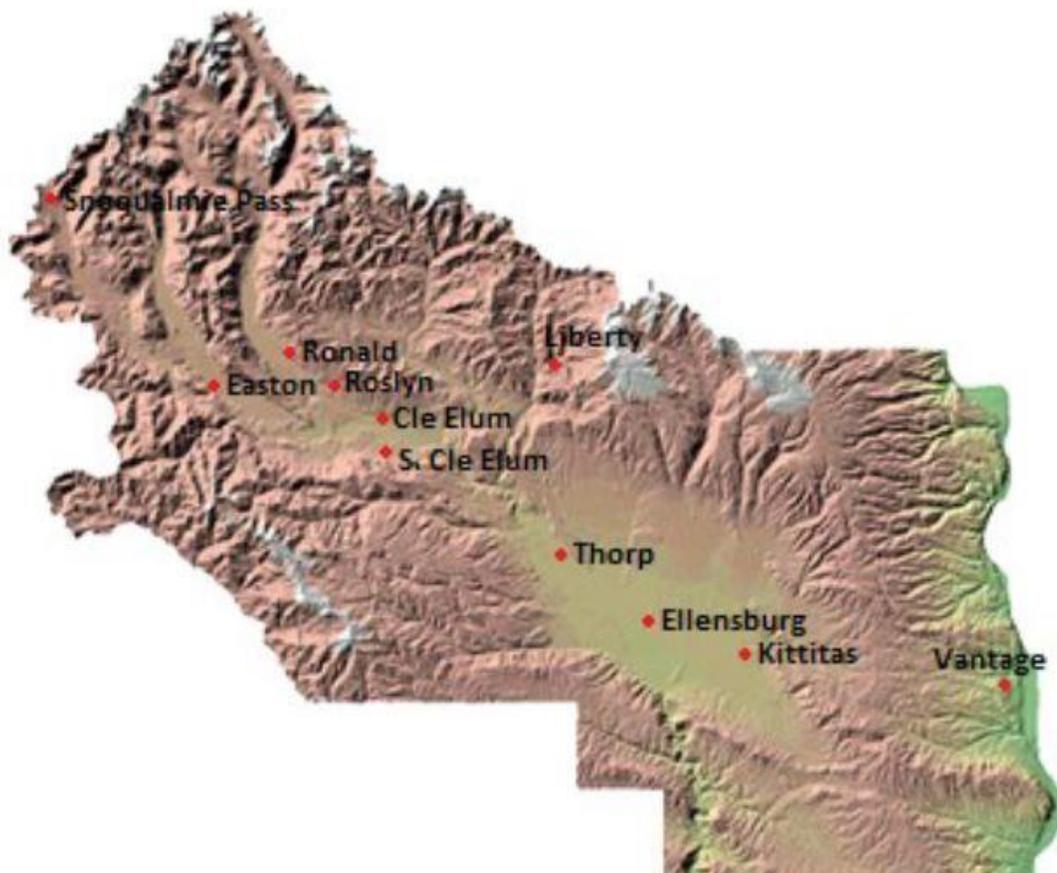


Kittitas County Comprehensive Emergency Management Plan 2024





KITITITAS COUNTY CEMP

Promulgation

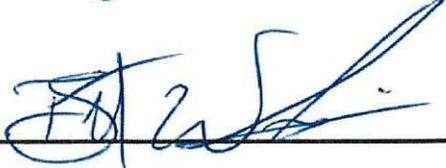
The Kittitas County Comprehensive Emergency Management Plan is hereby adopted his 20th day of May 2025, as the official plan providing emergency services when protection of life, property, cannot be accomplished as a normal daily function of the local governments of: Kittitas County, and the incorporated cities/towns of Cle Elum, South Cle Elum, Roslyn, Ellensburg, and Kittitas.

This CEMP meets the requirements of RCW 38.52.070 and the criteria of WAC 118-30-060 and has been reviewed by the Washington State Emergency Management Division to ensure its conformity to applicable regulatory requirements and standards of Federal and State agencies, as well as for its usefulness in practice. The CEMP is intended as a comprehensive framework for countywide preparedness in the prevention, protection, mitigation, response, and recovery mission areas.

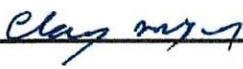
The Kittitas County Sheriff's Office Division of Emergency Management is responsible for coordinating emergency management activities as well as publishing, distributing and devising the plans as required.

We, the undersigned legislative authorities of Kittitas County and the participating cities and towns, and members of the Kittitas County Emergency Services Council, do hereby promulgate the Kittitas County Comprehensive Emergency Management Basic Plan and attached annexes and appendixes. This document supersedes all previous plans.

Board of County Commissioners

	<u>5-20-25</u>
Chairman	Date
	<u>5/20/25</u>
	Date
	<u>5/20/25</u>
	Date

Kittitas County Emergency Management

	<u>5-13-25</u>
Director	Date



APPROVAL AND IMPLEMENTATION

“To protect all people, keep the peace, and uphold the Constitution of the United States.”

It is the responsibility of the Kittitas County Sheriff’s Office to oversee all Emergency Management functions in unincorporated Kittitas County, and participating towns, to ensure operations are in alignment with the above stated mission of the Kittitas County Sheriff’s Office.

When a disaster threatens or strikes Kittitas County, county and city governments will take the lead in management of emergency public health, safety, and welfare services. The response will be widespread, extending beyond the usual boundaries of departments providing emergency services and requiring cooperation of governmental and private sector units that do not normally respond to emergency situations. Since the state and federal governments will provide only supporting services for disaster mitigation, response, and recovery, the leadership of the legislative authorities is of critical importance.

The purpose of the Kittitas County Sheriff’s Office Emergency Management’s CEMP is to establish policies, procedures, roles and responsibilities, and an organizational structure for responses to a major emergency. The Kittitas County Sheriff’s Office Emergency Management CEMP incorporates operating procedures from the National Incident Management System (NIMS) and Incident Command System (ICS) for handling emergencies resulting from various potential disasters that could impact the Kittitas County citizens. This plan establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. The Kittitas County Sheriff’s Office Emergency Management CEMP has been designed as a strategic plan to provide the administrative procedures necessary to cope with most County emergencies.

Kittitas County Emergency Management

Clay Meyer _____ *5-13-25*

Director Date



Record of Distribution

Electronic copies of the plan will be distributed to City Department Directors and other public and private agencies. Hard copies will be distributed and kept at the Emergency Operations Center (EOC), and the backup EOC. The CEMP City will also be available on the City’s website at www.co.kittitas.wa.us/sheriff.

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

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**Appendixes are attached to ESF’s in separate documents, annexes are also separate from the basic plan and ESF’s.*



COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

BASIC PLAN

PRIMARY JURISDICTION: Kittitas County Emergency Management, part of the Kittitas County Sheriff's Office

JURISDICTIONS COVERED BY THE PLAN:

Fire Districts 1, 3, 4, 6, 7, 51.
Kittitas Valley Fire and Rescue
Kittitas County Public Health Department
Kittitas Valley Hospital (KVH)
County and City Public Works Departments
Public Utility District #1 (PUD)
Puget Sound Energy (PSE)
Cities of Cle Elum-Roslyn, Ellensburg, and Kittitas Police Departments

I. INTRODUCTION

A. Mission

The mission of the Kittitas County Emergency Management is to support the citizens and government of Kittitas County in the preparing for, mitigation of, responding to, and the recover from natural or man-made disasters.

The goal of the Kittitas County Comprehensive Emergency Management Plan (CEMP) is to provide a system of emergency management programs, plans, and procedures that provide for the response and recovery of any disaster. This is done by building community collaboration and utilizing volunteer resources. Collaborative involvement includes:

1. Defining emergency strategies.
2. Identifying resources.
3. Combining essential services.
4. Defining the responsibilities of various participants while recognizing their jurisdictional differences.
5. Creating an atmosphere of interagency, coordination and cooperation.
6. Developing citizen self-sufficiency.
7. Continual development of Threats and Hazard Identification and Risk Assessments.
8. Continuing to build community resiliency through collaboration with all segments of our population.

B. Purpose

This Comprehensive Emergency Management Plan (CEMP) identifies the emergency management functions and responsibilities of Kittitas County government, and the associated agencies and organizations that work together in all phases of emergency management. A structure is formed within which emergency planning, preparedness, response and recovery takes place. There are four main sections that compose the plan: the Base Plan, Appendixes, the Emergency Support Functions (ESFs), and the Support Annexes.

This Comprehensive Emergency Management Plan for Kittitas County emulates the National Response Framework and the Washington State Comprehensive Emergency Management Plan and establishes a structure for an organized and effective response to major emergencies and disasters that occur within the County. The plan defines common assumptions and policies, establishes a shared concept of operations, and pre-assigns functional responsibilities to appropriate disciplines, private and nonprofit organizations and government agencies. Through the implementation of this plan, the resources and capabilities of the public, private, and nonprofit sectors can be more efficiently utilized to minimize the loss of life and property and to protect the environmental and economic health of the County.

Consistent with the model provided in the National Response Framework (NRF) and NIMS, the Kittitas County Emergency Management Plan can be partially or fully implemented in the context of a threat, or anticipation of, or response to a significant incident or event. Selective implementation through the activation of one or more of the Emergency Support Functions (ESFs) or Annexes allows maximum flexibility in responding to and recovering from an incident, meeting the unique operational and information-sharing requirements of the situation a hand, and enabling effective interaction between various county and non-county entities. This plan will facilitate restoration of basic county and city government operations and services following emergencies or disasters.

The base plan delineates the application of emergency operations as applied to incidents in Kittitas County, including the general role the County plays in relation to incidents. Included is a synopsis of the hazards faced by citizens in the County; a discussion of the needs and capabilities in handling those hazards; and an overview of the county's emergency management structure. At the end of the base plan are five appendices: Definitions, a list of acronyms, References & Authorities, Training, Exercises and Drills, and a Distribution List.

The second section is comprised of ESFs. These break down eighteen individual areas of specific responsibility. For each one, they identify one primary agencies and secondary agencies that act in a supporting role. They then describe the policies, procedures, roles, and responsibilities for operations within that ESF.

Third and final section is the Support Annexes. The three support annexes cover individual areas that are needed to assist any department or agency with their operations during an

emergency or disaster. They create a framework through which individual organizations, government or others execute common strategies.

As required by law Chapter 38.52 Revised Code of Washington (RCW), the Kittitas County Emergency Management Plan establishes an integrated system of emergency management for Kittitas County and the cities (or communities) of Ellensburg, Cle Elum, Kittitas, Roslyn, South Cle Elum, Easton, Ronald, Thorp, Liberty, Snoqualmie Pass and Vantage.

C. Scope

This Comprehensive Emergency Management Plan (CEMP) provides guidance for a systematic and coordinated effort to: facilitate emergency and disaster mitigation, encourage emergency preparedness, and coordinate disaster response and recovery operations. The CEMP details the capabilities, authorities and responsibilities of county departments, and primary and support agencies in emergency management.

