

APPENDIX ONE
DIRECTION AND CONTROL

PURPOSE

To provide for the effective direction, control, and coordination during an emergency or disaster operation.

SCOPE

This appendix provides for a clear line of authority with provisions for local government succession of command and how the command structure works.

OPERATIONAL CONCEPTS**POLICIES AND OBJECTIVES**

- A. In the event of a disaster which is beyond the normal capabilities of local government, a local proclamation of emergency shall be made by the legislative heads of the involved governments in accordance with RCW 36.40.180 for counties and RCW 35.33.081 for cities under 300,000 in population. This proclamation is prepared by the Sheriff/Director of the Kittitas County Sheriff's Office/Emergency Management, or designee and is approved and signed by the legislative heads of the effective government as an ordinance or resolution. This proclamation is a prerequisite for state assistance. Under RCW 70.05 the local health officer may declare a state of emergency in medical emergency situations.

- B. The legislative heads of government, department heads and other officials may operate from the Emergency Operations Center or an alternative Command Post during emergency or disaster situations. The concept is that information from the field will be coordinated at the Emergency Operations Center and policy decisions will be made by the elected and/or senior government officials.

- C. Coordination of emergency procedures is the responsibility of elected officials and local authorities at all levels of government. This understanding is especially important for policy decisions and the responding organizations with operational responsibilities at the scene.

- D. Emergency situations not requiring activation of the Emergency Operations center, but which require coordination of decision making by several agencies at the scene may be conducted from a Command Post. On-scene direction and control of emergency operations will follow concepts of the Incident Command System.

- E. Incidents which are minor in magnitude and do not require significant coordination with other agencies may be managed from command vehicles at the scene, as appropriate.
- F. Kittitas County may acquire a helicopter from another agency to be used for special assistance and for providing direction and control of incidents which require aerial reconnaissance or special coordination due to geographical, topographical, economical, or time related constraints.
- G. During an Emergency Operation Center activation period the Kittitas County Sheriff's Office Emergency Management staff is responsible for control and management of the EOC.
- H. All departments are responsible for providing trained personnel and resources to staff the EOC on a 24 hour basis for extended periods, when necessary.
- J. Kittitas County Emergency Management provides the means for coordinating the local capabilities and resources needed to alleviate or lessen the impact of a disaster or emergency. When the situation is determined to be beyond the capabilities of local government, Kittitas County Emergency Management will provide the necessary liaison for state and federal assistance.

LEGISLATIVE AUTHORITIES

- A. The Kittitas County Board of County Commissioners:
 - 1. Are the legislative authorities of Kittitas County and are responsible for policy actions or decisions during an emergency or disaster, within the scope of their powers.
 - 2. In the event a majority of the Board is not available, the remaining one Commissioner may make decisions dealing with an occurring emergency or disaster.
- B. Mayor's, Mayor Pro-Tem, and city councils of cities within Kittitas County:
 - 1. Are the legislative authorities of their city and are responsible for policy actions or decisions during an emergency or disaster, within the scope of their powers.
 - 2. In the event a majority of the Council/Commission is not available, the remaining Council/Commission may make decisions dealing with an occurring emergency or disaster.

DESIGNATION OF SUCCESSORS

Succession will be done when there is no available elected executive officials to make policy decisions.

Upon the availability of any elected executive official, succession to non-elected personnel will cease.

A. County government

If the entire legislative authority body is unavailable, then this authority falls on the remaining county elected officials (except judges), with the Prosecutor acting as the Chair of this body. The Director's of Public Works and Emergency Management shall also be included in this body.

In the event no elected officials are available, emergency authority will fall to the senior prosecuting attorney present with assistance from the Director's of Public Works and Emergency Management.

B. City government

If the entire elected legislative authority (Council / Commission) body is unavailable, then this authority falls to the available department heads, with the City Administrator acting as chair of this body.

Executive policies and decisions will be made by the available department heads. In the event no department heads are available, then the assistant departments heads will fill this void.

C. Emergency Management Responsibilities of non-elected successors acting as legislative authority

1. Shall abide by any and all procedures pre-determined by the elected officials for their particular political sub-division.
2. Shall make only those decision necessary to support the emergency or disaster operations.
3. Shall commit funds to the emergency/disaster operation as provided in the Revised Code of Washington.

EMERGENCY RESPONSIBILITIES

- A. The Kittitas County Commissioners and City Mayors are responsible for:**
1. Establishing the emergency policies and decisions throughout all phases of emergency management affecting their respective jurisdictions and coordinating these policies with all affected jurisdictions.

2. Making legislative representation available to the EOC or other command structure for policy decision making, as appropriate.
 3. Communicating policies and goals to the Incident Commander.
 4. To establish a line of succession in the event they are not available during an event.
 5. Authorizing emergency expenditures.
- B. Directors, Supervisors, Chiefs, and other heads of departments, agencies, and local political subdivisions are responsible for:
1. Appointing and training a line of successors to insure and adequate emergency operation in their absence.
 2. Development of Suggested Operating Procedures (SOP) for operations that are consistent with the overall Emergency Operations Plan, including how the department will function in the event the department head is unavailable.
 3. Maintaining direction and control over their departments/agencies.
- C. The Sheriff/Director of the Kittitas County Emergency Management is responsible for:
1. Coordinating government activities taken to mitigate and prepare for, plan for, respond to, or recover from an emergency or disaster situation as provided an RCW 38.52.070.1.
- D. The Public Safety Answering Points (PSAP) of the City of Ellensburg Police, City of CleElum Police, Central Washington University Police and Roslyn Police are responsible for:
1. Providing for capabilities to expand dispatch or operate as an EOC for the purpose of:
 - a. Direction and control of their operation for a localized incident.
 - b. Acting as a secondary operations center for coordination with the County's EOC.
- E. Upon notification of an actual emergency or disaster, responding governmental and volunteer organizations are responsible for:
1. Maintaining their own internal emergency direction and control. However, this authority is subject to the overall direction and control of the executive heads of the political subdivision involved, and/or the local Incident Commander directing operations at the scene.

