organization" to represent different assigned functions or specialties. (Example: medical response vs. facility infrastructure)

#### EMERGENCY LEVELS:

**Level 1 (Minor):** Limited scope incident that is typically managed "at-site" with local site resources. Notification of the incident would be through normal channels according to local policy.

**Characteristics:**

- Estimated restoration time is under 24 hours
- Localized incident is limited in scope to one building or campus or on Administration.
- Local response is adequate for reestablishing all systems
- Minor damage to hardware, software, electrical equipment or workspace areas
- Examples: Minor damage to hardware, software, electrical equipment or workspace areas, temporary power outages, small fire that is contained, hazardous material spill.

**DSHS Notification and Command Requirements:**

- Notification of the DSHS Headquarters or Regional Emergency Support Team (EST) not required.
- An on-scene Incident Command (IC) post or location may be designated as needed by the local administration, or for co-located facilities, the lead tenant.

**Level 2 (Major):** Larger in scope and more severe in actual or potential effects than a Level 1 (Minor). The response may be "at-site" with local on-site resources, but restoration may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration). Response coordination may involve 2 or more Administrations (co-located facilities).

**Characteristics:**

- Estimated restoration time exceeds 24 hours.
- Multiple buildings, offices, facilities, or Administrations affected by event.
- Damage to buildings, offices, or facilities is significant and restoration costs may exceed local operating budget. Major repair or replacement of equipment or building systems may be required.
- Examples: A severe storm causing power outages or preventing staff getting to work at numerous sites or a co-located facility, a fire causing structural damage and temporary closure of the space, significant computer virus or telecommunication losses.

**DSHS Notification and Command Requirements:**

- Notify DSHS Headquarters Emergency Support Team and Regional Emergency Support Team.
- An on-scene Incident Command (IC) post or location or an Emergency Operations Center (EOC) may be activated by the local administration, or for co-located facilities, the lead tenant.

**Level 3 (Catastrophic):** Large scope and severe in actual or potential for significant casualties, widespread property damage, or total disruption of vital services at that site. Response or restoration exceeds the capability of local on-site resources. May require coordination with or actual command by local or state emergency management personnel.

**Characteristics:**

- Total destruction of a worksite.

- Long-term prohibited re-occupancy of a worksite with unknown restoration date.
- Permanent or long-term relocation of the worksite is required.
- Examples: Significant building destruction by fire, earthquake, tsunami; significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism.

**DSHS Notification and Command Requirements:**

- Notify DSHS Headquarters Emergency Support Team and Regional Emergency Support Team (EST)
- DSHS Headquarters Emergency Support may need to notify Emergency Management Division (EMD).
- An on-scene Incident Command (IC) post or location or an Emergency Operations Center (EOC) will likely be activated by the local administration, or for co-located facilities, the lead tenant. The DSHS EST (Headquarters and impacted Regional) will likely activate an EOC.

**EMERGENCY NOTIFICATION:**

The initial component of a communication chain that identifies staff and/or organizations and informs them about the risk for or actual occurrence of an emergency.

**EVENT DESCRIPTION:** Briefly describe the emergency event or threat/warning that starts this communication chain.

**MANDATORY NOTIFY:**

The Washington State Comprehensive Emergency Management Plan (CEMP) identifies state agencies and other organizations that need to be notified because they are assigned direct responsibility or support roles for Emergency Support Functions (ESFs) and have a role in state emergency management Incident Command. This could include DSHS organizations as well as external state, federal, local, volunteer emergency management partners.

**NOTIFY:** The staff or organizations that that need to be notified because they have a role in managing the emergency, continuing the communication chain, or are a resource to the emergency. These staff or organizations will be determined by the facility, regional, or administrative emergency management planning teams.

**NOTIFIED BY:** The person who does the notification in the event of an actual emergency or threat/warning. Provide here are their title, contact #, and the date and time of the notification.

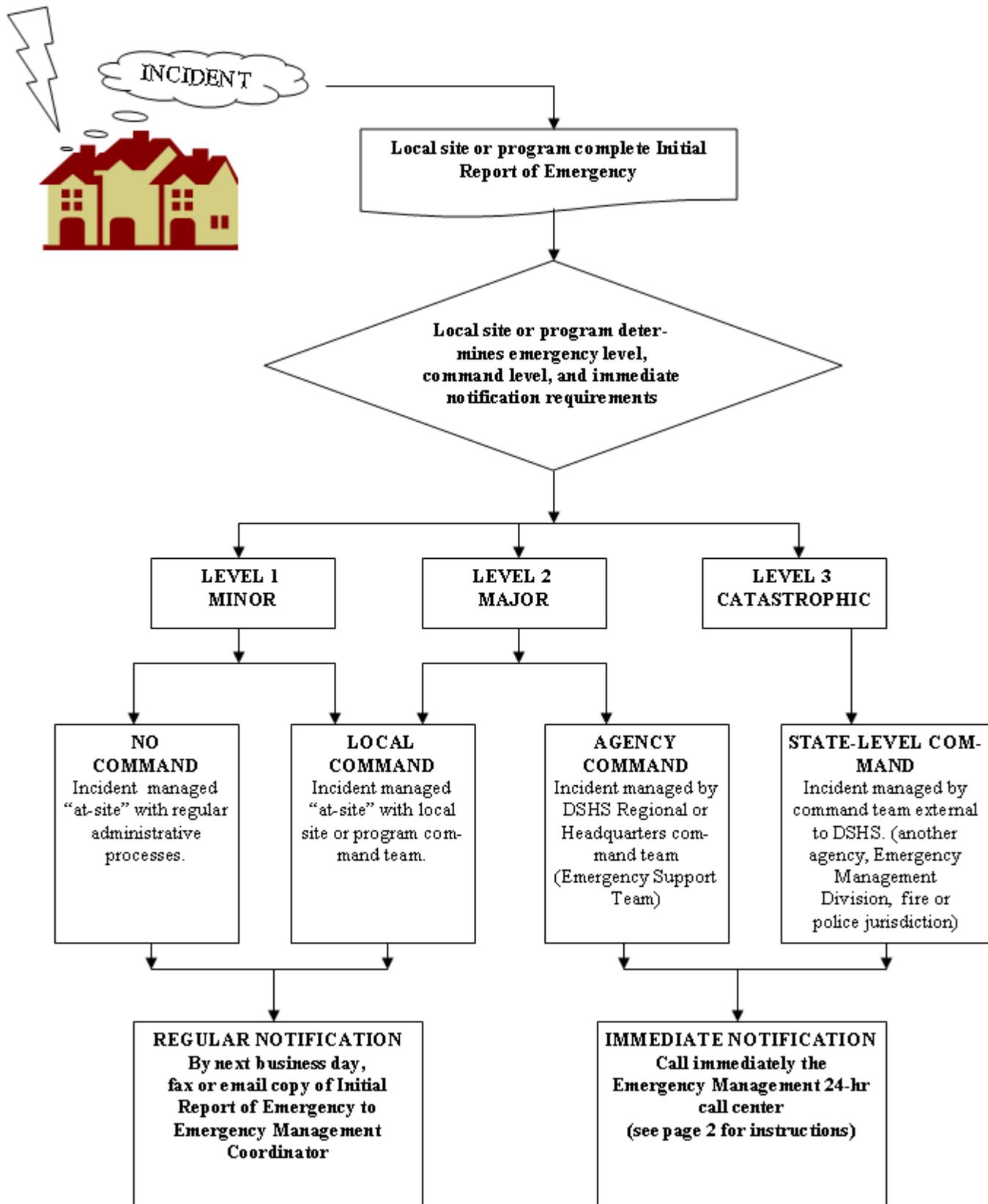
**ORIGINATING FACILITY OR ORGANIZATION:** Identify the facility/worksite, program, or organization that is initiating the emergency communication chain. Emergency communication chains can be from different sources.