This plan, an all-hazards plan, considers emergencies and disasters specific to the geographic area of Kittitas County described in the 2017 Threats Hazards Identification and Risk Analysis report. The resulting Comprehensive Emergency Management Plan (CEMP) provides:

1. A comprehensive framework for the effective use of government, private sector, and volunteer resources.
2. An outline of local government responsibilities in emergency management activities as described under RCW 38.52 and other applicable laws.
3. An outline of the legal authority of the county health officer and local board of health as described in RCW 70.05.060.

D. Situation Overview

Emergency/Disaster Conditions, Hazards, and Medical Emergencies

Kittitas County is subject to a variety of natural and technological hazards (see Kittitas County *THIRA 2017*) that could present a serious threat to public safety and health, property, and the environment. This plan is designed to help meet the unique needs of those affected by an emergency, whatever the nature and scope of the incident. This plan is developed in accordance with an "ALL HAZARDS" approach.

A comprehensive method of sharing resources and effectively combining local forces is needed because of the distinct terrain and topography of Kittitas County, the limited response resources in some areas of the county, and the county's relative isolation from timely outside assistance.

Geographical separation of the county's population centers requires developing plans and procedures that are sensitive to the unique needs of each community while retaining central coordination to ensure uniform countywide response and recovery, as appropriate.

D1. Hazard Assessment

The Kittitas County Hazard Mitigation plan was developed to guide the County in a risk-based approach to become more resilient to the impacts of natural hazards through mitigation planning. The plan identifies areas of risk and assesses the probability, extent, vulnerability and impacts for each natural hazard. The matrix pictured below demonstrates the impact vs. probability developed as a part of the mitigation planning process for Kittitas County.

Hazard Event	Probability Factor	Sum of Weighted Extent Factors	Sum of Weighted Vulnerability Factor	Sum of Weighted Impact Factors	Consequence Score	Total Risk Score (Probability x Consequence)
Winter Weather <i>(Blizzard/Heavy Snow, Ice Storm)</i>	3	15	16	24	55	77
Earthquake	2	12	16	33	61	59
Flood	2	18	11	31	60	59
Strong Wind/Damaging Winds <i>(Severe Weather)</i>	3	9	16	15	40	59
Wildfire Smoke <i>(Wildfire)</i>	3	6	10	22	38	56
Wildfire	2	15	11	27	53	53
Thunderstorms <i>(Severe Weather)</i>	2	9	16	26	51	51
Communicable Diseases / Pandemic	2	18	10	20	48	48
Cold Wave/Extreme Cold <i>(Severe Weather)</i>	2	12	12	20	44	45
Avalanche	3	9	6	13	28	43
Heat Wave/Extreme Heat <i>(Severe Weather)</i>	2	12	12	17	41	42
Landslide	2	12	12	13	37	39
Drought	2	9	6	16	31	33
Hail <i>(Severe Weather)</i>	1	6	16	16	38	22
Tornado <i>(Severe Weather)</i>	1	6	16	16	38	22
Dam and Levee Failure	1	9	11	16	36	21
Volcanic Activity	1	12	6	15	33	20
Total Risk Score	0-24	Low				
	25-52	Medium				
	53 +	High				

E. Planning Assumptions

Coordination between emergency response organizations is a daily reality. This interaction is based on the frequent and routine practice of those relationships.

Demand for emergency response agencies becomes much greater in times of crisis, and prioritizing the county’s response to an emergency becomes critical. Many supporting public and private organizations that normally do not interact except during a crisis may need to be mobilized on a cooperative basis.

Some areas of Kittitas County are geographically isolated. In the event of a widespread disaster, the isolated communities cannot rely on significant outside assistance. The primary response to disaster falls on local government and on each individual citizen.

Citizens, businesses, government agencies, and industries must be prepared to rely on their own resources and to provide for themselves during the first fourteen days of an emergency or disaster.

During a disaster, emergency response organizations are the source and focus of authority. They also address and overcome coordination problems.

Implementing some portions of this plan may not require a proclamation of emergency. The initial response can be activated by the designated lead agency. However, in times of an emergency with significant community impact or overwhelming of local resources, a proclamation of emergency is needed to activate certain powers, to make an extraordinary commitment of local resources, or to seek state and federal disaster assistance.

Nothing in this plan is intended to diminish the emergency preparedness responsibilities of each participating jurisdiction. The priority of each jurisdiction is the needs of the citizens within its territorial limits; and each jurisdiction understands its right to attend to its own circumstances before committing resources to the cooperative disaster response. Participating in mutual aid agreements is entirely voluntary.

A free-market economy and the existing distribution systems should be maintained as the primary means for continuing operations of the economic and private sectors. Normal business procedures may require modification to provide essential resources and services.

Federal and state agencies will respond, when requested, according to their established plans and will incorporate into the National Incident Management System (NIMS), as appropriate.

II. CONCEPT OF OPERATIONS

A. General

Emergency management in Kittitas County is conducted under the four universally accepted emergency management phases of:

- Mitigation
- Preparedness
- Response
- Recovery
- Prevention
- Protection

Emergency preparation is a constant and continuous process.

This Comprehensive Emergency Management Plan (CEMP) is designed to support the actions of local government agencies in their efforts to conduct these four phases of emergency management activities.



KITITAS COUNTY CEMP

The Kittitas County sheriff/director of emergency management is responsible for the administration and overall coordination of the emergency management program for Kittitas County and its cities and with contracted agencies.

A1. Plan Activation

Plan Level 1: The appropriate incident command agency, or the first incident command agency representative on the scene, may activate Plan Level 1 protocols when:

- a. The incident falls within the specific unusual occurrence protocols at Response Level 1.
- b. The incident is of nature and scope that it may require unique direction and control protocols to ensure effective multi-agency coordination.

Plan Level 2: The sheriff or director of emergency management, or the chief law enforcement officer of the impacted jurisdiction, may activate Plan Level 2 protocols when:

- a. The incident falls within the mutual aid or special procedures needs of Response Level 2.
- b. The incident has occurred or appears to be imminent, based on the best information available, and it is of a nature and scope that requires an extraordinary commitment of local emergency response and recovery resources.
- c. The resources activated at Plan Level 1 appear to be inadequate, and accelerating the response is necessary to meet emergency needs.

Plan Level 3: The legislative body of each jurisdiction impacted by the disaster (Board of County Commissioners, mayors, city councils) may activate Plan Level 3 by proclaiming an emergency when:

- a. An incident has occurred or is clearly imminent, based on the best information available; it poses a significant threat to life, property, or the environment; and it is of a nature and scope that exceeds the ability of local government to respond effectively without imposing emergency powers.
- b. The emergency response and recovery resources activated at Plan Level 2 appear to be inadequate, and accelerating the response is necessary to meet emergency needs.

Plan Level 4: The legislative authority, with the recommendation of the incident commander, the sheriff or director of emergency management, or the chief law enforcement officer, may terminate the effective emergency response phase (Response Level 1, 2, or 3) and move into a disaster recovery mode when appropriate.

B. Whole Community Involvement

The Whole Community is defined by the Federal government as:

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

Involving the Whole Community is a means by which Washington State residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The Whole Community approach in Washington State attempts to engage the full capacity of the public, private and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.

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

Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating based on race, color, or national origin. Recipients of federal financial assistance must also take reasonable steps to provide meaningful access for persons with Limited English Proficiency (LEP) to their programs and services.

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

determine the extent of the obligation to provide language services, selecting language services, and elements of an effective plan on language assistance for LEP persons.

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

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

C. Leaderships intent

The responsibility for leadership and intent for operations during emergency situations is vested in the executive heads of government. The Kittitas County Board of Commissioners, the legislative authority of Kittitas County, is responsible for policy actions or decisions during an emergency or disaster within Kittitas County. 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.

In Kittitas County cities the City Council is responsible for declaration of an emergency. The Mayor of each city is responsible for decisions and establishing intent during an emergency or disaster, within the scope of their powers.

Designation of the incident command agency, and assumption of incident coordination, will follow statutory responsibilities when applicable. Designation of the Incident Commander is made by the executive authority of the jurisdiction and is based on the following criteria:

- Specific or implied authority or responsibility within the applicable jurisdiction, or as otherwise identified in this plan.
- Assumption of responsibility by the official agency.

D. Operational Objectives

D1. Incident Management

Operational objectives are based on the following priorities:

- Life Safety
- Incident Stabilization
- Protection of Property; and
- Protection of the environment

D2. NIMS Components to Achieve Priorities

Incident management priorities include saving lives, stabilizing the incident, and protecting property and the environment. To achieve these priorities, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

Flexibility – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.

Standardization – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.

Unity of Effort – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own operations.

D3. Desired End-State/ Outcome

Designated leadership will establish incident objectives and determine when the desired end state has been reached. The desired end state will be when the objectives have all been met or they change in such a way that they are not determined by leadership to be an emergency or disaster function.

E. Emergency Management Concepts

1. Determine the scope of the situation; mobilize and commit the initial emergency response resources based on the nature of the emergency.
2. Establish an incident command and assume coordination of local resources. Take action to protect lives, property, and the environment.
3. Activate the appropriate segments of the emergency management organization.
4. Activate and staff the emergency operations center (EOC), expanded dispatch, or mobile EOC as appropriate.
5. Establish a liaison with adjacent jurisdictions, if appropriate.
6. Call for mutual aid resources, if needed.



KITITITAS COUNTY CEMP

7. Obtain a proclamation of an emergency from the local legislative authority if certain emergency powers are needed. Then suspend normal nonessential activities and divert local resources to augment the disaster response and recovery.
8. Request support from the State Emergency Operation Center (SEOC) if local disaster conditions appear likely to exceed local capabilities *and* the local legislative authority has proclaimed an emergency. The SEOC will evaluate the local resource commitment and authorize state resources if they are needed and available.
9. If a disaster exceeds the capabilities of the state, federal disaster assistance may be requested by the governor. A disaster declaration by the President will be needed to release certain federal aid.
10. Establish local policies and control mechanisms to restore equilibrium, minimize economic dislocation, stabilize prices, preserve existing institutions and organizations, and reestablish community services.
11. Mobilize available local, state, and federal resources to help fully restore the community to its pre-disaster condition as possible.

F. Request for a Proclamation of Emergency

When an emergency or disaster is beyond the normal capabilities of local government, a local proclamation of emergency is made by the legislative head of the involved governments in accordance with RCW 36.40.180 for counties and RCW 35.33.081 for cities. This proclamation is usually prepared by Kittitas County Emergency Management and is approved and signed by the Board of County Commissioners for county and/or Mayors/City Councils for cities as an ordinance or resolution. This proclamation is a prerequisite for state and federal assistance.

Proclamation of Emergency: Activation of the appropriate parts of this plan, and certain emergency powers, by proclamation of emergencies. A proclamation of emergency must be made by the local legislative authority to request state or federal assistance.

III. DIRECTION, CONTROL, AND COORDINATION

A. Multi-Jurisdictional Coordination

The Incident Command System (ICS) is the basis for all direction, control and coordination of emergency response and recovery efforts conducted under this plan. ICS will be used to provide a common organizational structure and framework for multiagency/multi-jurisdiction operations and coordinating emergency management related actions, resources, and activities with other federal, state, county, regional, private-sector, and nongovernmental organizations.

B. Horizontal Integration

Kittitas County Code



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The county code was reviewed for the full capability assessment and for identifying opportunities for action plan integration.