ESSENTIAL ACTIVITIES

- A. Essential services and activities which are to be directed, controlled, and coordinated include, but are not limited to:
1. Police and fire protection for the risk area.
 2. Search and Rescue.

3. Emergency medical services.
4. Public Works activities.
5. Energy production or distribution.
6. Production, processing, warehousing, and distribution of life support essentials such as food, fuel and pharmaceuticals.
7. Water and sewage treatment, solid waste disposal.
8. Transportation
9. Public safety communications
10. Operations of essential financial institutions.

INCIDENT COMMAND SYSTEM (ICS)

Management of an incident will follow the concepts of the incident command system. See page 7 (Direction and Control) in the Basic Plan for further detail.

EMERGENCY OPERATIONS CENTER

EMERGENCY OPERATIONS CENTER - ACTIVATION

AUTHORITY TO ACTIVATE

- A. The decision for partial or full activation of the Emergency Operations Center will be in conjunction with the level of plan activation, as follows:
 1. LEVEL 0: Daily, routine emergency response. Disaster readiness is achieved by the maintenance of twenty-four hour coverage by local emergency services agencies operating on internal procedures.
 2. LEVEL 1: Unusual occurrences which can be dealt with using existing local resources without outside help (or minimal mutual aid assistance), and which are short term in nature and limited in scope. Incident command is routinely established in the event that the situation expands unexpectedly. A command post will be established, the concept of expanding dispatch can be used or the EOC can be activated Level 1 as a resource coordination center, as appropriate.
 3. LEVEL 2: Situations which are larger in scope and require the use of mutual aid resource, or special procedures for dealing with the emergency. Single jurisdiction/Multi-agency events where broader applications of ICS protocols are required to ensure coordination. A command post will be established if site-specific, and the EOC may be activated as appropriate.

4. LEVEL 3: Broad scope community emergencies with long term impact representing a significant threat to life, property and/or the environment; requiring a substantial commitment of personnel, equipment and facilities; requiring considerable outside help. Multi-jurisdictional / multi-agency events which require unified command in order to ensure effective coordination. EOC should be activated to coordinate resources and information.
 5. LEVEL 4: Are recovery activities. These activities include long term reconstruction of public facilities, detailed damage assessment (joint, local/state/federal teams), debris clearance, establishment of disaster assistance centers, and community restoration projects.
- B. The following governmental officials have the authority to activate the Emergency Operations Center, regardless of the activation level:
1. Sheriff/Director of Emergency management, or designee.
 2. Kittitas County Commissioners.
 3. City mayors and city public safety agency heads have the authority to activate their EOC and request County EOC activation for support.

STAFFING NOTIFICATION

- A. It is recognized that the need for emergency staff will expand and contract during the various phases of the disaster, with the largest commitment of personnel required during the response phase. Actual staff's alerting procedures are outlined in the Kittitas County Emergency Management Duty Officer Book, and includes the use of pagers and telephones.
- B. During a major emergency or disaster, it may become necessary to staff the EOC with personnel from varying departments. All Directors, Supervisors, Chiefs and other heads of departments, agencies and local political subdivisions will provide the requested personnel. Staffing for the EOC will include, but not limited to personnel from the following departments:
1. Emergency Management Staff
 2. Sheriff's office - Command level
 3. Public works / Road department - Road supervisor / foreman
 4. Red Cross
 5. Building department - Admin. assistant
 6. Fire services
 7. Utilities
 8. Public transportation (KCAC)
 9. Legislative authorities of affected jurisdictions
 10. Others, as appropriate.

LEVELS OF ACTIVATION

A. Limited Activation (Expanded Dispatch):

When careful scrutiny of an on-going emergency is advisable limited activation of the County Emergency Operations Center may be desirable. This is done by using the concept of expanded dispatch. Personnel from Kittitas County Emergency Management will augment the 9-1-1 Communication Center Staff to assist in incident coordination and resource coordination.

B. Full Activation:

As centralized direction, control and coordination of disaster response activities becomes necessary for management of large scale, full disaster operations, activation of the Emergency Operations Center may occur. At this level of operation, all components and sections will be staffed for the duration of the incident, or a period estimated to be from two days to two weeks.

EMERGENCY OPERATIONS PHYSICAL CHARACTERISTICS**A. Location**

The Kittitas County EOC is located in the basement of the Kittitas County Communications center 700 Elm View Road. The EOC is within the Kittitas County 9-1-1 center which houses the Kittitas County Sheriff's Office and Fire communications.

B. Equipment

1. Two way radios - The Kittitas Co. EOC is equipped with public safety radio communications capabilities. The EOC can communicate on all local public safety frequencies.
2. Amateur radios - The EOC has an amateur radio room with complete radio capability, including packet radio for the transmission of hard copy information.
3. Telephones - The EOC has a bank of telephones to be used in the event the center is opened. The EOC also has fax capabilities
4. EIS - The EOC has computer equipment and the state's Emergency Information System
5. Back-up generator - is located in the Communications Center and is tested monthly and every quarter under load. The generator has a 14 day fuel capacity.

C. Back-up Communications Centers.

The Kittitas County EOC is also utilized as a back up communications center and is equipped with Public Safety radio communication capabilities and 9-1-1 telephones. The EOC is also physically connected with the Kittitas County 9-1-1 center so that it can be operated in tandem with the 9-1-1 center, as appropriate.