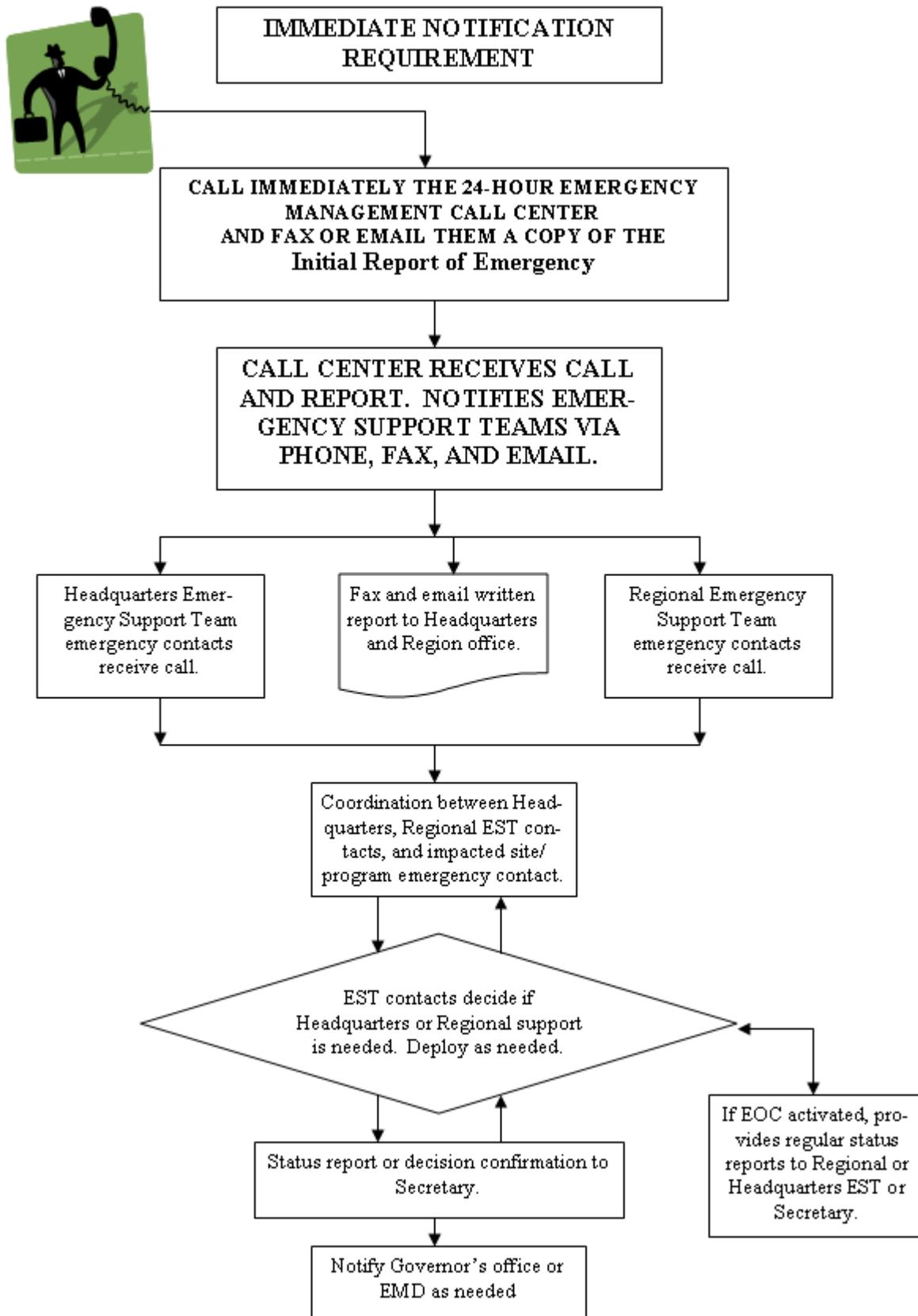
- **Emergency based:** Communication that an emergency has occurred. This usually originates from the site that the emergency occurred at.
- **Risk based:** Communication about a potential emergency such as those that originate from warning systems or information received (example: Tsunami, bomb

threat). The communication chain may start from either the potentially impacted site or program; or from external sources.

**SUB-DEPARTMENTS:**

Individual programs, tenants, or facilities may be impacted. These are important to identify if they are under a different DSHS Administration than the primary occupant of a site.





