



Comprehensive Emergency Management Plan

CITY OF CENTRALIA



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Table of Contents

| | |
|---|----|
| <i>Promulgation</i> | 12 |
| <i>Executive Summary</i> | 13 |
| <i>Emergency Contact Numbers</i> | 14 |
| <i>Introduction</i> | 15 |
| Mission | 15 |
| Purpose | 15 |
| Authorities..... | 15 |
| Local | 15 |
| State | 15 |
| Federal..... | 15 |
| Table 1: ESF Number Definition Chart | 16 |
| <i>Incident Command System</i> | 16 |
| Scope | 16 |
| Hazards Assessment..... | 16 |
| Capabilities Assessment Summary..... | 17 |
| Planning Assumptions..... | 17 |
| Emergency Management | 17 |
| Provision of City Services | 17 |
| Personal Responsibility | 17 |
| Limitations..... | 18 |
| Policies | 18 |
| Nondiscrimination..... | 18 |
| Suspension of Day-to-Day Activities..... | 18 |
| Duty to Report..... | 18 |
| Personal Preparedness..... | 18 |
| <i>Concept of Operations (CONOPS)</i> | 18 |
| Whole Community | 18 |
| Non-Discrimination | 19 |
| Leadership Intent | 20 |
| Incident Management..... | 20 |
| Operational Objectives..... | 20 |
| Modular Organization | 20 |
| Span of Control..... | 20 |
| Common Terminology..... | 20 |
| Unity of Effort..... | 21 |
| Desired End-State / Outcome | 21 |
| <i>Responsibilities</i> | 21 |
| Mayor and City Council..... | 21 |
| City Manager..... | 21 |
| Department Directors | 21 |
| Emergency Management Manager..... | 21 |
| Emergency Management Coordinator | 22 |
| Emergency Management Committee | 22 |



City of Centralia CEMP

| | |
|--|-----------|
| Private Sector | 22 |
| Nongovernmental/Volunteer and Community Organizations..... | 22 |
| • The American Red Cross: | 22 |
| • National Voluntary Organizations Active in Disaster (National VOAD): | 22 |
| • National Center for Missing and Exploited Children (NCMEC):..... | 23 |
| Individual Community Members..... | 23 |
| Lewis County Transit..... | 24 |
| Mutual Aid | 24 |
| Washington State Patrol | 24 |
| The State of Washington | 24 |
| The United States of America..... | 24 |
| Communications | 25 |
| Interoperable Communications Plans | 25 |
| Federal..... | 25 |
| State | 25 |
| Regional Interoperable Communications..... | 25 |
| Alert and Warning | 26 |
| Public Information | 26 |
| Limited English Proficiency (LEP)..... | 26 |
| Access and Functional Needs..... | 27 |
| General..... | 27 |
| Individual Needs..... | 27 |
| Communication Challenges and Recommendations..... | 28 |
| Administration..... | 28 |
| Documentation Process | 29 |
| Retention..... | 29 |
| Preservation | 29 |
| Finance | 29 |
| General Regulations | 29 |
| Incurred Costs Tracking | 30 |
| Cost Recovery..... | 30 |
| Federal Assistance Programs | 31 |
| Public Assistance (PA) Program..... | 31 |
| Individual Assistance (IA) Program..... | 31 |
| Small Business Administration (SBA) Loans | 31 |
| State Assistance Programs | 31 |
| Public Assistance (PA) Program..... | 31 |
| Individual Assistance (IA) and Other Needs Assistance (ONA) Programs | 31 |
| Logistics..... | 32 |
| Resource Typing | 32 |
| Procurement | 32 |
| Table 3: Logistics..... | 33 |
| Demobilization | 33 |
| Resource Gaps..... | 34 |
| Specialized Resources | 34 |
| Resource Request Process | 34 |



| | |
|---|-----------|
| <i>Volunteer and Donation Management</i> | 34 |
| Introduction | 34 |
| Purpose | 34 |
| Scope | 34 |
| Preparedness | 34 |
| Coordination Committee | 35 |
| Volunteer Reception Center (VRC) | 35 |
| Spontaneous Volunteers | 35 |
| Donations Management | 36 |
| Demobilization | 37 |
| Recovery | 37 |
| Volunteer Management | 37 |
| Donations Management | 37 |
| <i>Development and Maintenance</i> | 38 |
| Planning | 38 |
| Review | 38 |
| Cyclic | 38 |
| Review Process | 38 |
| Compliance | 38 |
| Revision | 38 |
| Post Activation | 38 |
| Revision Process | 39 |
| Table 4: Five Year CEMP Cycle | 39 |
| Maintenance Schedule | 39 |
| Record of Changes and Corrections | 39 |
| <i>Training and Exercise Program</i> | 40 |
| Table 5: Homeland Security Exercise and Evaluation Program (HSEEP) | 41 |
| Training Program | 41 |
| Policy | 41 |
| Exercise Program | 41 |
| Table 6: Exercise Types and Frequency | 42 |
| <i>Direction, Control, and Coordination</i> | 42 |
| Multi-Jurisdictional Coordination | 42 |
| Table 7: Preparedness Cycle | 43 |
| The National Preparedness Goal | 43 |
| Horizontal Integration | 43 |
| Table 8: Planning Coordination | 44 |
| Vertical Integration | 44 |
| Lewis County Emergency Management Plan | 44 |
| Washington State Comprehensive Emergency Management Plan | 44 |
| <i>Unity of Effort through Core Capabilities</i> | 44 |
| Table 9: Prevention, Protection, Mitigation, Response, Recovery Chart | 45 |



City of Centralia CEMP

| | |
|--|-----------|
| Planning..... | 45 |
| Prevention..... | 45 |
| Protection..... | 45 |
| Mitigation..... | 46 |
| Response | 46 |
| Recovery..... | 46 |
| <i>Emergency Operations Center (EOC).....</i> | 46 |
| Primary Location..... | 46 |
| Alternate Locations | 46 |
| Activation..... | 46 |
| Table 10: EOC Activation Chart..... | 47 |
| Deactivation | 47 |
| Communications Capability..... | 48 |
| Facility and Equipment..... | 48 |
| Notification..... | 48 |
| Protection of Essential Records..... | 48 |
| <i>Emergency Roles.....</i> | 48 |
| Coordinating..... | 48 |
| Primary..... | 48 |
| Support..... | 49 |
| Table 11: Assignment of Emergency Roles per Core Capability | 50 |
| <i>Emergency Responsibilities</i> | 51 |
| Elected/Appointed Officials..... | 51 |
| Legislative Branch..... | 51 |
| Executive Branch..... | 51 |
| Local Government Agencies and Departments..... | 51 |
| Additional responsibilities of elected/appointed officials include:..... | 51 |
| Prevention..... | 52 |
| Protection..... | 52 |
| Mitigation..... | 52 |
| Response | 52 |
| Recovery..... | 53 |
| <i>After-Action Report.....</i> | 53 |
| <i>Corrective Actions</i> | 54 |
| <i>Record of Distribution</i> | 55 |
| <i>Annex Table of Contents</i> | 58 |
| <i>ANNEX A: ACRONYMS.....</i> | 59 |
| <i>ANNEX B: CODES AND REGULATIONS</i> | 61 |
| CITY OF CENTRALIA..... | 61 |
| WASHINGTON STATE | 61 |
| FEDERAL..... | 61 |
| <i>ANNEX C: PLANS</i> | 62 |