Kittitas County Hazard Mitigation Plan

The 2024 revision is a comprehensive document that evaluates and identifies natural hazards, potential risks from those hazards, and projects to mitigate for and respond to hazard events.

Kittitas County Community Wildfire Protection Plan (CWPP)

The purpose of the Kittitas County Community Wildfire Protection Plan (CWPP) is to reduce the impact of wildfire on Chelan County residents, landowners, businesses, communities, local governments, and state and federal agencies while maintaining appropriate emergency response capabilities and sustainable natural resource management policies. The CWPP identifies high risk areas as well as recommend specific projects that may help prevent wildland fires from occurring altogether or, at the least, lessen their impact on residents and property.

Kittitas County Public Health Emergency Operations Plan

The purpose of the Kittitas County Public Health (KCPH) Emergency Operation Plan (EOP) is to provide guidelines for coordinated preparedness and response to emergency incidents that fall under Emergency Support Function (ESF) 8, Public Health and Medical Services, or incidents that may have public health implications in Kittitas County.

Kittitas County LEPC Hazardous Materials Emergency Response Plan

This plan replaced Emergency Support Function (ESF 10), Oil and Hazardous Materials Response, of the Kittitas County CEMP. The plan establishes the policies and procedures under which the County of Kittitas will operate in the event of a hazardous materials incident, oil spill, or other release.

Kittitas County Emergency Management Mutual Aid Agreement

Based on the provisions of RCW 38.52.091 this mutual aid agreement provides the signature fire districts with a mechanism for requesting mutual aid for fire protection, rescue, and other emergency situations.

C. Vertical Integration

Washington State Threat and Hazard Identification and Risk Assessment (THIRA)

The Washington State Threat and Hazard Identification and Risk Assessment (THIRA) identifies several of the State's significant natural hazard risks for disasters, as well as technological, and man-made disasters.

WA State Region Seven Emergency Management Inter-Local Agreement

A regional inter-local agreement between the counties of Chelan, Douglas, Grant, Kittitas, and Okanogan for the purpose of joint participation in Homeland Security and Emergency Management "All Hazards" planning and preparedness programs.

REDi (Regional Emergency and Disaster) Healthcare Coalition



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Formerly Washington State Region 7, Region 8 and Region 9 Healthcare Coalitions, the **Regional Emergency and Disaster (REDi) Healthcare Coalition** is the healthcare coalition serving the 19 counties and 4 tribes of eastern Washington. The coalition collaborates with hospitals, clinics, long-term care providers, dialysis centers, blood centers, emergency management, public health, tribal health and others increase regional healthcare system preparedness and response.

Washington State Comprehensive Emergency Management Plan (CEMP)

The Washington State CEMP provides the framework for statewide mitigation, preparedness (including prevention and protection), response and recovery activities while providing a structure for plan consistency throughout the state and facilitating interoperability between local, state, and federal governments.

WA State CEMP Catastrophic Incident Annex (2013)

This annex helps state agencies and local jurisdictions prepare to respond rapidly in the case of a catastrophic incident.

WA State Fire Services Resource Mobilization Plan

Under RCW 43.43.961, the Fire Service Resource Mobilization Plan is implemented to provide personnel, equipment, and other logistical resources when a wild land fire or other emergency exceeds the firefighting capacity of local jurisdictions.

Northwest Area Contingency Plan (2011)

The Northwest Area Contingency Plan (NWACP) has been adopted as Washington State's Oil and hazardous Substance Spill Prevention and Response Plan, as required by statute RCW 90.56.060. This plan is intended for use as a guideline for coordination of spill response actions and to ensure consistency in response to spills.

Washington Intrastate Mutual Aid System (WAMAS)

WAMAS, established in RCW 38.56, provides for mutual assistance among member jurisdictions, to include every county, city and town of the state. WAMAS is a mutual aid tool to use when other agreements do not exist.

Emergency Management Assistance Compact (EMAC)

EMAC, is a national governor's interstate mutual aid compact that facilitates the sharing of resources, personnel and equipment across state lines during times of disaster and emergency. EMAC is formalized into law (RCW 38.10.010) and requires a Governor's Proclamation before use. It is coordinated through the Washington Emergency Management Division.

National Incident Management System (NIMS)

A system mandated by Homeland Security Presidential Directive 5 (HSPD-5) that provides a consistent nationwide approach for domestic incidents. NIMS guides all levels of government, nongovernmental organizations and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents.



National Warning System (NAWAS)

The federal portion of the Civil Defense Warning System is used for the dissemination of warnings and other emergency information from the Federal Emergency Management Agency’s National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to state and local jurisdictions concerning severe weather, earthquake, flooding, and other activities that affect public safety.

National Preparedness Goal

The National Preparedness Goal defines what it means for communities in our nation to be prepared for all types of disasters and emergencies. The National Preparedness Goal has established 32 core capabilities that are deemed critical elements necessary to achieve and maintain a comprehensive level of preparedness. The core capabilities are organized by the five emergency management mission areas: **prevention, protection, mitigation, response, and recovery.**

National Response Framework

The National Response Framework (NRF) provides foundational emergency management doctrine for how the Nation responds to all types of incidents. The NRF is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System (NIMS) to align key roles and responsibilities across the Nation. It is a framework for all types of threats and hazards, ranging from accidents, technological hazards, natural disasters, and human-caused incidents. The NRF also underscores the paramount importance of sustaining essential community lifelines that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security.

D. Unity of Effort through Core Capabilities

The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation.

COMMON CORE CAPABILITIES
Planning
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning
Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.



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COMMON CORE CAPABILITIES
Operational Coordination
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

E. Common Prevention and Protection

SHARED PREVENTION & PROTECTION CORE CAPABILITIES
Intelligence and Information Sharing
Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection
Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

F. Prevention Mission

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

PREVENTION CORE CAPABILITIES
Forensics and Attribution
Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack, in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

G. Protection Mission

Protection includes the capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

PROTECTION CORE CAPABILITIES
Access Control and Identity Verification
Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity



PROTECTION CORE CAPABILITIES
Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures
Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Programs and Activities
Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security
Strengthen the security and resilience of the supply chain.

H. Mitigation Mission

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

County and city agencies should develop mitigation plans to establish interim and long-term actions designed to eliminate hazards or to reduce the effects of hazards that cannot be eliminated.

As a minimum, mitigation should consider the following strategies:

- a. Remove or eliminate the hazard.
- b. Reduce or limit the amount or size of the hazard.
- c. Segregate the hazard from that which is to be protected.
- d. Reduce the likelihood of a hazard occurring.
- e. Establish hazard warning and communication procedures.
- f. Conduct training and education, plan testing exercises, and plan maintenance.

MITIGATION CORE CAPABILITIES
Community Resilience
Enable recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-term Vulnerability Reduction
Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Risk and Disaster Resilience Assessment
Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.
Threats and Hazards Identification



MITIGATION CORE CAPABILITIES
Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

I. Common Response and Recovery

SHARED RESPONSE & RECOVERY CORE CAPABILITY
Infrastructure Systems
Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

J. Response Mission

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation can effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.

RESPONSE CORE CAPABILITIES
Critical Transportation
Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Fatality Management Services
Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management & Suppression
Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Logistics & Supply Chain Management
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services



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RESPONSE CORE CAPABILITIES
Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search & Rescue Operations
Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-scene Security, Protection, & Law Enforcement
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications
Ensure the capacity for timely communications in support of security, situational awareness, and operations, by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, & Emergency Medical Services
Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.
Situational Assessment
Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

K. Recovery Mission

Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. Successful recovery ensures that we emerge from any threat or hazard stronger and positioned to meet the needs of the future. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environmental fabric.

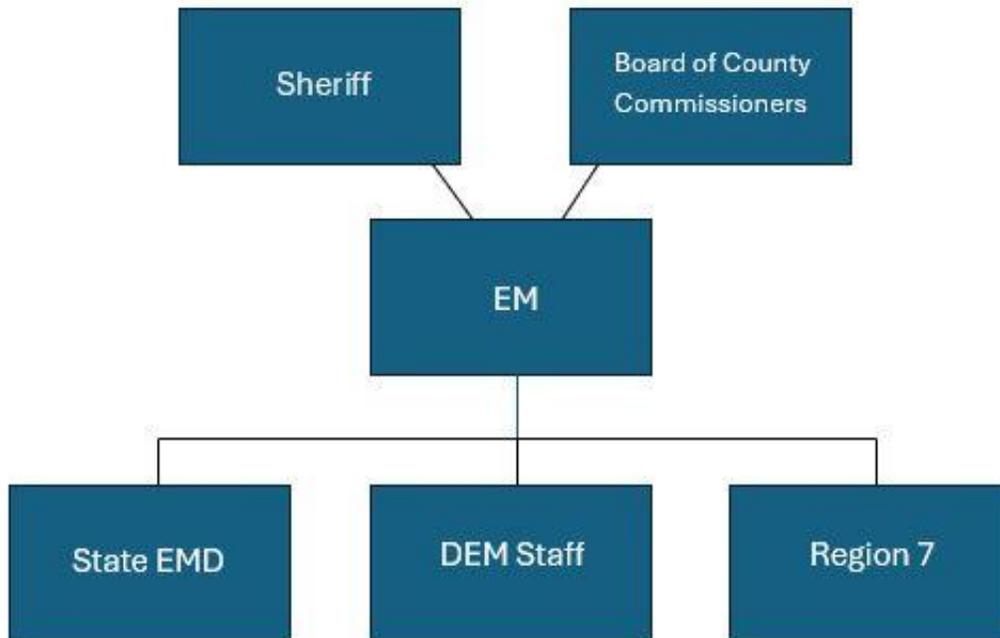
RECOVERY CORE CAPABILITIES
Economic Recovery
Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health & Social Services
Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing
Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

RECOVERY CORE CAPABILITIES
Natural & Cultural Resources
<p>Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.</p>