## Attachment E: Emergency Communications (EC)

**These communication requirements and considerations will assist in establishing and maintaining adequate internal and external communications during an emergency situation.**

The following outlines various communication needs when an emergency occurs, both internally at the site of the incident and across the agency. Emergency plans must identify the required communication systems needed for various emergency situations. The plan should also identify common communication methods to be used in these situations and back-up or alternative systems in case the common systems are disabled.

Depending upon your facility, worksite, or program, and the seriousness of the event, communication needs and methods will vary. The following provides the minimum communication requirements for more serious emergency events and additional recommendations and methods that may be useful to your plan. The required elements are noted as such. For the recommended methods, it is important that you consider communication strategies that will work for your particular site or program need.

### **Assumptions:**

- Loss of communication systems (telephone, cellular phones, pagers, email) will occur as a result of a disaster or emergency situation.
- 911 systems can be disabled due to a catastrophic community incident causing line congestion or loss of power or telephone services.
- Alarm and other protection systems (security, fire, electronic door controls) may fail during a disaster. Systems can either fail open or closed dependent on the system. Alternative plans for manual operation need to be identified.
- Telephone systems (switchboards, voice messaging, digital phone lines) will fail in a power outage if no back-up emergency generator supports them.
- Some back-up emergency power systems for telephone switches and computer systems are battery based and therefore may have limited support of only a few hours.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event.

### **Alternative Communication Equipment: Considerations and Recommendations:**

- **Telephone/Fax**
  - **Analog phone lines:** These are not dependent on local electrical power and are more reliable during a power outage. They are susceptible to broken phone lines. Maintain at least two back-up analog phone lines for PC and phone at your facility/worksite. This allows one line for critical command related communications and the other line for other contacts (resource acquisition, staff notifications, etc.) Many fax machines already use analog lines. If your emergency involves a power outage, your fax machine won't work and the line could be used for phone.
  - **Non-electric telephone:** Electronic phones (cordless, others with button features) need to have power to work. Maintain at least two old fashion dial or pulse type (not tonal) phones to use with the analog lines.

- **Cellular Phones and Blackberries:**
  - These have proven to be unreliable in major disasters due to access congestion. They may be good for local site emergencies though be cautious of cell-signal dead zones caused by weak cell signals or certain building construction which can block signals. Testing access is important.
  - Cell phones with text messaging ability may not work for voice but could continue to work for text.
  - Plans should designate phone battery maintenance. Procedures should outline when staff turn phones on to preserve battery life.
- **Satellite Phones:**
  - Though these can be challenging to use due to special location limitations and set up requirements, they have proven to be most consistently reliable telephones in major catastrophic disasters. They are not affected by cellular traffic. They can be impacted by cloud cover and were not useful in the early days of Katrina.
  - Plans should designate satellite phone battery maintenance. Procedures should outline when staff turn phones on to preserve battery life.
  - Trained staff are required for phone set-up and use.
- **Paging Systems:**
  - These have proven to be unreliable in major disasters due to access congestion. Some facilities may have internal systems which do not rely on satellite relay and therefore are not susceptible to access issues. These systems are electrically powered and would require emergency power back-up.
  - Plans should designate extra battery storage.
- **Two-Way Radios:**
  - These are quite reliable for a limited geographical range. Testing should be done since certain building construction can block signals.
  - Plans must designate radio battery maintenance and recharging. Procedures should outline when staff turn radios on to preserve battery life.
  - Plans should address radio distribution to staff and managing transmission traffic and channel designation.
  - Plans should identify specific channel/frequency access and create limited confidential channel access for multi-channel systems.
- **Computer Systems:**
  - **E-mail services:**
    - Lessons from Katrina clearly demonstrated that state e-mail systems failed and could not support critical emergency communications. New Orleans emergency responders to Katrina found that the use of "hotmail" e-mail accounts was a way of maintaining communications during and after the disaster.
    - DSHS field staff does have remote access to their state e-mail via the DSHS Fortress Server. However, if the server should go down for any reason there is no access. The Department is currently researching the possibility of obtaining an exception to current policy 15.15 B.3. (h-j), Use of Electronic Messaging Systems and the Internet, that would give access to "hotmail" to key managers and staff within DSHS during emergency situations. Specific protocols for this exception have yet to be established.
  - **Lap Top Computer:** Laptops are portable and will work with battery pack during power outages. Wireless access (WiFi) capabilities to the Internet may be the best option for remote access to your e-mail and other DSHS systems if these systems remain functional. A person with a Wi-Fi device, such as a computer, telephone, or

personal digital assistant (PDA) can connect to the Internet when in proximity of an access point. The Wi-Fi region covered by one or several access points is called a hotspot. Hotspots can range from a single room to many square miles of overlapping hotspots.

- **Ham-Radio:** These are the most reliable systems under any conditions. There are local organizations (i.e.: County Amateur Radio Emergency Response Team) that may volunteer to provide access in emergencies. Advanced planning with these groups is required to establish communication contacts and protocols.
- **TTY, Translation Services and other alternative systems.** All plans should assess the need for these systems and services to support clients and staff with these needs.
- **Runners:** Create "runners" which are staff that are designated to provide personal delivery of messages, instructions, supplies, etc. to affected areas or staff. Plans need to include mustering or check-in areas for these staff so they are immediately accessible. If vehicles are required to assist "runners" these should be designated in advance so they do not conflict with other emergency transport needs. Runners are used when all other communication systems fail.
- **TV's and Radios:**
  - Have a TV and radio (including portable radios) available for access to emergency media announcements. A list of TV and radio stations will be available in your local newspaper. Use your Local Emergency Services Phone List (Appendix 1(B) Attachment 2) to document the radio frequency information.