| | |
|--|-----------|
| LOCAL | 62 |
| STATE | 62 |
| FEDERAL..... | 62 |
| ANNEX D: HAZARD IDENTIFICATION AND VULNERABILITY ANALYSIS (HIVA)..... | 63 |
| HAZARD ASSESSMENT SUMMARY | 63 |
| 1. CIVIL DISTURBANCE..... | 63 |
| 2. CYBER ATTACK..... | 63 |
| 3. DAM FAILURE | 64 |
| 4. EARTHQUAKE | 64 |
| 5. FLOOD | 65 |
| 6. HAZARDOUS MATERIALS INCIDENT | 66 |
| 7. LANDSLIDE..... | 66 |
| 8. PUBLIC HEALTH EMERGENCY..... | 67 |
| 9. SEVERE WEATHER | 67 |
| 10. TERRORISM | 67 |
| 11. VOLCANO..... | 68 |
| 12. WILDFIRE | 68 |
| ANNEX E: CITY MANAGER'S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES..... | 69 |
| Summary | 69 |
| Core Capabilities..... | 69 |
| Planning..... | 69 |
| Protection..... | 69 |
| Mitigation..... | 69 |
| Recovery..... | 69 |
| Emergency Support Functions | 69 |
| Public Information and Communications Systems | 70 |
| Purpose | 70 |
| Scope | 70 |
| Policies | 70 |
| Situation | 70 |
| Emergency/Disaster Conditions and Hazards | 70 |
| Planning Assumptions | 70 |
| Population Protection/Communication | 71 |
| Concept of Operations | 71 |
| Public Information Objectives | 71 |
| Communications Systems Objectives..... | 71 |
| Special Populations including LEP | 71 |
| National Warning System (NAWAS)..... | 71 |
| Emergency Alert System (EAS) | 72 |
| Lewis County Alert (LCA) | 72 |
| Communications Coordination | 72 |
| Communications Process | 72 |
| Capabilities | 72 |
| Regional Communications..... | 72 |
| Support Communications..... | 73 |
| Telecommunications | 73 |
| Shelter Communications..... | 73 |
| State Communications | 73 |
| Organization..... | 73 |



City of Centralia CEMP

| | |
|--|-----------|
| Procedures | 73 |
| Dissemination | 73 |
| Warning | 74 |
| Primary Warning Point | 74 |
| Automatic Activation | 74 |
| Prevention and Mitigation | 74 |
| Preparedness | 74 |
| Response | 74 |
| Recovery | 74 |
| Responsibilities | 75 |
| Public Information Officer (PIO) | 75 |
| Lewis County Communications Center: | 75 |
| Centralia Police Department: | 75 |
| Department of Public Works: | 75 |
| Parks Department: | 75 |
| Finance | 75 |
| Resource Requirements | 75 |
| Recovery..... | 76 |
| Introduction | 76 |
| Table 12: Emergency Transition Timeline..... | 76 |
| Fiscal Health | 76 |
| Recovery Choices | 76 |
| Initiating Recovery | 76 |
| Recovery Plan | 77 |
| Recovery Manager | 77 |
| Recovery Task Force (RTF)..... | 77 |
| Recovery Task Force Team Leader | 78 |
| Short-Term Recovery | 78 |
| Short-term Recovery Staff includes | 78 |
| Key concepts | 78 |
| Significant collaboration should occur with: | 78 |
| Mid-Term Recovery | 79 |
| Mid-term Recovery Staff includes: | 79 |
| Key Concepts | 79 |
| Key Collaborations | 79 |
| Long-Term Recovery | 80 |
| Staff | 80 |
| Key Concepts | 80 |
| Key Collaborations | 80 |
| Long-Term Recovery Steps | 80 |
| Re-development | 80 |
| Educate the Community | 80 |
| City Light | 81 |
| Introduction | 81 |
| Purpose | 81 |
| Scope | 81 |
| Priority Lifeline | 81 |
| Concept of Operations..... | 81 |



City of Centralia CEMP

| | |
|--|-----------|
| General | 81 |
| Roles and Responsibilities | 82 |
| City Light..... | 82 |
| Lewis County Emergency Management..... | 82 |
| Emergency Support Functions | 82 |
| Resources | 82 |
| Finance | 83 |
| Summary | 83 |
| Core Capabilities..... | 83 |
| All Phases | 83 |
| Emergency Support Functions | 83 |
| Information Technology..... | 83 |
| Introduction..... | 83 |
| Purpose | 83 |
| Scope..... | 83 |
| Roles and Responsibilities | 83 |
| Planning..... | 83 |
| Operational Coordination | 83 |
| Interdiction and Disruption | 84 |
| Infrastructure Systems | 84 |
| Long-Term Vulnerability Reduction | 84 |
| Situational Assessment | 84 |
| Direction, Control, & Coordination | 84 |
| Horizontal Integration..... | 84 |
| Vertical Integration | 84 |
| Emergency Support Functions | 84 |
| Police..... | 85 |
| Summary | 85 |
| Core Capabilities..... | 85 |
| All Phases | 85 |
| Prevention and Protection | 85 |
| Response | 85 |
| Emergency Support Functions | 85 |
| Public Safety | 85 |
| Introduction | 85 |
| Policies | 85 |
| Situation | 86 |
| Concept of Operations | 86 |
| Responsibilities..... | 87 |
| Resource requirements..... | 88 |
| References..... | 88 |
| Evacuation..... | 88 |
| Introduction | 88 |
| Planning Assumptions | 88 |
| Concept of Operations | 88 |
| Responsibilities..... | 90 |



City of Centralia CEMP

| | |
|--|-----------|
| Resource Requirements | 92 |
| Public Works..... | 92 |
| Summary | 92 |
| Core Capabilities..... | 92 |
| All Phases | 92 |
| Mitigation..... | 92 |
| Response | 92 |
| Recovery..... | 93 |
| Roles and Responsibilities | 93 |
| Police Department | 93 |
| American Red Cross | 93 |
| Lewis County Animal Shelter..... | 93 |
| Lewis County Health Department..... | 93 |
| Emergency Support Functions | 93 |
| Transportation..... | 94 |
| Purpose..... | 94 |
| Scope..... | 94 |
| Policies | 94 |
| Situation | 94 |
| Emergency/Disaster Conditions and Hazards | 94 |
| Planning Assumptions | 94 |
| Concept of Operations..... | 94 |
| General | 94 |
| Organization..... | 94 |
| Procedures for Evacuation/Shelter-in-Place:..... | 94 |
| Roles and Responsibilities | 95 |
| Riverside Fire Authority:..... | 95 |
| Centralia Police Department: | 95 |
| Centralia Emergency Management:..... | 95 |
| Department of Public Works:..... | 95 |
| Priority Lifeline Routes..... | 95 |
| Emergency Support Functions | 96 |
| ANNEX F: FIRE..... | 97 |
| Summary | 97 |
| Core Capabilities..... | 97 |
| Prevention..... | 97 |
| Protection..... | 97 |
| Mitigation..... | 97 |
| Response | 97 |
| Recovery..... | 97 |
| Emergency Support Functions | 97 |
| Fire Fighting..... | 98 |
| Introduction | 98 |
| Purpose | 98 |