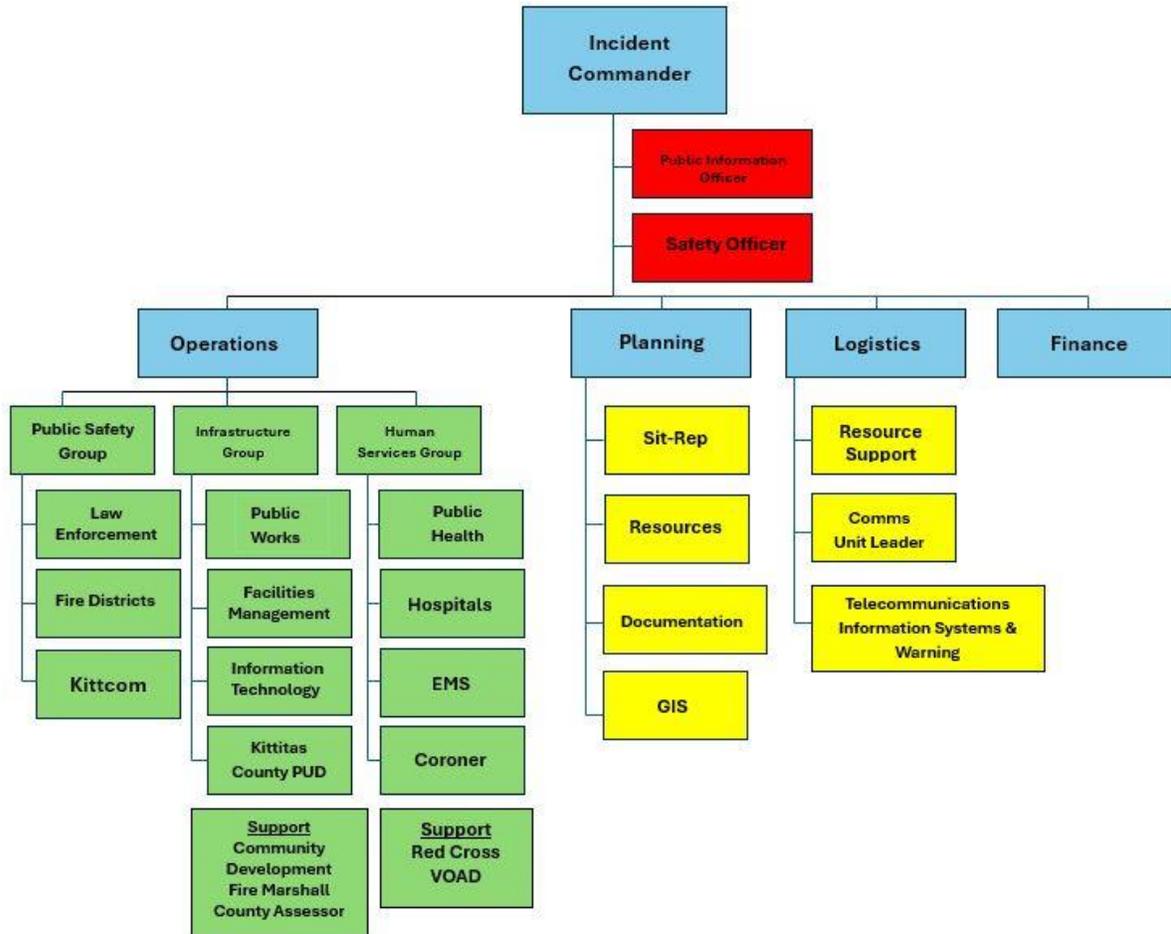
IV. ORGANIZATION

A. Jurisdictional Organizational Structure

Kittitas County Emergency Management is led by the Kittitas County Sheriff who provides policy and direction for operations and the BOCC that provides approval for funding. The Emergency Management staff uses the policy, direction, and approval to then communicate and plan with the state, staff, and Region 7 partners.



B. Emergency Organizational Structure



ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC director, and subordinate supervisors delegate additional functional responsibilities.

Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.



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Bringing representatives from various stakeholder and partner organizations together in EOCs optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and generally provide whatever support is required. The composition of EOC teams may also vary depending on the nature and complexity of the incident or situation. Regardless of which organizations are represented, all EOC teams receive oversight from elected and/or appointed officials such as governors, tribal leaders, mayors, and city managers. They typically make decisions regarding priorities and on issues such as emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers to ordinances and regulations, and adjudication of scarce resources.

C. Emergency Support Function/Agency Cross-reference Matrix Table

Emergency Support Function	Lead Agencies/Organizations
ESF #1—Transportation	<ul style="list-style-type: none"> • Kittitas County Public Works • City Streets and Public Works Departments
ESF #2—Communications	<ul style="list-style-type: none"> • Kittitas County Emergency Management • Kittcom (Kittitas County 9-1-1)
ESF #3—Public Works and Engineering	<ul style="list-style-type: none"> • Kittitas County Public Works
ESF #4—Firefighting	<ul style="list-style-type: none"> • Kittitas County Fire Protection Districts • Kittitas County Municipal Fire Departments • United States Forest Service • Washington Department of Natural Resources
ESF #5—Information and Planning	<ul style="list-style-type: none"> • Kittitas County Emergency Management • Kittitas County Board of Commissioners • City/Town Mayors and City Managers



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<p>ESF #6—Mass Care, Emergency Assistance, Temporary Housing, and Human Services</p>	<ul style="list-style-type: none"> • Kittitas County Emergency Management
<p>ESF #7—Logistics</p>	<ul style="list-style-type: none"> • Kittitas County Emergency Management
<p>ESF #8—Public Health and Medical Services</p>	<ul style="list-style-type: none"> • Kittitas County Public Health Officer • Kittitas County Public Health Department • Kittitas County Coroner’s Office • Kittitas Valley Healthcare • Kittitas County EMS and Fire Agencies
<p>ESF #9—Search and Rescue</p>	<ul style="list-style-type: none"> • Kittitas County Law Enforcement Agencies
<p>ESF #10—Oil and Hazardous Materials Response</p>	<ul style="list-style-type: none"> • Washington State Patrol • Washington State Department of Ecology • Kittitas County Sheriff • Kittitas County Fire Departments – (Cle Elum Fire, • KCFD 1, KVFR, KCFD 3, KCFD 4, KCFD 6, KCFD 7, • Roslyn Fire and South Cle Elum Fire) • Central Washington University Aquatics (HAZMAT Technician support) • City of Ellensburg Water (HAZMAT Technician support) • Puget Sound Energy (HAZMAT Technician support)
<p>ESF #11—Agriculture and Natural Resources</p>	<ul style="list-style-type: none"> • Kittitas County Public Health Department • Washington State Department of Agriculture • Washington State Department of Health • United States Department of Agriculture • Food and Drug Administration
<p>ESF #12—Energy</p>	<ul style="list-style-type: none"> • Kittitas County Board of Commissioners • City Managers and/or Mayors



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	<ul style="list-style-type: none"> • Kittitas County Emergency Management
ESF #13—Public Safety and Security	<ul style="list-style-type: none"> • Kittitas County Sheriff’s Office • Cle Elum- Roslyn Police Department • Ellensburg Police Department • Central Washington University Police Department • Kittitas Police Department
ESF # 14—Long-Term Community Recovery	<ul style="list-style-type: none"> • Kittitas County Emergency Management
ESF #15—External Affairs	<ul style="list-style-type: none"> • Kittitas County Emergency Management

V. KITTITAS COUNTY EMERGENCY OPERATIONS CENTER

The Emergency Operations Center (EOC) is used for incidents that require coordination of resources and incident information and as a point of contact for legislative authorities. Standard operating procedures (SOPs) and emergency operating procedures (EOPs) for each agency will be available at the EOC.

A. Primary/Alternate EOC Location

The Kittitas County EOC is located in the Public Safety Building located at 307 Umptanum Road, Ellensburg, WA 98926.

Alternate EOC site: If an alternate EOC site is necessary, the facility at KITTCOM is equipped to establish an alternate EOC. KITTCOM is located at 700 E. Elmview Rd., Ellensburg.

Alternate EOC site: Another alternate EOC site is Kittitas Valley Fire & Rescue Station #29, 400 E. Mountain View Ave, Ellensburg. KVFR Station #29 is equipped to establish an EOC.

Mobile Command Post (MCP): Incident command can be facilitated using a mobile command post. The MCP can be used for site-specific direction and control of incidents, or it can be used as an alternate EOC, as appropriate.

The MCP is maintained by Kittitas County Emergency Management and has public safety communications capabilities. The MCP is designed to be self-sufficient and can generate its own power.

B. Activation Process

The initial response to, or the imminent threat of, an emergency will generally be conducted under the guidelines of this Basic Plan, and the Annexes and Appendices contained in this plan. During an initial response, an Incident Commander (IC) will assume command of local resources and act to protect lives, property and the environment. If the situation exceeds or threatens to exceed the initial response, the IC will activate additional response capabilities through established procedures, mutual aid or inter-local operational agreements.

Upon notification of an incident, Kittitas County Emergency Management will support Incident Command and activate emergency management operational objectives of public information alerts and notifications, and activation of the Kittitas County Emergency Operations Center. The EOC activation level is determined by the size, scope and complexity of an incident.

Kittitas County utilizes the standard NIMS EOC activation levels:

Activation Level	Description
3 Normal Operations	Activities that are normal for the EOC when no incident or specific risk or hazard has been identified; or an activity that can be dealt with using existing local resources or minimal mutual aid assistance, and that is short term in nature and limited in scope.
2 Partial Activation	Certain EOC staff and departments/agencies activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident, or incident activities with increasing scope, complexity and mutual aid resources.
1 Full Activation	All EOC staff and multiple department/agencies are activated to support the response to a major incident or credible threat; or broad scope community emergencies with long term impact, representing a significant threat to life, property and/or the environment; and requiring substantial commitment of personnel.

C. Deactivation Process

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

D. Emergency Roles

D1. Coordinating

Coordinators oversee the preparedness activities for a particular capability and coordinate with its primary and support agencies. Responsibilities of the coordinator include:

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

D2. Primary

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

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

D3. Support

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



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

VI. RESPONSIBILITIES

The following information identifies the emergency management responsibilities of agencies and other participating organizations. The goal is to work together, reviewing plans, agreements, and operational initiatives to ensure the whole community can build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

A. Elected/Appointed Officials- Board of County Commissioners

All Mission Areas	Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities to make decisions regarding resources and operations during an incident, as needed. Lives may depend on their decisions. Elected and appointed officials also routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities.
Prevention	May routinely shape or modify laws, policies, and budgets to aid prevention (and general preparedness) efforts.
Protection	May routinely shape or modify laws, policies, and budgets to aid protection (and general preparedness) efforts. Establish policy and procedures for the municipality’s chain of command and succession of authority.
Mitigation	May routinely shape or modify laws, policies, and budgets to aid mitigation efforts.
Response	Chief executives’ response duties may include: <ul style="list-style-type: none"> • Obtaining assistance from other governmental agencies; requesting state assistance from either the governor or other appropriate state agencies • Ensuring appropriate information is provided to the public • Providing local proclamation of an emergency, as prescribed in RCW 36.40.180 or RCW 70.05 • Directing emergency legislative policy pertaining to an emergency or disaster • Providing liaison to other county commissioners or to the governor in emergency- or disaster-related matters; and • Maintaining current standard operating procedures (SOPs) at emergency operation centers (EOCs)

Recovery	Has the authority to appoint local recovery leadership that they select or that is selected by a designated recovery management organization
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B. Local Government/City Mayors, City Councils, City Managers

All Mission Areas	Local governments provide leadership for services such as law enforcement, fire, public safety, environmental response, public health, emergency management, emergency medical services, and public works for all manner of threats, hazards, and emergencies. Local governments are responsible for ensuring all citizens receive timely information in a variety of accessible formats. Department and agency heads collaborate with the emergency manager during the development of local emergency plans and provide key response resources. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. These department and agency heads (and their staff) develop, plan, and train on internal policies and procedures to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities.
Prevention	<ul style="list-style-type: none"> • Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors
Protection	<ul style="list-style-type: none"> • Promote: <ul style="list-style-type: none"> ○ Coordination of ongoing protection plans; and ○ Implementation of core capabilities; and ○ Engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities • Address unique geographical protection issues, transborder concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination • Local law enforcement agencies are responsible for the protection of life and property, the preservation of peace, the prevention of crime, and the arrest of violators of the law <ul style="list-style-type: none"> ○ These agencies respond to incidents, conduct criminal investigations, collect criminal intelligence, and collaborate with other law enforcement agencies to resolve crime; and ○ They engage in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism and transnational threats
Mitigation	<ul style="list-style-type: none"> • Lead pre-disaster recovery and mitigation planning efforts <ul style="list-style-type: none"> ○ Provide a better understanding of local vulnerabilities as they relate to risk reduction activities; and ○ Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the jurisdiction; and ○ Improve resiliency by preparing for recovery and integrating mitigation policies into the recovery phase to ensure opportunities are not lost for risk reduction during rebuilding • Assist in making the connection between community resilience priorities and private sector development, most often addressed directly at the local level