### Alternative Staff Contact Information

- **Staff Contact Lists:**
  - **Required:** A determination of which staff are considered "essential" for emergency response, along with their response roles, must be made. This list of staff must be updated on a regular basis. This list must include after-hours personal contact information to include home/cell phone numbers, pager and e-mail and a message phone (Staff Notification List, Appendix 1(B) Attachments 5, 6, 7, and 8).
  - **Required:** A current and updatable all-staff notification list must be developed and readily available. This list should be reviewed and updated at least twice annually. This list will include after-hours personal contact information to include home/cell phone numbers, pager and e-mail and a message phone. "Essential" staff designations can be made on this list or kept on a separate list (Appendix 1(B) Attachments 5, 6, 7, and 8).
  - **Required:** Any manager, supervisor or person involved with emergency management will be required to share after-hours, personal contact information. This should include home phone, cell number, pager, and e-mail address and message phone.
  - **Required:** Emergency contact information must be considered private and confidential and made available only when deemed necessary and appropriate.
  - Establish emergency call-in procedures for staff (Use the Emergency Notification Template, Appendix 1(B) Attachment 3).

### COMMUNICATION NEEDS

### EMERGENCY RESPONSE OR ASSISTANCE NOTIFICATION

- **Pre-Incident Warning**

Washington State Emergency Management Division (EMD) has a warning system for certain emergency incidents that can be predicted (severe storm, volcano, tsunami, terrorist attack, etc). When there is advanced knowledge of an impending emergency situation the EMD notifies the DSHS Emergency Management Coordinator who will notify facilities or programs that could be impacted. The DSHS Emergency Management Coordinator will maintain a plan for receipt of this information and implementation of this notification.

- **Alternate Communication Methods:**

- Research your local site for local emergency notification systems such as tsunami warning systems or other community notification systems. If these exist, incorporate them into your emergency plan.
- In a large disaster, local and national media (radio, television, internet) may be a source of information both pre and post event.

- **Emergency Response**

Communication with people designated as first responders (police, fire, and internal response teams) who can respond immediately and are trained and prepared to offer assistance in the areas needed.

- **911:** The most reliable system is your local 911. This allows the most direct and time efficient response by trained emergency personnel. This system is your first choice for emergencies with injuries, fire related, crime related, or major building or property damage, etc. Enhanced 911 systems are designed to automatically identify the physical location (at the phone location) of the caller and most counties have enhanced 911 systems. Individual phone systems in some facilities may not have this capability, and response will be to the site address.

- **Alternate Communication Methods:** Although reliable, 911 systems can be disabled due to a catastrophic community incident causing line congestion, loss of telephone services, blocked roads, reduced emergency personnel, etc. Back-up systems to consider are:

- Some community emergency services (fire, police) have programs that provide pre-registration of clients with disabilities or medical needs. This allows these responders to target these clients for special evacuation notification and implementation.
- Be prepared to survive in place with no external emergency responders. This means having staff available on site that are trained to provide basic first aid and have the supplies needed for this. Establish Emergency Operating Procedures (EOPs) if necessary (Appendix 1(B) Attachments 5, 6, 7, and 8).

- **Internal Response Teams:** An internal response team of on-site staff who are in radio or pager contact. Response specialty areas may include: security and maintenance, and at institutions, medical, nursing, and transport (Emergency Notification Template, Appendix 1(B) Attachments 3, 5, 6, 7, and 8).

- **External Response Teams:** An external response team of off-site staff. These staff should live in close proximity to the worksite so they can respond quickly. In some instances it may be appropriate to have staff assigned on-call to allow 24 hour/7 day response (Emergency Notification Template, Appendix 1(B) Attachments 3, 5, 6, 7, and 8).

- **Alternate Communication Methods:** In the event of a telecommunications outage, these staff could have standing instructions to call in or return to the worksite under specified conditions.

- **Special Services Response**

- **Essential Vendors** (utility providers, fuel and other essential goods providers): Maintain contact list of vendors for accessing information on utility status, delivery of essential supplies (generators, fuel), or arranging the pick-up of supplies.

## COMMAND TEAM NOTIFICATION

- **Emergency notification versus Chain of Command incident notification:**
  - **This section does not address the administrative incident reporting requirements or reporting requirements by other authorities.** Those regular reporting requirements should be addressed in your plan as directed by those authorities.
  - Command team notification is for implementing your local emergency response command team or for notifying the Headquarters and Regional Emergency Support Teams (Emergency Notification Template, Appendix 1(B) Attachments 3, 5, 6, 7, and 8).
- **Required: Local Command Team (Facility or Program):** An internal team that responds to provide incident command. This team should be in radio or pager contact, or is directed to report to a designated location immediately when an emergency incident occurs.
- **Required: Headquarters and Regional Emergency Support Teams (Command Teams):**
  - **Initial Notification:** See Emergency Notification Requirements (ENR) and the Initial Report of Emergency. (The Department is currently researching the feasibility of using a 24/7 emergency notification switchboard system to communicate disaster information to key managers and staff and deploy command staff. From a pre-determined agency authorized list of key personnel, the emergency notification switchboard operators will call these individuals to convey pertinent disaster information.)
- **Ongoing Notification between Local Command and the Emergency Support Team:** Regular reporting expectations are set based on type of incident and are determined at time of initial coordination.

## FACILITY/WORKSITE, OR PROGRAM STAFF NOTIFICATION

- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.
- **Required: Evacuation or Building Lock-Down: Notification procedures and instructions need to be developed for staff and visitors inside the facility in the event of an evacuation or lock down situation.**
- **Common Methods**
  - **Required:** Evacuation routes posted at various locations and exits throughout the building.
  - **Required:** Training, exercise, drills
  - Advance staff instructions and training and provision of emergency contact numbers or alternative offices to report to.
  - Establish staff call-in procedures addressing specific incidents (i.e., snow, storms)
  - Contact staff directly using staff emergency contact lists which include personal contact numbers.

- Siren or horn to identify the situation
- Staff /Floor Leaders providing verbal direction after receiving instructions via walkie-talkie
- Public Address (PA) system, bull horn, loud speaker
- **Alternate Communication Methods:**
  - a. **DSHS Communications Emergency Information Line and Website** for access to emergency information. Call: **1-866-DSHS-EMP, 1-866-374-7367**. The phone system is menu driven. Staff call in and select access information for their Administration, Division and specific office site. The website is: <http://www1.dshs.wa.gov>. This emergency information is updated by designated staff in each administration that are trained on how to leave information regarding office closure or other pertinent information for either the phone line or website.