City of Centralia CEMP

| | |
|---|------------|
| Scope | 98 |
| Policies | 98 |
| Situation | 98 |
| Emergency/Disaster Conditions and Hazards | 98 |
| Planning Assumptions | 98 |
| Concept of Operations..... | 98 |
| General..... | 98 |
| Organization..... | 98 |
| Procedures | 98 |
| Prevention and Mitigation | 99 |
| Preparedness..... | 99 |
| Response | 99 |
| Recovery..... | 99 |
| Responsibilities | 99 |
| Riverside Fire Authority..... | 99 |
| Centralia Emergency Management..... | 99 |
| Office of the State Fire Marshal | 100 |
| Washington State Patrol | 100 |
| Regional Fire Defense Board | 100 |
| Resource Requirements | 100 |
| References..... | 100 |
| APPENDIX G: LIMITED ENGLISH PROFICIENCY (LEP)..... | 101 |
| Introduction..... | 101 |
| Purpose | 101 |
| Authorities and Policies..... | 101 |
| Emergency Support Functions | 102 |
| Situation Overview..... | 102 |
| Concept of Operations (CONOPS) | 102 |
| Whole Community | 102 |
| CTS Language Link | 103 |
| Instructions | 103 |
| Organization..... | 103 |
| Summary | 103 |
| Table 13: LEP Information Dissemination | 103 |
| Direction, Control, & Coordination | 103 |
| Vertical Integration | 103 |
| Responsibilities | 104 |
| Preparedness..... | 104 |
| Response | 104 |
| Resource Requirements..... | 106 |
| Micro-level (EOC/ECC)..... | 106 |
| Development and Maintenance..... | 106 |
| Challenges | 106 |
| References and Supporting Guidance | 106 |
| Terms and Definitions..... | 106 |



City of Centralia CEMP

| | |
|--|------------|
| ANNEX H: Continuity of Government (COG) | 108 |
| Summary | 108 |
| Emergency Management..... | 108 |
| City Department Heads..... | 108 |
| Emergency Operations Center Location | 108 |
| Alternate Locations | 108 |
| Temporary Seat of Government..... | 108 |
| Jurisdictional Organizational Structure | 108 |
| Table 14: Elected Official Organization Chart | 109 |
| Emergency Organizational Structure | 109 |
| Table 15: Policy Group Organization Chart | 110 |
| ANNEX I: DEFINITIONS..... | 111 |



Promulgation

Promulgation is the act of formally proclaiming, announcing, or declaring a new statutory or administrative law such as an ordinance or resolution after its enactment. In some jurisdictions, the law cannot take effect until promulgation has occurred.

Centralia Municipal Code Chapter 2.28 established the Centralia Emergency Management organization for the purposes of performing local emergency services functions and is the official document of promulgation for the City.

The City of Centralia Comprehensive Emergency Management Plan is for the use of the City of Centralia Government in mitigating, preparing for, responding to, and recovering from natural, technological or human-caused disasters. Its intent is to provide a structure for centralizing citywide coordination and to facilitate interoperability between Centralia departments, county, state, and federal governments.

The City of Centralia Comprehensive Emergency Management Plan is a product of coordinated efforts between all the departments of the City of Centralia. This plan is consistent with the Washington State Comprehensive Emergency Management Plan and meets the criteria of WAC 118-30-060 and the requirements of RCW 38.52.070.

Adopted: March 12, 2024

Signed by: Kelly Smith Johnston

Location: Centralia, Washington



Kelly Smith Johnston, Mayor, City of Centralia, Washington



Executive Summary

City government is required by RCW and WAC to establish and maintain a program for disaster prevention, mitigation, preparedness, response, and recovery. The Police Department Emergency Management Division plans and coordinates response during major emergencies and/or disasters. Depending on the nature and scope of an incident, City personnel, services, and facilities may be reassigned to support emergency and disaster operations.

The Comprehensive Emergency Management Plan (CEMP) was developed to define the policies and procedures necessary for carrying out an emergency management program that ensures the preservation of lives, protection of property, and the execution of special measures. The duties of each City department, and various supporting agencies, are specified in the CEMP.

The CEMP also defines how the City of Centralia will coordinate with neighboring cities and towns, Lewis County, Washington State, and federal disaster relief and recovery resources.

For clarity and ease of use, responsibilities have been categorized by City department rather than Emergency Support Functions (ESF) as defined in the Washington State Comprehensive Emergency Management Plan and the National Response Framework. However, each department section identifies which ESFs most closely align with the department's responsibilities.

The Incident Command System is the coordination and resource management method used during emergency and disaster response and recovery operations.

The primary location for direction and control is the Emergency Operations Center located at City Hall 118 W. Maple Street Centralia, WA. Alternate Emergency Operations sites are identified in the plan.

This plan consists of a Basic Plan, which defines emergency management in the City of Centralia, a City annex that describe the roles and responsibilities of each department as they relate to emergency management, and several supporting documents and annexes.

Periodic review, revision, training and exercise are required to assure that the plan can be effectively implemented in a time of emergency.



Emergency Contact Numbers

If immediate emergency or disaster assistance is required, contact Lewis County Communications Center:
24-hour Emergency Telephone: 911

For non-emergency assistance please contact:

Lewis County Communications Center
24-hour non-emergency phone: 360-740-1105

The Riverside Fire Authority

24-hour non-emergency phone: 360-736-3975

The Centralia Police Department
During regular business hours: 360-330-7680
During emergency response operations: 360-740-1105 (Dispatch)

Centralia Emergency Management

EOC lines, not monitored: 360-623-1373
360-623-1374
360-623-8240

The City of Centralia's 2023 Comprehensive Emergency Management Plan (CEMP) will be distributed on a USB flash drive and/or hard copy.

This document will also be available on the City of Centralia's website:
<http://www.cityofcentralia.com>



Introduction

Mission

It is the responsibility of the government of the City of Centralia, with the assistance and support of its citizens, to take appropriate action to mitigate the effects of disasters. The Comprehensive Emergency Management Plan (CEMP) defines the policies and procedures necessary for the preservation of life, protection of property, and the execution of special measures needed to ensure effective and timely relief from a disaster.

Purpose

This plan is designed to guide city government behavior before, during, and after a disaster. The plan describes a comprehensive program that defines who does what, when, where, and how in order to mitigate, prepare for, respond to, and recover from the effects of natural, technological, and human-caused hazards.

Authorities

Local

City of Centralia municipal code: CMC 2.28 Emergency Management

State

Chapter 38.52 Revised Code of Washington (RCW): Emergency Management

Chapter 35.33 RCW: Budgets in Second and Third-Class, Towns, and First-Class Cities Under Three Hundred Thousand

Chapter 43.43 RCW: Washington State Patrol

Chapter 68.50 RCW: Human Remains

Washington Administrative Code (WAC) Title 118: Military Department, Emergency Management

Federal

The Disaster Relief Act of 1974, Public Law 93-288 as amended

The Superfund Amendments and Reauthorization Act of 1986, Public Law 99-499 as amended

Emergency Planning and Community Right-to-know Act

Code of Federal Regulations: Title 44. Emergency Management and Assistance

United States Code: Title 42, Chapter 68. Disaster Relief

Federal Civil Defense Act of 1950, Public Law 81-920 as amended

Volunteer Protection Act of 1997, Public Law 105-19 as amended

Homeland Security Act of 2002, Public Law 107-296 as amended

Homeland Security Presidential Directive 5: Management of Domestic Incidents

Homeland Security Presidential Directive 8: National Preparedness

National Response Framework: 4th Edition

**Table 1: ESF Number Definition Chart**

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

Incident Command System

The City of Centralia Emergency Operations Center operates under the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS).