Response	<ul style="list-style-type: none"> • Local proclamation of an emergency, as prescribed in RCW 35.33.081 • Direct emergency legislative policy pertaining to an emergency or disaster • Provide a liaison to other city mayors, the BOCC, or the governor in matters related to an emergency or disaster • Provide a liaison to other city mayors, the BOCC, or the governor in matters related to an emergency or disaster • Request state assistance from either the governor or other appropriate state agencies • Issue, amend, or rescind the necessary orders, rules, and regulations to carry out emergency management operations; and • Maintain current standard operating procedures (SOPs) at emergency operations centers (EOCs)
Recovery	<ul style="list-style-type: none"> • Primary role of planning and managing all aspects of a community’s recovery post-disaster <ul style="list-style-type: none"> ○ Focus on business retention and the redevelopment of housing units that are damaged or destroyed; repairing and rebuilding presents an opportunity to promote and integrate mitigation measures into recovery rebuilding strategies and plans; and ○ Find opportunities to share information with the public on the status of recovery efforts to maintain community coordination and focus; and ○ Document progress made towards objectives and best practices for use in future incidents • Take the lead in ensuring that recovery needs assessment and planning processes are inclusive and accessible, often by establishing local recovery structures that address overall coordination, sectors impacted, and survivor services

C. Regional/Local Organizations

All Mission Areas	<p>Regional organizations provide coordination and support for planning, training, and exercise services regarding functional areas (e.g., public safety, hazardous materials/environmental response, public health, emergency medical services, etc.) for all manner of threats, hazards, and emergencies. Regional organizations are responsible for collaborating and coordinating with emergency management during the development of local emergency plans and identifying key response capabilities. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard each community. These regional organizations (and their staff) coordinate, plan, and train to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities.</p>
Prevention	<p>Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors.</p>
Protection	<p>Promote:</p> <ul style="list-style-type: none"> • Coordination of ongoing protection plans. • Implementation of core capabilities. • Engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and regional entities.

	<ul style="list-style-type: none"> Addressing unique geographical protection issues, trans-border concerns, dependencies and interdependencies among agencies and enterprises, and the establishment of agreements for cross-jurisdictional and public-private coordination. Engagement in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism.
Mitigation	<p>Support local jurisdictions in pre-disaster recovery and mitigation planning efforts.</p> <p>As able, promote and implement mitigation activities without necessarily holding a formal position of authority within a jurisdiction.</p> <p>May provide training and education to jurisdictions or communities, including how-to guides.</p>
Response	Participate and/or support with local jurisdictions in preparation for and managing the response and recovery of the communities.
Recovery	<p>Support role of planning and advising functional aspects of a community's recovery post-disaster.</p> <p>May provide experience and subject matter expertise to local jurisdictions and county agencies in ensuring that recovery needs assessment and planning processes are inclusive and accessible.</p> <p>In addition to collaborating on disaster planning with recovery partners, it is beneficial for regional organizations to develop their own plans for how they will support disaster recovery efforts.</p>

D. Private Sector

All Mission Areas	Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Owners and operators of private sector entities and infrastructure should maintain situational awareness and take actions on a continuous basis to promote and build capabilities.
Prevention	<ul style="list-style-type: none"> Maintain situational awareness of the current threat environment, including potential terrorism-related activities; this awareness allows private sector entities to assist in preventing terrorism by identifying and reporting potential terrorism-related activity to law enforcement
Protection	<ul style="list-style-type: none"> Both private and public sector infrastructure develop and implement: <ul style="list-style-type: none"> Risk-based protective programs; and Resilience strategies for infrastructure; and Related information and operations under their control Make investments in security and resilience as necessary components of prudent day-to-day business and continuity of operations planning Work together and with public sector entities through established sector coordination bodies established under relevant legal authorities to share information and jointly address public risks
Mitigation	Mitigation is a sound business practice that reduces disaster losses and quickens restoration of normal operations. Private sector investments in

	<p>continuity and vulnerability reduction have broad benefits. Private sector entities are essential to improving resilience through planning and long-term vulnerability reduction efforts and the development of regulatory measures that address and manage risks across infrastructure sectors. A more resilient private sector strengthens community resilience by helping to sustain economic vitality and ensuring the delivery of goods and services in the aftermath of a disaster. Among numerous activities that promote and implement mitigation core capabilities, businesses:</p> <ul style="list-style-type: none"> ○ Analyze and manage their own risks; and ○ Volunteer time and services; and ○ Operate business emergency operations centers; and ○ Help protect America’s infrastructure; and ○ Promote the return on investment realized from increased resilience, developed continuity of operations plans, and reduced vulnerability
Response	<ul style="list-style-type: none"> • Provide for the welfare of their employees in the workplace • Should have a direct link to emergency managers and, in some cases, be involved in the decision-making process • Critical infrastructure—such as privately-owned transportation and transit, telecommunications, utilities, financial institutions, hospitals, and other health regulated facilities—should have effective business continuity plans <ul style="list-style-type: none"> ○ Unique private sector organizations, including critical infrastructure and regulated entities, may require additional efforts to promote resilience • Certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents and responding when an incident occurs • Participate in state and local preparedness activities by providing resources (donated or compensated) through local public-private emergency plans, or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives
Recovery	<ul style="list-style-type: none"> • Participate in coordination opportunities during pre-disaster planning processes • Maintain communication with the recovery officials about the status of operations and supply chains, as well as restoration challenges and timelines • Businesses that plan for disruption are less likely to go out of business after an incident than those that do not <ul style="list-style-type: none"> ○ Develop continuity plans that include actionable, effective, and accessible internal communication processes and protocols to convey critical information • May provide volunteers, leaders, technical assistance, commodities, and facilities to support the recovery effort

E. Nongovernmental/Volunteer and Community Organizations

All Mission Areas	Nongovernmental Organizations include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Communities are groups
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	<p>that share goals, values, and institutions. They are not always bound by geographic boundaries or political divisions. Instead, they may be faith-based organizations, neighborhood partnerships, advocacy groups, academia, social and community groups, and associations. All these groups bring people together in different ways for different reasons, but each provides opportunities for sharing information and promoting collective action by fostering the development and organizational capacity to act toward a common goal. Communities may be the most effective actors to take specific action to manage and reduce their specific risks.</p>
<p>Prevention</p>	<ul style="list-style-type: none"> • May possess the knowledge and understanding of the threats they face and have the capacity to alert authorities of potential terrorism-related information and/or suspicious activities • Support terrorism prevention activities through information sharing by identifying and reporting potential terrorism-related information to law enforcement
<p>Protection</p>	<ul style="list-style-type: none"> • Understand the threats and hazards in their locales • Promote, implement, and deliver core capabilities within the Protection mission by: <ul style="list-style-type: none"> ○ Sharing information; and ○ Establishing protection standards of practice; and ○ Advocate for, or assistance providers to, the entire range of community members by helping communities, individuals, and households to receive that protection, information and resources • Central role in the development of Protection plans and in identifying and implementing solutions to Protection challenges <ul style="list-style-type: none"> ○ As risks transect geographical and jurisdictional boundaries, communities are essential partners for understanding how to manage complex Protection issues across multiple spheres of responsibility
<p>Mitigation</p>	<ul style="list-style-type: none"> • Represent communities and many groups in mitigation policy discussions • Apply a localized understanding of risks to effective planning <ul style="list-style-type: none"> ○ Identify strategic mitigation options • As able, promote and implement mitigation activities without necessarily holding a formal position of authority within a jurisdiction • May provide training and education to communities, including how-to guides
<p>Response</p>	<ul style="list-style-type: none"> • Possess the knowledge and understanding of the vital roles for delivering important services; some are officially designated as support elements to national response capabilities: <ul style="list-style-type: none"> ○ The American Red Cross: the American Red Cross is chartered by Congress to provide relief to survivors of disasters and help people prevent, prepare for, and respond to emergencies. Red Cross has a legal status of “a federal instrumentality” and maintains a special relationship with the Federal Government. In this capacity, the American Red Cross supports several ESFs and the delivery of multiple core capabilities. ○ National Voluntary Organizations Active in Disaster (National VOAD): is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery, and mitigation—to help disaster survivors and their

	<p>communities. National VOAD is a consortium of approximately 50 national organizations and 55 territorial and state equivalents.</p> <ul style="list-style-type: none"> ○ National Center for Missing & Exploited Children (NCMEC). Within the NCMEC, the National Emergency Child Locator Center (NECLC) facilitates the expeditious identification and reunification of children with their families. <ul style="list-style-type: none"> ● Support the volunteer and donation’s objective for managing the influx of volunteers and donations to voluntary agencies and all levels of government before, during, and after an incident <ul style="list-style-type: none"> ○ The goal is to support jurisdictions affected by disasters through close collaboration with the voluntary organizations and agencies
<p style="text-align: center;">Recovery</p>	<ul style="list-style-type: none"> ● Foster relationship building with local emergency management organization ● Maintain access to extended networks through local offices and chapters of the organization, providing contextually based insight and access to potential recovery partnerships and resilience champions ● Play a critical role in the implementation of an inclusive, locally led recovery organization and planning process ● Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD), which are responsible for meeting disaster-caused unmet needs of disaster survivors ● May note milestones achieved and document best practices for their use and for the benefit of their peers <ul style="list-style-type: none"> ○ This information may also be implemented into the planning process for the state VOAD or COAD as appropriate ● May provide experience and subject matter expertise greatly assisting with the management of money, manpower, and materials to meet recovery needs and obligations that otherwise are not funded by government programs ● In addition to collaborating on disaster planning with recovery partners, it is beneficial for NGOs to develop their own plans for how they will support disaster recovery efforts