## CONTRACTOR NOTIFICATION

### DSHS expectations to contractors for development of notification systems:

- Applies to Nursing facilities, Adult Family Homes, assisted living facilities, supported living programs, Area Agencies on Aging and other community contractors
- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.
- **Evacuation or Building Lock-Down:** notification procedures and instructions need to be developed for evacuating residents of facilities or for those visiting residents. Alternative service locations or access numbers should be provided as appropriate.
- **Common Methods of Notification:**

Advance staff instructions, training and provision of emergency contact numbers or alternative offices to report to.

  - **REQUIRED:** evacuation routes posted at various locations and exits throughout the building.
  - **REQUIRED** – training, exercise drills.
  - Establish staff call-in procedures addressing specific incidents or emergencies.
  - Contact staff directly using emergency contact lists which include personal contact numbers.
  - Establish resident/client notification list.
  - Contact client. Contact client or resident's next of kin, guardians, and case managers regarding evacuation procedures and alternative placement. May need to include alternative communication methods, TTY, interpreter/translation services, or other alternative systems.
  - Media resources...
  - Siren and flashing lights to identify the situation (public address system)
  - Staff/Floor Leaders providing verbal direction after receiving instructions via walkie-talkie.

## CLIENTS, CAREGIVERS, STAKEHOLDERS NOTIFICATION

- **Notification of Local Office Closures:** Including changes of operating hours, alternative work locations or other important information.

- **Evacuation or Building Lock-Down:** Notification procedures and instructions need to be developed for clients who may visit the facility or need to access services in the event of an evacuation or lock down situation. Alternative service locations or access numbers should be provided as appropriate.
- **Common Methods**
  - Same as # 3 above, excluding training, exercise, drills
  - Office reception, live telephone answering.
  - Voice messaging communication system.
  - In person, face to face communication.
- **Alternate Communication Methods:**
  - Establish client notification lists.
  - **DSHS Children's Administration statewide *Reconnecting Families* emergency information line for foster parents, youth, parents, and other caregivers** to access emergency information and report location and needs: **1-866-940-DSHS (3747)**. The phone line is **used only during and after a major or catastrophic event** and is for children under state care who are displaced or adversely affected by a disaster.
  - "Runners" designated to provide personal delivery of messages, information, etc.
  - Hand written notices/flyers on office door, etc.
  - TTY, Translation Services and other alternative systems.
  - Media sources may be appropriate. Determine in advance whether this method is to be used and coordinate with your administration and the DSHS Public Information Officer (PIO).

## **MEDIA NOTIFICATION**

All emergency related information must be routed through the DSHS Public Information Officer (PIO). Facilities/worksites, programs should designate a local PIO and this position must coordinate with the DSHS PIO.

You should inform the Communications Division immediately if the situation involves an emergency or crisis, such as a fatality, criminal activity involving staff or clients, serious injury to staff or clients, or serious damage to facilities that support services. The Communication Division shall:

- Notify Executive Management or Headquarters Emergency Support Team as necessary.
- Coordinate dissemination outside the department, as necessary.
- Coordinate activities with the media.

## **GOVERNOR'S OFFICE, EMD, AND HOMELAND SECURITY NOTIFICATION**

Under normal circumstances, coordination with the Governor's Office, EMD and Home Land Security (HLS) will occur at the Secretary's level by way of the Department's Emergency Management Liaison. In a catastrophic incident or at the request of the state agency liaison, the EMD will take responsibility for all interagency coordination activities through the state Emergency Operations Center (EOC).

**Attachment F: INITIAL REPORT OF EMERGENCY**

**INCIDENT DATE:**

**INCIDENT TIME:**

**IMPACTED FACILITY, OFFICE, OR PROGRAM:**

<b>Facility, Office, or Program Name:</b> (include all if co-located facility)		<b>Facility and Program Type:</b> (identify all that apply) <input type="checkbox"/> Residential (24 hr/7 day care) <input type="checkbox"/> Office, staff access only <input type="checkbox"/> Office, staff and client access <input type="checkbox"/> Under 5,000 square feet <input type="checkbox"/> 5,000 to 10,000 square feet <input type="checkbox"/> Over 10,000 square feet <input type="checkbox"/> Direct Client Interaction (in-person or by phone) <input type="checkbox"/> Other: (specify)	
<b>Administration/Division:</b>			
<b>Address:</b>			
<b>City:</b>		<b>County:</b>	<b>Region:</b>
<b>Emergency Contact:</b>		<b>Contact #:</b>	

**INCIDENT DESCRIPTION AND STATUS:**

<b>Description:</b>			
<b>Immediate Status</b> (people and site):			
	<b>Staff</b>	<b>Clients</b>	<b>Public</b>
<b>People Sheltering: (#)</b>			
<b>Injuries: (# and severity)</b>			
<b>Missing: (#)</b>			
<b>Fatalities: (#)</b>			
<b>Site or Building(s):</b>			
<ul style="list-style-type: none"> <li>• <b>Structure:</b></li> <li>• <b>Lights/Heat/Water:</b></li> <li>• <b>Communications:</b> (phone, email, in-coming and outgoing):</li> </ul>			
<b>Emergency Responders</b> (fire, police, EMT, other?):			
<b>Emergency Level Assessment:</b> (enter results assessment on page 2) <input type="checkbox"/> Level 1 (Minor) <input type="checkbox"/> Level 2 (Major) <input type="checkbox"/> Level 3 (Catastrophic)		<b>Command Need:</b> (enter results from assessment on page 2) <input type="checkbox"/> No Command <input type="checkbox"/> Local Command <input type="checkbox"/> Agency Command <input type="checkbox"/> State-Level Command	

**EMERGENCY CONTACT INFORMATION:** (for immediate contact at impacted facility, office, program)

<b>Name:</b> (include back-up)	<b>Position:</b>	<b>Contact #:</b>	<b>Alternative Contact #</b>

**REPORT SUBMITTED BY:**

<b>Name:</b>	<b>Position:</b>	<b>Contact #:</b>
<b>Report Date:</b>	<b>Report Time:</b>	<b>Alternative Contact #:</b>

**EMERGENCY LEVEL ASSESSMENT:** Check the most relevant description of impact (including potential impact) in the various categories. The Level with the most impact areas checked is the designated emergency level. Exception: Level 3 (Catastrophic) must have at least two of the bolded descriptions, marked with \*\*, checked to be designated as Level 3.