Scope

The City of Centralia CEMP encompasses all major incidents, emergencies, and disasters, which occur within city limits, and those situations which may involve neighboring jurisdictions and require activation of special procedures for coordination of resources. The policies and procedures prescribed here, and the concept of operations established for disaster response and recovery will apply to all hazards regardless of the nature and scope. This plan uses structures and formats consistent with the Comprehensive Preparedness Guide 101, National Response Framework, the Lewis County CEMP and the Washington State CEMP.

This plan applies to all City of Centralia government and cooperating agencies. It provides a foundation for:

- Establishing mutual understanding among government agencies, the business community, volunteers, and the public;
- Utilizing government and private sector resources efficiently and effectively;
- Coordinating with the emergency management plans and programs of the federal government, the State of Washington, emergency management jurisdictions within the county, and surrounding jurisdictions;
- Developing and maintaining disaster response capabilities;
- Identifying and applying hazard mitigation strategies;
- Educating the public, the business community, volunteers, and government; and
- Encouraging citizen self-sufficiency.

Hazards Assessment

The City of Centralia is exposed to a variety of hazards with the potential to cause casualties, damage to private property and critical infrastructure. Centralia's hazards include but are not limited to earthquakes, flooding, severe weather, epidemic, wildland or urban fire, hazardous materials, volcanic eruption and dam failure. Hazards can occur simultaneously or consecutively, such as a winter storm *with* flooding or an



City of Centralia CEMP

earthquake *followed by* an influenza epidemic. Impacts may occur from hazards occurring outside the city due to their effect on the supply of goods and services; this may include critical shortages of electricity, petroleum products, natural gas, and food.

For more information see ANNEX D: HAZARD IDENTIFICATION AND VULNERABILITY ANALYSIS (HIVA)

Capabilities Assessment Summary

The Core Capabilities Assessment provides the City of Centralia with a baseline understanding of its needs, its current capacities, and activities that need to be implemented in order to bridge those capability gaps. It contains the distinct critical elements necessary for our success that can be tracked annually. The Core Capabilities 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.

Planning Assumptions

Emergency Management

Comprehensive emergency management includes activities to mitigate, plan/prepare for, respond to, and recover from the effects of a disaster. Implementation of this plan may reduce disaster-related losses. Initial response will focus on taking actions that have the highest potential to save the greatest number of lives.

Employees from a variety of city departments and offices are trained to staff the Emergency Operations Center (EOC) as needed. Some emergencies and disasters occur with sufficient advance notice, providing time to prepare for and mitigate disaster impacts. Other emergencies will occur without notice. If an emergency or disaster occurs with little or no advance warning, then it will take time to staff and activate the EOC.

When local resources are exhausted or overwhelmed, the City of Centralia may activate mutual aid agreements or request support through the County EOC or State EOC. In responding to a disaster, the City is prepared to implement the provisions of Revised Code of Washington (RCW) 38.52.110 regarding utilization of public and private resources.

Federal assistance may be available for disaster response and recovery operations under the provisions of the National Response Framework and Public Law 93- 288, when certain criteria are met.

Provision of City Services

The City will maintain essential services for as long as possible. Conditions may be of such magnitude and severity that some or all city services may be lost. The City will be unable to fulfill all emergency requests under these conditions. The City will act to restore communications, transportation, and access to medical care, medication and resources such as sanitation, food, water, shelter and essential services as soon as possible.

Personal Responsibility

Emergency response assets and systems may be overwhelmed immediately following a disaster causing significant delays in service. Consequently, families and businesses should develop their own disaster plans and acquire emergency supplies that will allow them to remain self-sufficient for 3 days (72 hours) or more.



Limitations

Emergencies can be foreseen or unexpected, and in either circumstance they often retain levels of unpredictability that make emergency response difficult, complicated, and in some cases impossible. Consequently, the CEMP does not guarantee a perfect response. Assets and personnel may become overwhelmed in an emergency, and the City can only attempt to respond based on the situation and resources available at the time; the City does not and cannot have supplies and equipment on hand for short or long-term use.

The arrival of contracted services or Federal assistance may be delayed, shortages of trained personnel and equipment, drugs and medical facilities, and damage to road, rail, pipelines, telephone lines and communications equipment is likely in an emergency. Response and Relief efforts may be limited by the inability of citizens to be self-sufficient for more than 72 hours without additional food, water, medical, sanitation, fuels and shelter resources.

There is no guarantee implied by the Plan that a perfect response to emergency or disaster incidents will be practiced or possible.

Policies

Nondiscrimination

No services will be denied on the basis of race, color, national origin, religion, sex, sexual orientation, age, socio-economic position, or disability. No special treatment will be extended to any persons or group over and above what normally would be expected in the way of City services under emergency conditions.

Suspension of Day-to-Day Activities

Day-to-day functions that do not directly contribute to response and recovery operations may be partially or completely suspended during an emergency or disaster. In those instances, staff may be temporarily reassigned to fill unmet needs.

Duty to Report

Even on the worst days, staff still have a duty to report to work. When an individual is unable to safely report to work, they are required to contact their supervisor for further instructions. When applicable, staff are excused from the duty to report until they verify the health and safety of their immediate family.

Personal Preparedness

As noted previously, there are limitations to the City's ability to respond to an emergency or disaster. Individuals, households, and neighborhoods should plan and prepare to be without any local, state, or federal assistance for up to two weeks following a major disaster. The emergency management coordinator supplements personal preparedness in the City through a public education program.

Concept of Operations (CONOPS)

Whole Community

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



City of Centralia CEMP

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 attempts to engage the full capacity of the public, private and non-profit 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. The Whole Community approach is incorporated throughout this CEMP.

Non-Discrimination

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

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.



Leadership Intent

The City understands the need for and importance of succession planning for use during an emergency. The City Council authorizes staff to formulate a Continuity of Government program. In absence of the Mayor and Mayor Pro Tem, the first Councilmember to arrive at City Hall or designated alternate location is authorized to act as the Mayor until the Mayor or Mayor Pro Tem arrives, or this Councilmember relinquishes the role. During a declared emergency a quorum may consist of two Councilmembers.

The Emergency Management Coordinator is responsible for managing and coordinating the City's day-to-day emergency management activities. The disaster response functions of City personnel will generally parallel day-to-day roles and responsibilities when possible. At the direction of the City's executive leadership, City Manager and/or Deputy City Manager, operational objectives may be modified as needed depending on the nature or scope of an incident.

Incident Management

The City of Centralia Emergency Operations Center operates under the principles of the National Incident Management System (NIMS) and the Incident Command System (ICS).

Operational Objectives

1. Life safety
2. Incident stabilization
3. Property protection
4. Environmental conservation
5. Restoration of essential utilities
6. Restoration of essential program functions
7. Coordination among appropriate stake holders

Modular Organization

The Incident Command System (ICS) organizational structure develops in a modular fashion based on the incident's size and complexity. The responsibility for the establishment and expansion of the ICS modular organization rests with the EOC Manager. As the incident grows more complex, the ICS organization may expand as functional responsibilities are delegated. ICS is scalable and flexible.

Span of Control

Span of control describes the number of individuals or resources that one supervisor can manage effectively during an incident. The optimal span of control is one supervisor to five subordinates. However, effective incident management may require ratios significantly different from this. This ratio is a guideline--incident personnel should use their best judgement to determine the appropriate ratio for an incident.