F. Individual Community Members

<p style="text-align: center;">All Mission Areas</p>	<p>Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness; each can be better prepared in the immediate aftermath of a disaster if they:</p> <ul style="list-style-type: none"> ● Build an emergency kit that includes food, water, battery powered communication devices, and other essential needs ● Prepare emergency plans, with family members who have access and functional needs, to address evacuation, sheltering-in-place, and sheltering needs; include medical needs; provisions for their animals, including household pets or service and assistance animals; prepare for the essential needs of their children and ensure children know the family emergency plan ● Contribute to the preparedness and resilience of their households and communities by volunteering with emergency organizations and completing emergency response training courses <p>Safe, secure, and prepared individuals, families, and households are often less dependent on response services, which, in turn, places fewer responders in</p>
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	<p>hazardous response situations. Those who prepare will reduce their personal stress, be able to reach out to others in need of assistance and be better positioned to actively contribute to post-disaster response and recovery efforts.</p>
<p>Prevention</p>	<ul style="list-style-type: none"> • Identify and report potential terrorism-related activity to law enforcement <ul style="list-style-type: none"> ○ Individual vigilance and awareness help communities remain safer and bolster prevention efforts
<p>Protection</p>	<ul style="list-style-type: none"> • Understand the threats and hazards in their locales <ul style="list-style-type: none"> ○ Acquire an awareness of potential threats and hazards through sources such as news outlets, local emergency management agencies, public information and warning systems, community education campaigns, and information-sharing mechanisms <ul style="list-style-type: none"> ▪ Take risk-informed protective actions based on this knowledge
<p>Mitigation</p>	<p>Mitigation begins with individual awareness and action; informed decisions facilitate actions that reduce risk and enable individuals, families, and households to better withstand, absorb, or adapt to the impacts of threats and hazards and quickly recover from future incidents. Homeowners who have adequate hazard and flood insurance coverage and take steps to protect their property from hazards common to their area, reduce the impacts of an incident and are less reliant on external assistance to repair or rebuild their homes.</p> <ul style="list-style-type: none"> • Stay aware of and participate in disaster preparedness efforts in their community • Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations • Take actions and the basic steps to prepare themselves for emergencies <ul style="list-style-type: none"> ○ Reduce hazards in and around their homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds
<p>Response</p>	<ul style="list-style-type: none"> • Prepare to take care of themselves and their neighbors until assistance arrives <ul style="list-style-type: none"> ○ Preparedness should account for a minimum of three days (72 hours) ○ Due to the unique catastrophic hazard profile in the State of Washington, EMD recommends striving to prepare for 14 days • Monitor emergency communications and follow guidance and instructions provided by local authorities
<p>Recovery</p>	<ul style="list-style-type: none"> • After suffering losses, survivors can: <ul style="list-style-type: none"> ○ Maximize any benefits from insurance coverage; and ○ Pursue additional funding through any available personal or loan-based resources; and ○ Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available <ul style="list-style-type: none"> ▪ After applying, survivors should: <ul style="list-style-type: none"> • Ensure they follow up on agency requests; and • Gain full understanding of program processes; and • Express any unmet needs • Get involved in their community’s recovery activities, including providing input in the post-disaster recovery planning process

G. Responsibilities under Mutual Aid Agreements

Mutual aid is considered the pre-agreed sharing of resources between entities to support response activities. During a disaster or planned event, requests for mutual aid within a zone should be the first call for help. During a disaster or when requests for mutual aid cannot be granted, any threatened participating organization can request resources from other participating organizations.

Mutual Aid will be requested when local resources have been or are about to be depleted. Requests will be made through the Emergency Operations Center when activated or through KCSO-EM Duty Officer in the event the EOC has not yet been activated. The KCSO-EM Duty Officer can make resource requests from the region and state, as necessary.

Kittitas County holds mutual aid agreements both locally and within the county between fire districts for fire protection, as well as regionally with Grant, Chelan, Douglas, and Okanogan counties.

With the help of mutual aid at times of request, responsibilities within different stakeholder groups are subject to change in support of the desired end-state of the incident. Stakeholders can expect to support the incident by coming to an agreement with the outside aiding agencies within the incident, inclusive of delegation of authority or a letter of intent.

VII. COMMUNICATIONS

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

The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

A. Interoperable Communications Plans

A1. Federal

National Emergency Communications Plan (NECP)

The NECP is the Nation's strategic plan for emergency communications that promotes communication and sharing of information across all levels of government, jurisdictions, disciplines, and organizations for all threats and hazards, as needed and when authorized.

A2. State

The Alert and Warning Center (AWC)

The AWC is a function of the State Emergency Operations Center (SEOC) which provides 24-hour, 7 days a week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State. The AWC provides continuous situational monitoring during non-emergency periods as well as in times of disaster and emergency. Federal, state, local and tribal officials are then responsible for further dissemination or action as needed.

Information Management Systems

Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. The system provides the SEOC and local jurisdictions with a platform to receive, process and manage information. The system is used as a gateway to share information and provide communications among county/city EOCs, the SEOC and state, federal, and local public safety entities. This information sharing allows authorized users to make informed decisions regarding public safety operations during disasters or emergencies and supports statewide collaboration.

- State Radio Amateur Civil Emergency Services (RACES) Plan
- State Telecommunications Service Priority (TSP) Planning Guidance
- Statewide Communications Interoperability Plan (SCIP)
- Washington Statewide AMBER Alert Plan

A3. Community Communications Plans

Emergency public information actions before, during and after any emergency will be determined by the severity of the emergency or potential emergency. Kittitas County Emergency Management will take reasonable steps to ensure access to vital public health and safety information and services to LEP populations during emergencies or disasters, as well as the recovery phase of incidents impacting Kittitas County. The appropriate mix of language services – translations and interpretations – will be decided on a case-by-case basis, based on LEP populations in the impacted areas and operational needs.

Spanish has been identified as meeting the requirements of Title 38.52.070 with an approximate 4,594 Spanish speaking residents making up roughly 10.36% of Kittitas County. Emergency information that should be translated or interpreted to LEP populations includes all vital information for emergency preparedness, emergency notifications and alerts, and critical information during emergencies, or recovery, that is related to health, life safety or security of individuals in Kittitas County.



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Kittitas County Sheriff's Office has limited resources and will attempt to provide messages inclusive of limited English proficiency audiences. This will be accomplished by utilizing certified interpreters to translate messages from English to Spanish. Messages will be posted on the Sheriff's Office's social media.

The most frequent encounters with LEP individuals and families happen through public safety responders (fire, EMS, and Law enforcement) conducting routine response activities. Emergency alerts and notifications providing life-safety or public health and safety information are most often provided to specific areas of the county and their English and Spanish (LEP) populations for wildfires, severe weather with flooding events, and hazardous materials incidents. Additional types of emergencies and information provided through notifications and messaging related to public safety and public health are addressed in the Kittitas County Appendix – Limited English Proficiency (LEP) Response Plan.

Kittitas County emergency preparedness outreach programs, activities, and educational materials to the LEP population, as well as those with disabilities, functional and access needs, are important to prepare individuals and families before an emergency of disaster strikes. Local organizations, agencies and industry contacts are used to partner with Kittitas County Emergency Management to provide emergency preparedness materials and information to LEP populations in the County.

The After-Action Report (AAR) summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities; however, the AAR can also be used to capture and analyze key incident-related information throughout the phases of an incident. The AAR should include an overview of performance related to each exercise objective and associated core capabilities, while highlighting strengths and areas for improvement. Upon completion, the exercise evaluation team provides the draft AAR to the exercise sponsor, who distributes it to participating organizations prior to drafting a formal AAR. Elected and appointed officials, or their designees, review and confirm observations identified in the formal AAR and determine which areas for improvement require further action. Areas for improvement that require action are those that will continue to seriously impede capability performance if left unresolved.

Several technological challenges repeatedly limit the effectiveness of public alerts and notifications in Kittitas County to include:

- The success of WEAS or IPAWS messaging is often based on the number of cellular towers communicating with each other in a specific area. In rural locations where only one or two cellular towers reach the affected location, the messaging can bleed over to unaffected areas or may not reach affected residents.
- WEAS messaging is currently limited in the characters per message, which also limits the clarity and effectiveness of the information being sent.
- The state does not have 24 hr. interpretation available through State EMD.
- Locally, there are delays in getting a certified translator.



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- Local Spanish radio stations are not staffed 24-hours a day so cannot always be used to get notifications and messages sent.

To overcome as many challenges as possible, Kittitas County will use all available messaging platforms to include certified translation services when available, to push out emergent notifications. Messaging will be pushed out to on-duty public service personnel to distribute as well, assisting with translation services when needed.

Resources needed to address technological challenges include education and understanding among public safety responders in Kittitas County. Emergency management has access to Starlink if the internet becomes compromised to send out Everbridge and social media messaging. Translation issues can be addressed via Language Line utilizing Kittcom dispatch as the point of connection, though a delay in translation services may still be delayed.

A4. Regional Communications Plans

The Kittcom 911 Dispatch Center is the designated Public Safety Answering Point (PSAP) for Kittitas County. It maintains 24-hour ability to notify emergency management staff for alert and warning capabilities and is the primary hub for receiving, coordinating and disseminating emergency information both in and out of Kittitas County.

Kittcom maintains two-way radio equipment with dispatch consoles to relay for Fire, Law Enforcement, and Emergency Medical Services for the whole County. Kittcom's dispatch center also has telephones and NAWAS (National Warning System) equipment. Kittcom is backed up by emergency power generation with a current capability of 37.5 hours using diesel fuel. Kittcom also maintains several linked repeater sites that have several days of backup generator power using either propane or diesel fuel. All sites have battery backup to be addressed in the future with 2/10ths grant funding.

In the event a situation causes an outage of the Kittcom 911 communications center, backup dispatch capabilities have been installed at the Ellensburg Police Department. Plans to house a backup dispatch center in an off-site emergency operations center building are in effect, and those plans will be established after the EOC building has been built.

VIII. ADMINISTRATION

The Governor, Washington Military Department, Emergency Management Division (EMD), and other governmental officials require information concerning nature, magnitude, and impact of a disaster or emergency. This information allows for evaluation and providing the most efficient and appropriate distribution of resources and services during the response to and recovery from a disaster or emergency. State agencies, local jurisdictions, and other organizations provide these reports including, but are not limited to:

- Situation Reports; and

- Requests for Proclamations of Emergency; and
- Requests for Assistance; and
- Costs/Expenditures Reports; and
- Damage Assessment Reports; and/or
- After Action Reports.

A. Documentation

Reports are required from county agencies and local jurisdictions or organizations to provide the legislative authorities, the sheriff or director of emergency management, and other officials with information about the nature, magnitude, and impact of an emergency or disaster. The reports are also used to evaluate and provide the most efficient and appropriate response assets and services. Required reports include, but are not limited to:

1. Situation reports (SITREP)
2. Incident Action Plans (I.A.P.)
3. Requests for assistance.
4. Damage assessment reports.

Reports go to the county's Emergency Operations Center (EOC) or other locations determined by Kittitas County Emergency Management. It is the responsibility of the emergency management coordinator to administer and disseminate this information appropriately.

Records are necessary:

- To document requests for assistance.
- For reimbursement under approved applications pertaining to declared emergencies or major disasters.
- For audit reports. Records need to include:
 - Work that is performed by force account. (Local Agency)
- Appropriate extracts from payrolls, with any cross-reference needed to locate original documents.
- A schedule of equipment used on the job.
- Invoices, warrants, and checks issued and paid for materials and supplies used on the job.
- There are two types of contract work:
 - Time and material contracts. This type needs a schedule of equipment, labor rates, and material prices.
 - Small works or advertised contracts. This type requires plan specification, engineer estimate, bid tabulations, possibly proof of advertisement, concurrence from FEMA in award, certified payrolls, and ledger of payments to contractors.

B. Retention

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

County agencies and local jurisdictions or organizations with emergency management responsibilities will establish, maintain, and protect vital records under a record retention program as defined in RCW 40.10.010. Department heads are responsible for ensuring the preservation of vital records. Methods to preserve vital records include, but are not limited to:

1. Computer backups- kept off-site.
2. File cabinets.

C. Preservation

Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of government under emergency conditions pursuant to RCW 40.10.010.