	<b>EMERGENCY LEVEL 1 MINOR</b>	<b>EMERGENCY LEVEL 2 MAJOR</b>	<b>EMERGENCY LEVEL 3 CATASTROPHIC</b>
<b>SCOPE OF DAMAGE</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Localized incident is limited in scope to one building or one Administration.	<input type="checkbox"/> Multiple buildings, offices, facilities, or Administrations affected by incident.	<input type="checkbox"/> <b>**Significant disruption of essential community infrastructure (utilities, bridges and roads) from earthquakes, volcano, terrorism, etc.)</b>
	<input type="checkbox"/> Minor damage to hardware, software, building equipment, or workspace areas.	<input type="checkbox"/> Major repair or replacement of equipment or building systems may be required.	<input type="checkbox"/> <b>**Total destruction of a major building or worksite.</b>
<b>STAFF IMPACT</b> <input type="checkbox"/> if potential risk	<input type="checkbox"/> Limited minor injuries.	<input type="checkbox"/> Significant injuries or death.	<input type="checkbox"/> <b>**Mass casualties.</b>
	<input type="checkbox"/> Estimated re-occupancy time is under 24 hours.	<input type="checkbox"/> Staff prevented from getting to or remaining at work at numerous sites or a co-located facility for more than 24 hours.	<input type="checkbox"/> Permanent or long-term relocation of the worksite is required.
	<input type="checkbox"/> Staff absence less than 10%	<input type="checkbox"/> Staff absence greater than 10%, less than 20 %.	<input type="checkbox"/> Staff absence greater than 20%.
<b>ABILITY TO RESTORE</b>	<input type="checkbox"/> Estimated restoration time is under 24 hours.	<input type="checkbox"/> Estimated restoration time exceeds 24 hours.	<input type="checkbox"/> Long-term prohibited re-occupancy of a worksite with unknown restoration date.
	<input type="checkbox"/> Local response is adequate for restoring all systems	<input type="checkbox"/> Can be accomplished but may require coordination with external resources (local utility companies, DSHS Capital or Leased Facilities staff, ISSD, General Administration).	<input type="checkbox"/> Requires external resources (local utility company, DSHS Capital of Leased Facilities staff, ISSD, General Admin.)
<b>RESPONSE COORDINATION</b>	<input type="checkbox"/> Response coordination involves one Administration.	<input type="checkbox"/> Response coordination involves 2 or more Administrations (co-located facilities).	<input type="checkbox"/> Response coordination may involve external agencies or state Emergency Management Division.

**COMMAND NEED ASSESSMENT:** Check the most relevant description of command need based on the indications.

<b>NO COMMAND</b>	<b>LOCAL COMMAND</b>	<b>AGENCY COMMAND</b>	<b>STATE-LEVEL COMMAND</b>
<input type="checkbox"/> Incident can be managed "at-site" with regular administrative processes.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) with limited impact <u>and</u></li> <li>Response/restoration can be managed within the chain of command.</li> </ul>	<input type="checkbox"/> Incident can be managed "at-site" with local site or program Command Team.  <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 1 (Minor) or Level 2 (Major) <u>and</u></li> <li>Response/restoration requires coordination by multiple departments or supervisors within</li> </ul>	<input type="checkbox"/> Incident requires command or coordination by DSHS Regional or Headquarters Emergency Support Team (EST). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 2 (Major) <u>and</u></li> <li>Local Command Team has been disabled <u>or</u></li> <li>Significant resources required (capital funding, specialized equipment, staff deployed from other sites) <u>or</u></li> <li>Multi-Administration impact that requires decision of sending</li> </ul>	<input type="checkbox"/> Incident requires command by emergency command team external to DSHS. (other agencies, Emergency Management Division, feds). <b>Indications:</b> <ul style="list-style-type: none"> <li>Level 3 (Catastrophic) or</li> <li>State-wide event with multiple agency impact</li> </ul>

	the site or program.	staff home (ie, co-located facility)	
--	----------------------	--------------------------------------	--

**EMERGENCY MANAGEMENT NOTIFICATION REQUIREMENTS:** Use the below matrix to identify who to report emergency incident to, how to report, and when to report.

**NOTE:** ALL POLICIES AND PROCEDURES THAT IDENTIFY INCIDENT REPORTING REQUIREMENTS OR OTHER ADMINISTRATIVE REPORTING MUST CONTINUE TO BE FOLLOWED. THE BELOW EMERGENCY MANAGEMENT REPORTING REQUIREMENTS ARE **IN ADDITION** TO OTHER EXISTING REPORTING PROCEDURES.

**EMERGENCY MANAGEMENT NOTIFICATION MATRIX**

Check incident emergency Level and Command need. Notification requirement will be designated as Regular or Immediate and their requirements are defined below the matrix.

	NO COMMAND <input type="checkbox"/>	LOCAL COMMAND <input type="checkbox"/>	AGENCY COMMAND <input type="checkbox"/>	STATE-LEVEL COMMAND <input type="checkbox"/>
<input type="checkbox"/> LEVEL 1	Regular	Regular	N/A	N/A
<input type="checkbox"/> LEVEL 2	N/A	Regular	Immediate	N/A
<input type="checkbox"/> LEVEL 3	N/A	N/A	N/A	Immediate

- Regular:** Fax or email this form to Emergency Management Coordinator (address) by next business day.
- Immediate:** Immediately call Emergency Management Call Center at (number). You will then be instructed to fax or email this form to the Emergency Management Call Center at (number/address).
- N/A: Not applicable.

.....