Common Terminology

Common terminology allows diverse incident management and support organizations to work together across a wide variety of emergency functions and hazard scenarios. Common terminology covers organizational functions, resource descriptions, and incident facilities.



Unity of Effort

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

Desired End-State / Outcome

Following a significant incident, the desired outcome is a stabilized community that is well positioned to begin recovery. Recovery should incorporate mitigation and preparedness activities when possible.

Responsibilities

All personnel, services, and facilities of the City of Centralia become part of the Incident Command System as needed in times of emergency or disaster. 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.

For more information see ANNEX E: CITY MANAGER'S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES

Mayor and City Council

The Mayor and City Council are ultimately responsible for public safety and welfare within the City. They shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities. They should possess a clear understanding of emergency management roles and responsibilities. When appropriate, the Mayor may need to address the public or obtain assistance from other governmental agencies. During an EOC activation, the Mayor or Council shall maintain liaison with the Emergency Management Manager (EMM) and the City Manager.

City Manager

The City Manager is the Emergency Management Director under CMC 2.28.020. The City Manager and Deputy City Manager share in the responsibilities of the Mayor and City Council and work with the Liaison Officer to keep the Mayor and City Council informed during response and recovery efforts. The City Manager may activate the EOC, as needed. The City Manager will support the EMM by reviewing plans, participating in training and serving as a point of contact, as necessary.

Department Directors

Department directors appoint staff to support the emergency management coordinator in the development and sustainment of the emergency management program. Appointed staff will participate in training, exercises, and activations and establish department policies and procedures that support coordination of City resources during activations. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. Each department and office will maintain orderly files of emergency services provided, to include, but not limited to, financial data, operational activities, damage assessments, reports, and directives. Each department and office will provide protection of essential records, in accordance with the provisions of RCW 40.

Emergency Management Manager

The Emergency Management Manager is responsible for ensuring emergency preparedness, mitigation, response and recovery activities are carried out within the City. They will develop plans, training programs and regular tabletops and drills. The EMM is the primary point of contact for agencies outside of City



City of Centralia CEMP

government and representatives from assisting organizations. Manage EOC activation, EOC operations during activation and approve all decisions and actions by City personnel. Establish Command structure and implement NIMS. Establish immediate priorities.

Emergency Management Coordinator

The Emergency Management Coordinator develops and maintains the City's Emergency Management Plan (CEMP) under the guidance of the Emergency Management Manager. The Coordinator advises executive leadership on matters of disaster prevention, mitigation, preparedness, response, and recovery, Assists EMM as needed.

Emergency Management Committee

The Centralia Emergency Management Committee is made up of various elements of the City staff and members of selected public and private sector groups. This group is dedicated to providing the City of Centralia and its citizens a plan to cover the five phases of a disaster. The Emergency Operations Center (EOC) will be the focal point of the Committee for emergency management activities.

The Centralia Emergency Management Committee is made up of the Public Works Director, Community Development Director, Chief of Police, Regional Fire Authority representative, Centralia City Engineer, American Red Cross volunteer, Providence Centralia Hospital representative, several local churches, and a representative of the Lewis County Emergency Management Division. Also, City employees and volunteer organizations enrolled to assist during an emergency, and all groups, organizations, and persons, who may, by agreement or operation of law, be charged with the duties of incident to the protection of life and property in the City during an emergency, may be considered part of that Committee.

Private Sector

Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Private sector entities may analyze and manage their own risks, volunteer time and services, operate business emergency operations centers and provide for the welfare of their employees in the workplace, among other things. The private sector is encouraged to participate in state or local emergency preparedness activities. Certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents and responding when an incident occurs.

Nongovernmental/Volunteer and Community Organizations

Nongovernmental Organizations (NGOs) include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Communities are groups that share goals, values, and institutions. NGOs may be the most effective at taking specific action to manage and reduce their specific risks. NGOs often understand the threats and hazards in their locales and can assist by sharing information, identifying and implementing solutions to challenges, as able. NGOs may provide training and education to communities, including how-to and preparedness guides. Some NGOs are officially designated as support elements to national response:

- **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 county ESFs and the delivery of multiple core capabilities.
- **National Voluntary Organizations Active in Disaster (National VOAD):** National VOAD is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response,



City of Centralia CEMP

recovery, and mitigation—to help disaster survivors and their communities. National VOAD is a consortium of approximately 50 national organizations and 55 territorial and state equivalents.

- National Center for Missing and Exploited Children (NCMEC): Within NCMEC, the National Emergency Child Locator Center (NECLC) may be activated during a disaster. The mission of NECLC is to help locate displaced children and reunite them with their families. In February 2007, the Federal Emergency Management Agency (FEMA) signed a Memorandum of Understanding (MoU) with the NCMEC, the American Red Cross, the U.S. Department of Justice, and the U.S. Department of Health and Human Services to enhance information-sharing concerning people displaced by disasters.

Individual Community Members

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

- Build an emergency kit that includes food, water, battery-powered communication devices and other essential needs (like medications, diapers, food for those with dietary restrictions).
- Prepare emergency plans, especially with family members who have access and functional needs, are children or elderly, to address evacuation, sheltering-in-place and sheltering needs, and include medical needs and provisions for their household pets or service animals.

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

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. Individuals or households can:

- 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.
- 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.

Individuals can prepare to take care of themselves and their neighbors until assistance arrives:

- Preparedness should account for a minimum of 3 days (72 hours.)
- Due to the unique catastrophic hazard profile in the State of Washington, Emergency Management Division (State EMD) recommends striving to prepare for 14 days.
- Monitor emergency communications and follow guidance and instructions provided by local authorities.

After suffering losses, survivors can maximize benefits from insurance coverage, apply for local, state, tribal or federal program assistance that may be available and/or get involved in their community's recovery activities or provide input in the post-disaster recovery planning process.



Lewis County Transit

Buses may need to be diverted from normal routes to provide transportation resources in support of emergency response activities; buses may be used for the movement of people, equipment or supplies within the City or in Lewis County. The City will coordinate directly with Lewis County Transit.

Mutual Aid

If local government resources prove to be inadequate during a disaster operation; requests will be made for assistance from other local jurisdictions and higher levels of government according to existing or emergency-negotiated mutual aid agreements and compacts. Such assistance may take the form of equipment, supplies, personnel, or other capabilities. All mutual aid agreements and compacts will be entered into by duly authorized officials and will be formalized in writing whenever possible. Lewis County will coordinate with and support other political jurisdictions within and outside Lewis County in emergency and disaster prevention, mitigation, preparedness, response, and recovery efforts as resources allow.

Washington State Patrol

The Washington State Patrol (WSP) has primary jurisdiction of state routes, highways and freeways. Interstate 5/US Route 12 and SR 507 all go directly through the city limits of Centralia.

WSP should:

- Provide emergency traffic control.
- Assist in enforcing transportation usage priorities.
- Provide marine and air assets to support response and recovery efforts following an emergency or disaster.
- Provide law enforcement resources to assist with evacuation and/or evacuation route identification.
- Assist with hazardous material response as Incident Commander and
 - Determine the best method of handling the incident
 - Request resources as needed.
 - Coordinate with other state agencies, including the Department of Ecology, regarding response and recovery.

The State of Washington

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

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

The United States of America

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



City of Centralia CEMP

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

Communications

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

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

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

Interoperable Communications Plans

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.