IX. FINANCE

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

- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.
- Emergency expenditures for towns and cities with an ordinance providing for a biennial budget. RCW 35.33.081.
- Emergency expenditures for code cities. RCW 35A.33.080 and RCW 35A.34.140.

Emergency expenditures for counties. RCW 36.40.180.

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



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

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

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

A. Incurred Cost Tracking

Emergency expenditures are not normally integrated into the budgeting process of local jurisdictions. Nevertheless, events may occur that require substantial and necessary unanticipated obligations and expenditures.

Local jurisdictions will incur disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2) and appropriate state statutes as follows:

1. Cities (under 300,000 population) and towns, RCW 35.33.
2. Counties, RCW 36.40.

Records will be kept in such a manner to separately identify event related expenditures and obligations from general programs and activities of county agencies and local jurisdictions or organizations.

Complete and accurate records are necessary:

1. To document request for assistance.
2. For reimbursement under approved applications pertaining to declared emergencies or disasters.
3. For audit reports. Detailed records to be kept from the onset of the event include, but are not limited to:
 - a. Work that is performed by force account.

- Appropriate extracts from payrolls, with any cross-references needed to locate original documents.
 - A schedule of equipment used on the job.
 - Invoices, warrants, and checks issued and paid for materials and supplies used on the job.
- b. Work that is contracted out.
- Copies of request for bids.
 - The contract which is let.
 - Invoices submitted by the contractor.
 - Warrants authorizing check issuance.
- c. Work that is done under inter-community agreements and mutual aid.

Disaster-related expenditures and obligations of county agencies and local jurisdictions and organizations may be reimbursed under several federal programs. Reimbursement of approved costs for work performed in the restoration of certain public facilities may be authorized by the federal government after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

Audits of emergency expenditures will be conducted during normal audits of local governments. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

B. Cost Recovery

Disaster-related expenditures and obligations of state agencies, local jurisdictions, and other organizations may be reimbursed under several federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

Note: Reimbursement of costs is not guaranteed and if provided it will likely not cover all costs incurred.

Immediate reports of damage losses, and requests for assistance, must be sent, or called in, to Emergency Management (EM) or the Emergency Operations Center (EOC) for the County Commissioners to have a basis for proclaiming an emergency. The county needs to forward damage reports to the SEOC for the Governor to have a basis for proclaiming a state of emergency. The state needs to proclaim an emergency before requests for federal assistance and a Presidential Declaration can be made. In other words, requests for assistance must start at the lowest level and work their way up. If there is a delay in requesting assistance there could also be a delay in receiving any outside assistance that might be available.

Auditor

- Support county emergency resource program.

- Emergency fiscal procedures.

Treasurer

- Emergency fiscal procedures support.

Assessor

- Damage assessment support.
- Recovery assistance.

B1. Federal Assistance Programs

Public Assistance (PA) Program

FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities, and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the state) determines how the non-federal share (up to 25 percent) is split with the subrecipients (eligible applicants).

Individual Assistance (IA) Program

FEMA aids individuals and households through the Individual Assistance Program, which includes all the following:

- Mass Care and Emergency Assistance (MC/EA); and
- Crisis Counseling Assistance and Training Program (CCP); and
- Disaster Unemployment Assistance (DUA); and
- Disaster Legal Services (DLS); and
- Disaster Case Management (DCM); and
- Individuals and Households Program (IHP); and
- IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA)

Fire Management Assistance Grant (FMAG) Program for Public Agencies

The annual wildfire season in Kittitas County and the resulting fire response efforts of public safety agencies to control and minimize fire damage and impacts to the people, property, and economy have made the FMAG program an important program for cost recovery in recent years.

The fire declaration process is initiated by the state when an authorized representative submits a request for a federal fire declaration to the FEMA Regional Administrator. These declarations are requested while a fire is burning uncontrolled and threatens to cause enough damage as would warrant a major disaster declaration (under the criteria for either Public Assistance or Individual Assistance). The entire process is accomplished on an expedited basis and a FEMA decision is rendered in a matter of hours. An FMAG declaration can provide cost recovery for mutual aid agreement agencies.

Small Business Administration (SBA) Disaster Loan Program

SBA disaster loans are available even without a Presidential Disaster Declaration and are a great tool to provide low-interest loans to individuals, families, businesses and organizations that suffer physical or economic loss due to a disaster or other disruption. Additionally, the Small Business Administration makes its low interest loan programs available to qualifying businesses and private non-profit organizations that have suffered damage. The SBA works with lenders to provide loans for small businesses. The agency doesn't lend money directly to small business owners. Instead, it sets guidelines for loans made by its partnering lenders, community development organizations, and micro-lending institutions. The SBA reduces risk for lenders and makes it easier for them to access capital. That makes it easier for small businesses to get loans.

B2. State Assistance Programs

Public Assistance (PA) Program

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

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

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

B3. Local Assistance Programs

Immediate Assistance - The American Red Cross, Salvation Army and other voluntary organizations can and will provide immediate aid in the way of mass care (sheltering and



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feeding), medical assistance, animal control and sheltering, childcare, clothing, clean-up help, transportation help and some personal property assistance.

Insurance – Self-insured with homeowner’s insurance and/or participation in the National Flood Insurance Program (NFIP) can recover much of the expenses needed to repair or rebuild.

X. LOGISTICS AND RESOURCE MANAGEMENT

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

Kittitas County holds contracts with the Kittitas County Event Center, 907 E. 7th Ave in Ellensburg, and the Upper Kittitas County Senior Centennial Center, 719 E. 3rd St. in Cle Elum, as resources for shelters in case of emergency.

A. Resource Typing

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

A1. Specialized Resources (and Procurement)

The Washington Intrastate Mutual Aid System (WAMAS) established in RCW 38.56, provides for mutual assistance among member jurisdictions, to include every county, city and town of the state. Members of WAMAS are not precluded from entering into or participating in other mutual aid agreements that are authorized by law. WAMAS does not replace current mutual aid agreements; it is a mutual aid tool to use when other agreements do not exist.

The Emergency Management Assistance Compact (EMAC) is a national governor’s interstate mutual aid compact that facilitates the sharing of resources, personnel and equipment across state lines during times of disaster and emergency. EMAC is formalized into law (RCW 38.10.010) and requires a Governor’s Proclamation before use. It is coordinated through the Washington Emergency Management Division.

Out-of-state mutual aid resources can also be requested through the Pacific Northwest Emergency Management Arrangement (PNEMA), established in Public Law 105-381. It is also coordinated through Washington Emergency Management Division.

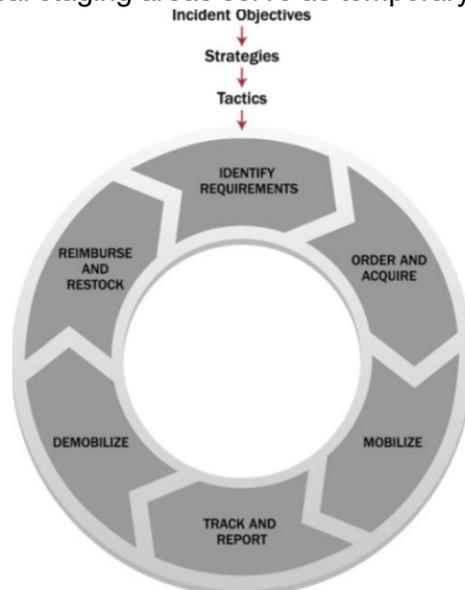
The Washington State Fire Services Resource Mobilization Plan provides a mechanism for fire service resources to respond to fires, disasters, or other events. In 2015, after the devastation caused by the SR 530 Landslide in Oso, Washington, the Washington State Legislature amended RCW 43.43 to include All-Risk incidents. This amendment allows for reimbursement for responding resources to an authorized All-Risk mobilization event.

There are many types and kinds of specialized resources that may be needed for both emergencies and disasters (e.g., search and rescue air support, underground/mine rescue, urban search and rescue (USAR), specialized health professionals, disaster housing inspectors, mobile telecommunications equipment, HAZMAT teams, etc.). Some of these resources can be identified through mutual aid or secured through the Washington Emergency Management Division. Other resources may require a declaration process.

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

A2. Resource Request Process

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



resources to affected areas. Reception and integration centers provide reception, integration, onward movement, and accountability for out-of-state resources.

B. Emergency Worker Program/Liability Protection

RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010 while provisions addressing the registration, use, classification and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310 and WAC 118.04.

The WA State EOC (SEOC) will assign an Incident Number to a local jurisdiction any time they declare a disaster. If the state declares a state of emergency, or a disaster, then all counties that are impacted may be included under the same number. This number will be used through the response and recovery phases of the incident. When an Incident Number has been obtained there is some coverage for injuries and loss of equipment of registered "Emergency Workers". Equipment and vehicles should only be used by trained, qualified personnel. Personal property not relevant to the mission will not be considered for compensation coverage.

Skilled/trained volunteers are a vital resource during an incident, becoming a "force multiplier" to existing capabilities. Under Chapter 118-04 WAC, the County—or the other local government under whose direction the volunteer is operating—must register volunteers in the State's Emergency Worker Program. After the County requests and receives a state mission number from the State Emergency Operations Officers, state government assumes liability for injuries or damages that a registered volunteer emergency worker experiences when on duty. The State may also assume liability for the damages to a volunteer's personal property, if used during their assignment. Claims of injuries or damage have regulated processes and procedures for reimbursing the volunteer or their beneficiary.

Registered volunteer emergency workers undergo background checks. They may receive training for specific mission assignments before or during an incident. Volunteers may help with search and rescue, damage assessment, shelter management, staffing assignments in the EOC, or other roles, as assigned.

Documenting volunteer hours and their assignments has additional significance during emergencies and major disasters. The entity directing a volunteer can assign a monetary value to the volunteer's documented time and expertise, which the County can use towards the required non-federal cost share necessary for communities to receive federal financial assistance.

C. Demobilization

The response is rapidly transitioning from the emergency response phase to a planned recovery effort. The demobilization of incident resources must be conducted in an efficient and safe manner and shall not interfere with ongoing incident operations. Demobilization ensures that

resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident.

D. Resource Gaps

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

In a major event the resources within the county will be overwhelmed and outside assistance will need to be requested. Such requests will be made through the County EOC to the SEOC (WA State Emergency Operations Center).

XI. DEVELOPMENT AND MAINTENANCE

A. Core Planning and Development Team

This Comprehensive Emergency Management Plan is required by law and is the basis for an integrated system of emergency management in Kittitas County, in accordance with the requirements of RCW 38.52 and WAC 118. This plan is the documentation of the planning process and as such needs to be a product of that process, and it is essential this be accomplished with the input and cooperation of all participants.

A1. Planning Process

Planning is a continuous process that does not stop when the plan is published. The planning team develops a rough draft of the basic plan or annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to organizations that have responsibilities for implementing the plan. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or state agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

A2. Review Process

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

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

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

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

Completeness – a plan is complete if it:

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

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

A3. Revision Process

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



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response. The normal review period will be every five years. It is the intent to conduct a formal review of 25 percent of the plan each year and publish the appropriate changes annually. It is also the intent to review and update supporting documents and attachments to the Plan if they contain personnel phone numbers and other like information, on an annual basis. It is the responsibility of the EM Coordinator or Specialist to schedule and coordinate the reviews and to publish any changes that may be necessary. The Plan and procedures will also be reviewed after any Emergency Management exercises and actual occurrences that implement portions of the plan. Changes resulting from exercise or actual incident or event After-Action Report (AAR) and Improvement Plan (IP) process, or a revision to a Kittitas County ordinance or Washington State law should be accomplished at the earliest opportunity.