**FOR EMERGENCY MANAGEMENT COORDINATOR USE ONLY**

POST-EVENT EMERGENCY INCIDENT CLASSIFICATION VERIFICATION	
<b>Initial Report Received:</b> Date: Time:	<b>Notification Method:</b> <input type="checkbox"/> Regular: <input type="checkbox"/> Immediate: <input type="checkbox"/> Other: Note details:
<b>Emergency Level Assessment:</b> <input type="checkbox"/> Level 1 (Minor) <input type="checkbox"/> Level 2 (Major) <input type="checkbox"/> Level 3 (Catastrophic)	<b>Command Need:</b> <input type="checkbox"/> No Command <input type="checkbox"/> Local Command <input type="checkbox"/> Agency Command <input type="checkbox"/> State-Level Command
<b>Report Forwarded To:</b>	
<b>After-Action Meeting Date:</b>	<b>After-Action Participants:</b>
<b>Notes:</b>	
<b>Signed:</b>	<b>Date:</b>

## **Attachment G: Facilities/Worksite Emergency Event Check List (Immediately following an event)**

- Establish Command Post**
  - Make sure everyone knows there is an emergency, by phone, radio, page, and e-mail.
  - Assign recorder(s) (whiteboard(s), flip chart(s), tape recorder(s).
  - Assign someone to manage phones.
  - Establish check off list and ensure all being accomplished.
  - Make sure someone is recording each event and time.
  
- Activate EPRT**
  - Muster report via Team Leader.
  - Get and post damage assessment.
  - Team to perform RICRA (Rescue, Investigate, Contain, Report, and Assist).
  
- Communicate**
  - Announcement for building occupants. Ask IC for input if time permits.
  - Report to senior manager and/or IC.
  - Activate communication procedures with region and headquarters.
  - Activate staff emergency notification contact list and local emergency services list.
  
- Manage Incident**
  - Prioritize damage reports and assign resources.
  - Initiate Incident Action Plan(s) (IAP).
  - Follow up announcement.
  - Implement MOUs/MAAs if additional resources required.
  - Determine level of emergency and plan accordingly.
  
- Return to Normal Operations**
  - Make announcement, tell personnel what to expect.
  - sweep areas.
  - Get muster report from Team Leader. Make sure everyone is accounted for,
  - Do post operation debrief.

**Attachment H: Acronyms**

CA	Children's Administration
CATS	Children's Administration Technology Services
CEMP	Comprehensive Emergency Management Plan
DOH	Department of Health
DOP	Department of Personnel
DSHS	Department of Social and Health Services (state)
EMAC	Emergency Management Advisory Committee (DSHS)
EMD	Emergency Management Division (Washington State Military Department)
EPRT	Emergency Planning and Response Team
EOC	Emergency Operations Center
ESF	Emergency Support Function
EST	Emergency Support Team
F&OS	Finance and Operations Support Division (CA)
FO	Field Operations Division (CA)
HIVA	Hazard Identification and Vulnerability Assessment
HR	Human Resource
HRD	Human Resource Division (DSHS)
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
NIMS	National Incident Management System (federal)
NRP	National Response Plan (federal)
P&PI	Program and Practice Improvement Division (CA)
PIO	Public Information Officer
PTSD	Post Traumatic Stress Disorder
RCT	Regional Command Teams (state)
RCW	Revised Code of Washington
RRTF	Recovery & Restoration Task Force (state)
WAC	Washington Administrative Code

**Attachment I: DSHS Administrations, Divisions, and Offices**

<b>ADSA</b>	<b>Aging and Disability Services Administration</b>
AAA	Area Agencies on Aging
DDD	Division of Developmental Disabilities
HCS	Home and Community Services
MSD	Management Services Division
RCS	Residential Care Services
<b>CA</b>	<b>Children's Administration</b>
<b>ESA</b>	<b>Economic Services Administration</b>
CSD	Community Services Division
DCS	Division of Child Support
DEAP	Division of Employment and Assistance Programs
DMRS	Division of Management Resources & Services
ITD	Information Technology Division
OPADA	Office of Public Assistance Data Analysis
STRU	State Tribal Relations Unit
<b>HRSA</b>	<b>Health and Recovery Services Administration</b>
DASA	Division of Alcohol and Substance Abuse
ODHH	Office of the Deaf and Hard of Hearing
MHD	Mental Health Division
<b>JRA</b>	<b>Juvenile Rehabilitation Administration</b>
<b>OS</b>	<b>Office of the Secretary</b>
ASD	Administrative Services Division
BUD	Budget Office
CD	Communications Division
CFO	Chief Financial Officer
DAO	Diversity Affairs Office
FSA	Financial Services Administration
DFI	Division of Fraud Investigations
GCR	Government and Community Relations
GJJAC	Governor's Juvenile Justice Advisory Committee
HRD	Human Resources Division
IPSS	Indian Policy and Support Services
ISSD	Information System Services Division
ITO	Information Technology Office
OJJ	Office of Juvenile Justice
LBD	Lands and Buildings Division
MSA	Management Services Administration
MSFO	Management Services Fiscal Office
OAS	Office of Accounting Services
OFR	Office of Financial Recovery
OSRM	Office of Safety and Risk Management
PA	Public Affairs
RDA	Research and Data Analysis Division

## **Attachment J: GLOSSARY OF TERMS**

**AG:** Attorney General (federal and state)

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or Tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All-Hazard:** Covering all possible hazards whether natural, accidental, negligent, or intentional.

**All-Hazard Preparedness:** Preparedness for domestic terrorist attacks, major disasters, and other emergencies.

**Alternate Emergency Operations Center (AEOC):** An established location to evacuate to in the event that the primary EOC is not available due to natural or manmade causes.

**American Red Cross (ARC):** A volunteer organization which works closely with government at all levels in planning for and providing assistance to disaster victims. The ARC operates under a Congressional charter. All of its disaster assistance is based on verified disaster-caused need, and is an outright grant from donations from the American people.

**Authority:** the power to control, judge or prohibit the actions of others based on statutory, regulatory, or delegated right.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assisting Agency:** An agency, or organization, that provides personnel services, or other resources, to an agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in Staging Area.

**Bioterrorism (BT):** The use of a biological agent in a terrorist incident; the intentional use of a microorganism or toxins derived from living organisms to produce death or disease in humans, animals, or plants.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**CBRNE:** Chemical, biological, radiological, nuclear and explosive events—types of human-made disasters, which may be accidental or intentional.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer (PIO), Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance, other than direct operational, support functions, or resources, to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Comprehensive Emergency Management Plan (CEMP):** The framework for Washington State for mitigation, preparedness, response, and recovery activities. Its intent is to provide a structure for standardizing plans statewide and to facilitate interoperability between local, state, and federal governments.