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.
- 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
- State of Washington CEMP; ESF 15 Appendix 1: Communicating with Limited-English Proficiency Populations

Regional Interoperable Communications

Washington State maintains information management systems, such as The Web Emergency Operations Center, (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



City of Centralia CEMP

emergencies and supports statewide collaboration. The City is also a user of Lewis County Alert (LCA) notification system.

Alert and Warning

When there is a demonstrated need, particularly if timeliness is critical to protect life and property, the city activates alert and warning systems. Messaging will depend on the nature of the hazard, the quality and quantity of information available, and resources available.

For more information see ANNEX E: CITY MANAGER'S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES

Public Information

It is essential that accurate, timely and consistent information be disseminated to the public when the EOC is activated. The EOC's Public Information Officer is the primary point of contact for City messaging when the EOC is activated. The City has a variety of systems and communication methodologies that can be leveraged to relay critical, life-safety information, including mass notification systems such as Lewis County Alert, TV, radio, and social media. The City is also "user" entity of the local Public-Safety Answering Point (PSAP): Lewis County Communications Center.

Limited English Proficiency (LEP)

- Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating on the basis of race, color, or national origin. Recipients of federal financial assistance must also take reasonable steps to provide meaningful access for persons with Limited English Proficiency (LEP) to their programs and services.
- Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies issue guidance to grant recipients, assisting such organizations and entities in understanding their language access obligations. The Department of Homeland Security (DHS) published the required grant recipient guidance in April 2011, DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 76 Fed. Reg. 21755-21768, (April 18, 2011). The guidance provides helpful information such as how a grant recipient can determine the extent of its obligation to provide language services, selecting language services, and elements of an effective plan on language assistance for LEP persons.
- Washington State RCW 38.52.070 (3)(a)(ii) defines "significant population segment" as "each limited English proficiency language group that constitutes five percent or one thousand, whichever is less, of the population of persons eligible to be served or likely to be affected within a city, town or county." The State Office of Financial Management (OFM) only produces estimates for the limited English proficiency population at the county level. As of April 1, 2022, Lewis County is identified as having 5.8% residents (approximately 4,838 people) who primarily speak Spanish.

For more information see ANNEX G: LIMITED-ENGLISH PROFICIENCY (LEP) PLAN
You may also refer to the Lewis County CEMP for more detail on LEP planning for the county.



Access and Functional Needs

General

- Know your impacted community. Identify the pre-existing vulnerabilities, needs, and assets that exist within the impacted communities.
- Respond in collaboration. Identify and include in the response activation process representatives from the impacted populations who understand the issues of the geographic area and cultural needs.
- Ensure messages are audience appropriate. Make all messages clear, easily understandable, and culturally and linguistically appropriate.
- Reflect target demographic in visuals. Ensure that emergency responders who serve as PIOs/outreach team/speakers include individuals that are representative of the demographics of the impacted community.
- Coordinate with community influencers. Get active, ongoing feedback to confirm message content, language and style, engagement approaches, dissemination platforms, and distribution timing slated for PIO response outreach matches the unique characteristics of the targeted diverse populations' needs and preferences.
- Use targeted outreach platforms. Identify specific, vetted communication channels that will be most effective in reaching the impacted target populations.
- Use multiple outreach channels and methods. Use a wide range of trusted voices and channels, both formal and informal, to ensure messages are received, understood, and acted upon.
- Utilize local trusted and ethnic media outlets. Utilize trusted community voices and channels of communication, such as ethnic media, community-based, and faith-based organizations. Reach immigrants and populations with limited-English proficiency (LEP) using the media outlets that impacted populations normally listen to or will consult and will be supportive of the response outreach.
- Provide access for access and functional needs. Alert individuals with sensory or cognitive disabilities and others with access and functional needs (AFN) in the workplace, in public venues, and in their homes. Print materials should be accessible to persons with disabilities, and electronic materials should be 508 compliant.
- Evaluate the appropriateness of the outreach message and engagement approach. Using individuals that know the culture and language, evaluate the comprehension, retention, and anticipated behavior/desired response actions.

Individual Needs

- Children: May be reluctant to follow instructions from strangers. Should never be separated from an adult caretaker. If alone, should be provided with a caretaker immediately and have their situation communicated to the Department of Child and Family Services.
- Visually Impaired: May be extremely reluctant to leave familiar surroundings when the request for evacuation comes from a stranger. A guide dog could become confused or disoriented in a disaster. People who are blind or partially sighted may have to depend on others to lead them, as well as their dog, to safety during a disaster.
- Hearing Impaired: May need to make special arrangements to receive alerts and warnings.
- Mobility Impaired: May need special assistance to get to a shelter.
- Single Working Parent: May need help to plan for disasters and emergencies to ensure child safety.



- Non-English or Limited-English Speaking Persons: May need assistance planning for and responding to emergencies.
- People without Vehicles: May need to make arrangements for transportation. Work with respective County transportation entities regarding AFN and ADA compliant transportation options.
- People with Special Dietary Needs: Should take special precautions to have an adequate emergency food supply.
- People with Medical Conditions: Should know the location and availability of more than one facility if dependent on a dialysis machine or other life-sustaining equipment or treatment.
- People with Intellectual Disabilities: May need help responding to emergencies and getting to a shelter.
- People with Dementia: Should be registered in the Alzheimer's Association Safe Return Program.
- Households with Pets: Extra consideration for evacuation planning and resource needs. Additional communications specific to pet care for preparedness and response. Reunification and care of displaced pets.
- People with Service Animals: Accommodations for service animals at all locations. Precautions for food and care items for animals in addition to human needs.

Communication Challenges and Recommendations

Communications systems are evaluated at a minimum after any significant exercise or activation. The City of Centralia recognizes the importance of identifying challenges in order to reduce any potential risks to the city.

Some of the communications-based needs that have been identified include:

- Emergency Management doesn't currently have access to a satellite phone. Emergency Management will determine the satellite phone needs and identify funding if it's necessary.
- Translated communications are not currently available on the City website or City social media. The City is looking into translation resources and has some printed Spanish Emergency Preparedness material from the State Department of Emergency Management available in the City Hall lobby.
- The City employs few personnel who are fluent in Spanish and they may or may not be working during an emergency or disaster. The City has access to CTS Language Link for direct translation needs.
- The City needs to find a resource for translation of written word.
- The differing levels of familiarity and comfort with technology lead to different types of engagement in the programs designed to support the EOC operations. Increased training and exercises will improve the comfort of responders on the existing technology.
- Some work stations in the primary EOC are docking stations and require the user to bring a laptop; not all City employees have access to a laptop. Emergency Management is looking into funding for alternate technology.

Administration

The normal administrative procedures and practices of City government and its agencies will be followed while providing emergency services. The City Manager and department directors may amend or eliminate selected administrative procedures to expedite and provide for efficient lifesaving emergency responses.

The Governor, Washington Military Department, Emergency Management Division (EMD), and other governmental officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate



City of Centralia CEMP

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 not limited to:

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

Any document generated by the EOC should be maintained as a part of the incident files.

Documentation Process

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

Final documents are submitted either electronically or in hard copy format to be collated into the complete incident records.

Special report requirements established by presidential, state or City disaster declarations are to be coordinated through the City Manager, Deputy City Manager and/or City Counsel.