Proposed changes to this plan will be accepted at any time, especially after a major emergency, disaster, exercise or anytime a key element change. Local agency and organization actions support the overall emergency management function in the county. The operating procedures of those agencies and organizations, when coordinated and integrated into the CEMP form the backbone of the operational concept of the Emergency Management Organization.

As revisions, updates, and changes are adopted, Kittitas County Emergency Management will make the necessary changes in the plan. Changes may be administrative (small edits that do not have an impact on the Emergency Management Program processes and/or roles and responsibilities) or substantive (larger modifications to processes and/or roles and responsibilities in nature.)

Administrative changes do not require signature and promulgation from the County Commissioners but may be approved by the Emergency Manager. All substantive changes within the five-year review period will require the Commissioners signature and promulgation and will be briefed to the elected officials, department, agencies, and organizations impacted by the revision.

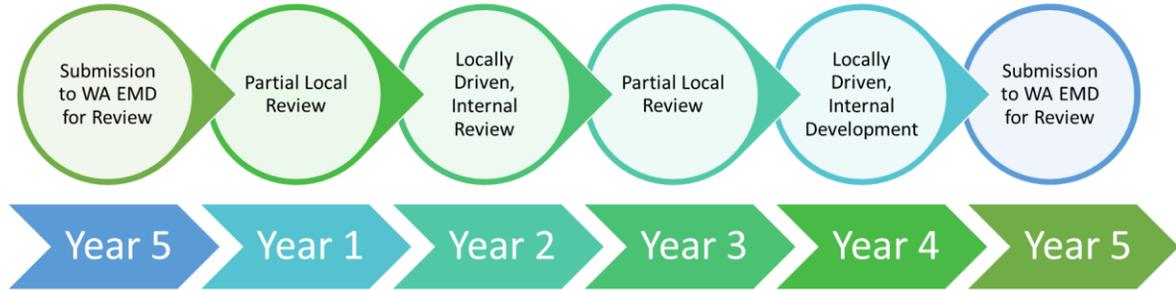
Plan changes will be published either using an entire new publication, by subsection, or by publishing only those pages that have changes. The changes are to be recorded on the record of changes form. Emergency Management will maintain the record of changes to the plan.

Changes to the department/agency annexes and supporting appendixes will be coordinated with the agencies and organizations impacted by the particular annex or supporting appendix.

The CEMP and accompanying annexes and appendixes will be made publicly available via the Kittitas County Emergency Management website at:

<https://www.co.kittitas.wa.us/sheriff/emergency.aspx>

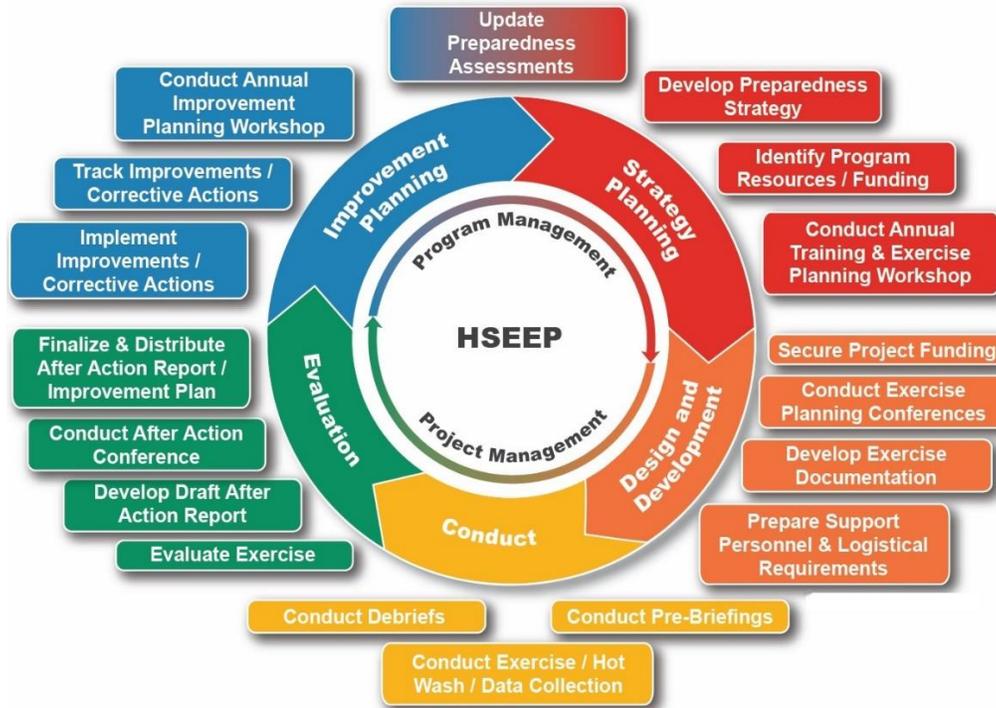
XII. MAINTENANCE SCHEDULE



Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update

A. Training and Exercise Program

Through the implementation of the Homeland Security Exercise and Evaluation Program (HSEEP), organizations can use training and exercises to improve current and required Core Capability levels, identify gaps, and overcome shortfalls. A Capabilities Assessment provides gap analysis, by Core Capability, for each desired outcome and capability target; each of the Homeland Security Regions is required to complete an assessment. After the Capabilities Assessment is completed, it is referenced to determine the priority capabilities for training and exercise planned activities and should be coordinated with the Training and Exercise Plan (TEP) of the state.



A1. Training Program

Emergency management training, exercises, and public education are vital to the effectiveness of the comprehensive emergency management plan and its supporting procedures. These training activities validate the operational concepts and resource preparations needed to carry out emergency functions.

Effective whole community planning requires a collaborative and engaging team of stakeholders representing residents, nonprofit, government, private sector, and emergency management officials. This level of engagement is crucial to enhancing community preparedness. The whole community engagement concept will promote community resilience through enhancing recognition, understanding, communication of, and planning for all hazards in the community and systematically aligning resources and preparedness activities to quickly recover from an incident.

The training program is designed to enhance proficiency in general emergency management subjects and to train emergency management personnel and first responders for their roles under operational plans and procedures. These activities take place at every level of government, as well as in volunteer organizations and private business.

It is the responsibility of the departments and agencies within the Kittitas County CEMP to certify that their department/agency and emergency response personnel are appropriately trained to the proper level of response and the NIMS training requirements

in accordance with their incident management responsibilities, and that the required level of training is consistent with the organization's plan and policies.

Each department and agency within the CEMP are responsible for maintaining their own individual training records.

Nationally standardized criteria and minimum qualifications for positions provide a consistent baseline for qualifying and credentialing the incident workforce. Along with the job title and position qualifications, the position task book (PTB) is a basic tool that underpins the NIMS performance-based qualification process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position. PTBs provide the basis for qualification, certification, and credentialing process that is standard nationwide. Kittitas County adheres to NIMS qualification standards to ensure EOC and IMT team members are prepared for the duties of the positions they train for.

A2. Exercise Program

If no disaster has impacted the jurisdiction in a year's time, the following guidelines are used to conduct an annual exercise to test the plan and the core capabilities of the county, its contract cities, and other public safety partners, agencies and organizations throughout the county. Annual exercises are used to improve the operational coordination, operational communications, and the emergency preparedness of response agencies and the community. The exercises may be discussion-based (seminars, workshops, tabletops and games) or operation-based (drills, functional, and full-scale) to test the full spectrum of preparedness.

Applying the following principles to both the management of an exercise program and the execution of individual exercises is critical to the effective examination of capabilities:

Guided by Elected and Appointed Officials – provide the overarching guidance and direction for the exercise and evaluation program as well as specific intent for individual exercises.

Capability-based, Objective Driven – through HSEEP, organizations can use exercises to examine current and required core capability levels and identify gaps; exercises focus on assessing performance against capability-based objectives.

Progressive Planning Approach – a progressive approach includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time.

Whole Community Integration – encourage exercise planners to engage the whole community throughout exercise program management, design and development, conduct, evaluation, and improvement planning.

Informed by Risk – identifying and assessing risks and associated impacts helps organizations identify priorities, objectives, and core capabilities to be evaluated through exercises.

Common Methodology – enables organizations of divergent sizes, geographies, and capabilities to have a shared understanding of exercise program management, design and development, conduct, evaluation, and improvement planning; and fosters exercise-related interoperability and collaboration.

Exercises are conducted to determine if plans and procedures are operationally sound and to meet mandated requirements. Thorough critiques by participants, controllers, and evaluators identify strengths and weaknesses encountered during the exercise. Changes to plans and procedures are incorporated immediately, if necessary, or in the next review cycle. If an exercise reveals a proficiency problem, training is enhanced to address that need. Exercise types may include:

- Walkthroughs, workshops and seminars are basic training for team members. They are designed to familiarize team members with emergency response, business continuity and crisis communications plans and their roles and responsibilities as defined in the plans.
- Tabletop exercises are discussion-based sessions where team members meet in an informal classroom setting to discuss their roles during an emergency and their responses to a particular emergency situation. A facilitator guides participants through a discussion of one or more scenarios. The duration of a tabletop exercise depends on the audience, the topic being exercised and the exercise objectives. Many tabletop exercises can be conducted in a few hours, so they are cost-effective tools to validate plans and capabilities.
- Functional exercises allow personnel to validate plans and readiness by performing their duties in a simulated operational environment. Activities for a functional exercise are scenario-driven, such as the failure of a critical business function or a specific hazard scenario. Functional exercises are designed to exercise specific team members, procedures and resources (e.g. communications, warning, notifications and equipment set-up).
- A full-scale exercise is as close to the real thing as possible. It is a lengthy exercise which takes place on location using, as much as possible, the equipment and personnel that would be called upon in a real event. Full-scale exercises are conducted by public agencies. They often include participation from local businesses.

A3. After-Action Reporting Process

Kittitas County Emergency Management will use the current Homeland Security Exercise and Evaluation Program (HSEEP) methodology to conduct and evaluate exercises and real-world events, including the After-Action Report and Improvement Plan process. An after-action report (AAR) summarizes key exercise-related evaluation information, including the exercise overview and analysis of the performance related to each exercise objective and the core capabilities. They are used to highlight strengths, as well as areas for improvement, so that corrective actions can be implemented to resolve capability gaps and shortcomings identified in exercises or real-world events. KCEM also conducts after action reports on local emergencies and exercises to evaluate the effectiveness of the communication of life safety information per RCW 38.52.070(4).

B. Corrective Action

Corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in exercises or real-world events. In developing corrective actions, elected and appointed officials and/or their designees should first review and revise the draft AAR, as needed, to confirm that the issues identified by evaluators are valid and require resolution. The reviewer then identifies which issues fall within their organization's authority and assume responsibility for acting on those issues. Finally, they determine an initial list of appropriate corrective actions to resolve identified issues.