**Damage Assessment:** The appraisal, or determination of the actual effects resulting from a technological or natural disaster.

**Department of Information Systems (DIS)** (state)

**Department of Health (DOH):** (state)

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Disaster (Major)** (Stafford Act definition): Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, and emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Advisory Committee (EMAC), DSHS:** Authorized by the Secretary of DSHS and Management Team in February 2004 as a way for the agency to be informed and educated on issues of Emergency Management. Develop, review, coordinate and make recommendations to Executive Management regarding all aspects of emergency management disaster planning and recovery efforts.

**Emergency Management Council (EMC):** This council is advisory to the Governor on Emergency Management issues.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, Tribal), or multi-jurisdictional.

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Operating Procedure (EOP):** A prescribed procedure to be followed during an emergency incident.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes Federal, State, local, and Tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as: *Emergency Responder*.

**Emergency Support Function (ESF):** The functional approach that groups the types of assistance that a state is most likely to need, (e.g. mass care, health and medical services) as well as the kinds of federal operations support necessary to sustain state response actions (e.g., transportation, communications). ESF are expected to support one another in carrying out their respective missions.

**Emergency Planning and Response Team (EPRT):** Teams formed within DSHS Regions, Administrations, Divisions, or Offices to provide planning, leadership, and response functions to emergency incidents or disaster situations.

**Emergency Support Team (EST):** DSHS Executive Management Emergency Command Team formed during times of emergency incidents or disaster to provide support, direction, and Command functions to DSHS staff, EMD, state agencies, the general public and others. The Secretary will establish team membership and provide direction as necessary.

**Essential Services Personnel:** Those positions providing service that must be maintained regardless of the emergency situation to ensure quality care and public safety. These positions include direct care in 24-hour, 7 day a week programs, such as residential services, emergency services medication delivery.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergent activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Executive Order:** A rule or order having the force of law, issued by an executive authority of a government.

**Exercise:** A practice/simulated response to a natural or technological disaster involving planning, preparation, and execution. It is carried out for the purpose of training and/or evaluation.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Federal Emergency Management Agency (FEMA):** The federal agency responsible for the U.S. government's portion of the comprehensive emergency management program. It consists of a national office in Washington, D.C. and ten regional offices, one of which (Region X) is located in Bothell, Washington.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Governor's Authorized Representative (GAR):** Serves as the State's representative for the execution of all necessary documents for disaster assistance following a gubernatorial or Presidential declaration of an emergency or disaster.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazardous Materials (HAZMAT):** Any element, compound, or combination thereof, which is flammable, corrosive, detonable, toxic, radioactive, an oxidizer, an etiologic agent, or highly reactive, and which, because of handling, storing processing, or packaging, may have detrimental effects upon operating and emergency personnel, the public, equipment and/or the environment.

**Immediate Services Program (ISP):** A grant awarded by FEMA to states to develop crisis-counseling program for 60 days, after a presidential declaration of an emergency.

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Commander (IC):**

The individual responsible for all incident activities, including the development of strategies, tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Command Team (ICT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objective are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Information Officer:** The Information Officer is responsible for the development and release of accurate and complete information regarding the incident and to serve as the point of contact for the media and other appropriate agencies requiring information directly from the incident scene.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial response:** resources initially committed to an incident.

**Intelligence Officer:** The Intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only

safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Inter-local Agreement:** Agreement or contract between government entities at the local level.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, Tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local:** For the purpose of the DSHS Emergency Plan, the term *Local* will refer to city, county or Tribal jurisdictions.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government, an Indian Tribe or authorized Tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation, a rural community, unincorporated town or village, or other public entity. See Section 2 (1), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

"Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, Tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

**Management By Objective (MBO):** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives, developing and issuing assignments, plans, procedures, and protocols, establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives, and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons 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.

**Mobilization:** The process and procedures used by all organizations—Federal, State, local and Tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement (MAA) or Memorandum of Understanding (MOU):** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and Tribal aspects of governance and policy.

**National Disaster Medical System (NDMS):** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local and Tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and Tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan (NRP):** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan (IAP). Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Outreach:** A method for delivering services to disaster survivors and victims. It consists primarily of face-to-face contact with survivors in their natural environments in order to provide disaster-related services. Outreach is the means by which services are made available to people.

**Personnel Accountability:** the ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Post-Traumatic Stress Disorder (PTSD):** A disorder caused by experiencing traumatic events that result in prolonged anxiety and emotional distress.

**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.

**Preparedness Organizations:** Groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**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.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Psychological First-Aid:** Pragmatically oriented interventions with disaster survivors or emergency responders targeting acute stress reactions and immediate needs. The goals of psychological first-aid include the establishment of safety, stress-related symptom reduction, restoration of rest and sleep, linkage to needed resources and re-connection with social supports.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMD materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders

are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**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 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.

**Recovery Plan:** A plan developed by a State, local, or Tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resilience:** The ability to maintain relatively stable physical and psychological functioning.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreement; the use of special Federal, State, local, and Tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**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. 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 operation; 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.

**Risk:** A measure of the harm to human health that results from being exposed; uncertainty that surrounds events and outcomes.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedure (SOP):** A prescribed procedure to be followed routinely.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**State Coordinating Officer (SCO):** The individual appointed by the Governor to act in cooperation with the Federal Coordinating Officer to administer disaster recovery efforts. The SCO may also function as the Disaster Recovery Manager and as the Governor's Authorized Representative.

**State Emergency Operations Center (SEOC):** The facility within the Division of Emergency Management, located at Camp Murray, Tacoma, Washington, from which state emergency/disaster operations are coordinated.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind, and type, that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Surge:** Refers to the initial influx of patients in the immediate aftermath of a disaster.

**Task Force:** Any combination of resources assembled to support a specific mission operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and Tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of an State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian Tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Type 2 because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See *Area Command*.)

**Unified Command (UC):** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** the concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For the purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., U.S.C. 742f© and CFR 553.101.

**Washington Voluntary Organizations Active in Disaster (WAVOAD):** A group of organizations providing voluntary assistance following an emergency or disaster.