Retention

Each department and office will maintain orderly files of emergency services provided, to include, but not limited to, financial data, operational activities, damage assessments, reports, and directives.

Preservation

Each department and office will provide protection of essential records, in accordance with the provisions of RCW 40.

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.

Finance

General Regulations

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

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



City of Centralia CEMP

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 nondiscrimination and incorporates FEMA's Whole Community approach.

- All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, LEP, or national origin.
- As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations shall provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of the Federal Emergency Management Agency (FEMA), and shall comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.
- The PETS Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The PETS Act is operational when a federal disaster declaration is made and can provide reimbursement for allowable, documented services used in the declared emergency. Eligible costs related to pet evacuations and sheltering is in FEMA's Public Assistance Program and Policy Guide (PAPPG).

Incurred Costs Tracking

To provide guidelines for fiscal and administrative functions in support of the City of Centralia's emergency services during an emergency or disaster.

- Each City department shall designate personnel to be responsible for documentation of disaster related expenses.
- Emergency expenditures will come from currently appropriated local funds in accordance with RCW 38.52.070.
- The City Manager or designee and the Finance Director or designee will be responsible for identifying sources of funds to meet disaster related expenses which are incurred.
- Regular "normal" approval procedures for expenditures may be modified to accommodate the circumstances associated with the disaster.
- Records shall be kept in a manner that distinguishes between day-to-day operations and disaster expenses.
- The Finance Director shall appoint staff to coordinate documentation of citywide financial records and expenditures resulting from a disaster.
- Alternative methods of payment and payroll processing will be established in the event of a system failure.

Cost Recovery

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

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



Federal Assistance Programs

Public Assistance (PA) Program

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

Individual Assistance (IA) Program

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

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

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

Small Business Administration (SBA) Loans

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

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.



Logistics

During a disaster/emergency the directors of City government departments will utilize the services, personnel, equipment, supplies, and facilities normally available to the extent possible. Once those resources are exhausted, the City EOC will work with the County EOC to request additional resources.

As Centralia is bordered by unincorporated Lewis County, the City of Chehalis and unincorporated Thurston County, the City may be asked to provide services to surrounding jurisdictions and may ask surrounding jurisdictions for services. The following is a partial list to illustrate the scope of emergency resource services:

- Law Enforcement
- Warning
- Fire Prevention and Suppression
- Communication Support
- Emergency Medical Services
- Search and Rescue
- Sewer and Water Services
- Public Works
- Emergency Information
- Transportation Support
- Emergency Resource Management
- Radiological Monitoring
- Utility Services
- Shelters (In coordination with American Red Cross)

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.

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.

Procurement

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

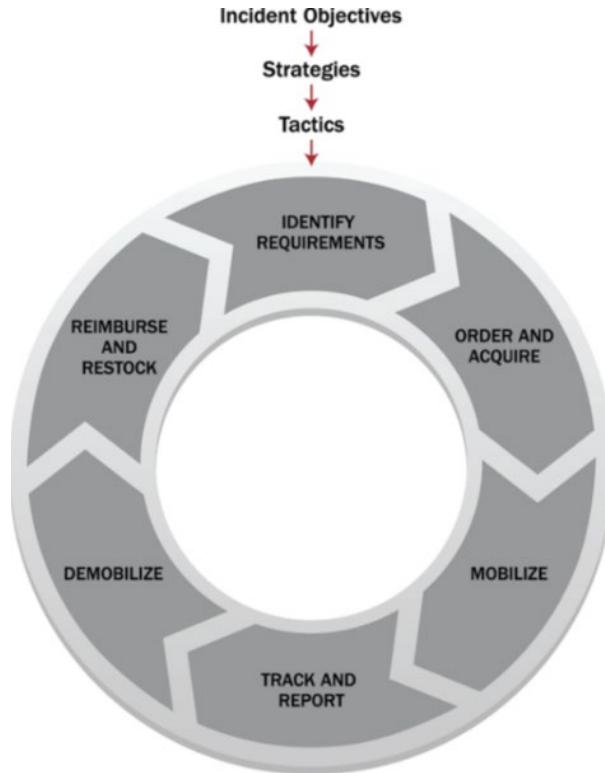
The State will provide resources, after all City and Lewis County resources are exhausted or overwhelmed. Specialized skills and equipment may be provided to support City operations. This may take several days if the disaster is of a widespread nature or of great magnitude.

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

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

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

Table 3: Logistics



Demobilization

When the City Manager or designee determines that the activation of the EOC is no longer required, they will issue instructions for demobilization from emergency management activities at the conclusion of the emergency event.



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.

Specialized Resources

When/If the City determines that the situation is beyond the capability of local and pre-designated mutual aid resources and/or contracts, the EOC will request additional or specialized resources through the Lewis County Division of Emergency Management. Lewis County Emergency Management may forward the request to Washington State EMD, who may in turn forward the request to other states via EMAC, or the Federal Government. The City is obligated to pay for these resources and account for fiscal impacts.

Resource Request Process

Any resources the City needs but does not have will be first requested of Lewis County, before the State. Mutual Aid agreements can also be used to request needed resources.

Volunteer and Donation Management

Introduction

Purpose

To provide an overview of Volunteer and Donations Management and be a mechanism for navigating regional coordination of spontaneous volunteers and unsolicited donations. Additionally, this is a tool for the City to use for advance planning to have policies and procedures in place to handle spontaneous volunteers and unsolicited donations.

Scope

A framework and guidance on the roles of Federal, State, County, and local governments in the management of large amounts of spontaneous volunteers and unsolicited donations in the aftermath of a catastrophic disaster.

Preparedness

1. There are many varying levels of preparedness among the different public and private organizations located within and around the City of Centralia. Some ways to prepare for spontaneous volunteers and unsolicited donations include:
 - Create a strong local network for effectively using spontaneous volunteers and unsolicited donations.
 - Appoint a lead to coordinate with local volunteer groups.
 - Develop a Spontaneous Volunteer Management Plan.
 - Develop a Donations Management Plan.
 - Develop a public education plan specifically targeted at potential volunteers and donors.
 - Engage the business community in planning efforts.
 - Include spontaneous volunteers and the management of unsolicited donations in Training & Exercises.
2. It is important for the lead to establish regular communication with other volunteer agencies to be better prepared. The goal is to affiliate volunteers prior to any event. The City should focus on creating or updating its plans for volunteer and donations management.



Coordination Committee

The City may establish a Volunteer and Donations Coordination Committee whose primary purpose is to discuss and coordinate spontaneous volunteer and unsolicited donations management activities across the city. Topics for discussion may include:

- Current location of Volunteer Reception Centers.
- The status of processing.
- Capacity to share spontaneous volunteers and unsolicited donations across the region.
- Future projections or trends.
- Assignment of donations coordinators and volunteer coordinators and their roles.

Volunteer Reception Center (VRC):

- a. A Volunteer Reception Center (VRC) is a location where spontaneous volunteers can be assessed, receive training, and be placed with an agency, organization, or support function needing personnel. Once the volunteer has been assigned to a receiving agency or organization, the volunteer then becomes the responsibility of that agency or organization until he or she is released from assignment. A VRC can be implemented if the need for and supply of volunteers is significant.
- b. VRC Activities include:
 - i. Formal registration.
 - ii. Interview & Assignment.
 - iii. Safety & Cultural Trainings.
 - iv. Public Information.
 - v. Phone Bank.
 - vi. Demobilization.
- c. Forms include:
 - i. VRC Arrival Sign In.
 - ii. Volunteer Instructions Checklist.
 - iii. Sample Disaster Volunteer Registration Form.
 - iv. Sample Volunteer Liability Release Form.
 - v. Emergency Worker Registration Card.
 - vi. Safety Training.
 - vii. Sample VRC Floor Plan.

7. RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(7), while provisions addressing the registration, use, classification, and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310 and WAC 118.04.

Spontaneous Volunteers

1. Once a disaster occurs, there may be a large influx of spontaneous volunteers. They can be of great help in a dire situation. A spontaneous volunteer is a person who is not affiliated with a locally recognized volunteer organization but offers their help during disaster response and recovery. It is necessary for spontaneous volunteers to go through a registration process so that the skills of the volunteer are matched to a specific request from the community. Being able to effectively organize these volunteers, through the EOC or the use of a VRC will be very helpful. The City of Centralia Emergency Manager will coordinate the establishment of a VRC, if needed. The following should be used as a guide when deploying VRCs.



City of Centralia CEMP

- a. Small, limited, localized disaster.
 - i. Spontaneous volunteers will mainly be from surrounding, neighboring areas.
 - ii. No need for a VRC.
- b. Medium to large disaster.
 - i. Significant media attention.
 - ii. Establish a VRC outside the impact area.
- c. Very large or catastrophic disaster.
 - i. Volunteer activity will likely overwhelm the local capacity.
 - ii. Consolidate VRC's to operate more efficiently.

2. Preregistering Volunteers:

- a. Encourage volunteers to register with local volunteer organizations prior to a disaster. Then, during disasters they can respond to that agency and be covered under their liability coverage.
3. If a VRC is not going to be set up, then the Volunteer Coordinator with the Police Department will handle the processing and referring of spontaneous volunteers. This coordination will occur at the Emergency Operation Center.
4. Demobilization and Recovery: Volunteers and donations are crucial for the response and recovery of a disaster. Once affiliated, volunteers can continue to work with volunteer agencies and organizations.
5. Liability: Spontaneous volunteers will be registered in the Volunteer Reception Center (VRC) as Temporary Emergency Workers, and they will need to sign a volunteer liability release form. Temporary Workers are not Emergency Workers under Washington State Law.

Donations Management

1. If not properly managed, donations can become the disaster within the disaster. Even donation activity for a small level disaster can be overwhelming. The importance of organizing and maintaining donations is crucial in any disaster response and recovery process.
2. During a disaster, the public, including major corporations, give generously to those in need. Often this outpouring of goodwill can overwhelm local government and social agencies.
3. In a regional disaster, the management of donated goods will not only overwhelm government and social agencies, but the goodwill could be so generous, many donated goods may never be used and will require disposal.
4. Donated Goods:
 - a. City of Centralia government will coordinate all nationally donated goods with the State EOC.
 - b. The EOC will assure all donated goods are safely distributed based on need to the neighborhoods of Centralia.
 - c. Donated goods are categorized into the following sections:
 - i. Solicited Goods: The impacted community has identified a specific need and requests specific items from either the general public and/or the community. Usually, the request is for cash donations to be made to the American Red Cross, Salvation Army, or other agency providing major relief efforts to the affected community.
 - ii. Unsolicited Goods: The public sees or hears of the disaster through the media and is



City of Centralia CEMP

motivated to send a donation and/or donated good to the impacted area whether it is needed or not. The Salvation Army will coordinate sorting, storing and distribution of unsolicited goods.

5. The level of donations that may accompany each level of disaster.
 - a. Small to medium disaster.
 - i. Few and sporadic donations.
 - b. Medium to large disaster.
 - i. Donations activity is significant.
 - c. Very large or catastrophic disaster, with a State and Federal proclamation of disaster.
 - i. Donations Management Branch or Unit will be established.
6. Public Messaging:
 - a. Managing the expectations of the public is critical during a catastrophic disaster. Getting the right messages out early will help limit the unsolicited and often unusable donations.
 - b. A consistent message on where and how to volunteer and what to donate during the disaster needs to be delivered. This can be established through the Joint Information Center (JIC).
 - c. Valuable Public Messages may include:
 - i. “Don’t call 9-1-1 unless it is an emergency. Call 211, which will get you to the information you seek without jamming up a critical lifeline for emergencies.” The 211 number is available for Essential Community Services such as housing, finding food and long-term mental health help.
 - d. Donated Goods: FEMA Disaster Assistance Policy provides the criteria by which applicants will be credited for volunteer labor, donated equipment, and donated materials used in the performance of eligible emergency work.

Demobilization

1. Volunteer and Donations Management is unique in that it is prominent in both response and recovery operations.
2. Demobilization:
 - a. Collect and compile all the documentation of volunteer hours during response activities so they can be utilized towards the Public Assistance federal match requirement.
 - b. Direct volunteers towards longer-term affiliation and community involvement, building larger and stronger networks of affiliated volunteers.

Recovery

Volunteer Management

After the response phase, a volunteer can continue to support recovery operations through their affiliation with a volunteer organization or with a long-term recovery organization.

Donations Management

Donations will continue to come in during recovery, but the needs of the impacted community may be different. It is important in the planning process to reevaluate the needs of the community and continue to communicate those needs with the public through ongoing public information.

All volunteers will be registered as Emergency Workers with the City of Centralia Emergency Management in accordance with WAC 118.04.



Development and Maintenance

Planning

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. A version of this plan will be made available to the public on the City of Centralia website at: <https://www.cityofcentralia.com/>

Review

Cyclic

This plan shall be reviewed on a five-year cycle commencing one year from its effective date. The cycle may be adjusted to comply with future guidance from the State EOC. The Emergency Management Coordinator will coordinate the review of the basic plan and applicable Department Annexes and work with the state to ensure all applicable changes in law are incorporated into the revision process.

Review Process

Commonly used criteria can help decision makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, acceptability and completeness. 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.

A plan is complete if it:

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

Compliance

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

Revision

Post Activation

After Action Reviews are ideal for identifying strengths and gaps in the Emergency Management program. Activation challenges are at forefront of each staff members mind and can be thoroughly documented. The better the documentation the more effective and impactful programmatic changes will be. Following activations for incidents and exercises, an after-action review will be conducted by the Emergency Management Team. The basic plan and applicable Department Annexes will be included in the review process when appropriate as well as other supporting documents. Lessons learned will be recommended for incorporation. The Emergency Management Team is responsible for implemented recommended changes.



City of Centralia CEMP

Revision Process

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

Table 4: Five Year CEMP Cycle



Maintenance Schedule

The Centralia Comprehensive Emergency Management Plan will be reviewed every year and an updated plan will be submitted to the Washington State Emergency Management Division every five years.

| Section | Year Reviewed | Year Updated | Year Approved | Next Review | Next Update |
|---------|---------------|--------------|---------------|-------------|-------------|
| | | | | | |
| | | | | | |
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Record of Changes and Corrections

| Change No. | Date of Change | What/ Page(s) Changed | Initials |
|------------|----------------|---|----------|
| 01 | 3/26/2024 | Promulgation date and resolution sentence / page 12 | NDH |
| 02 | 3/26/2024 | Twin Transit → Lewis County Transit / pages 3, 24, 56, 94 and 104 | NDH |
| 03 | | | |
| 04 | | | |
| 05 | | | |
| 06 | | | |
| 07 | | | |



Training and Exercise Program

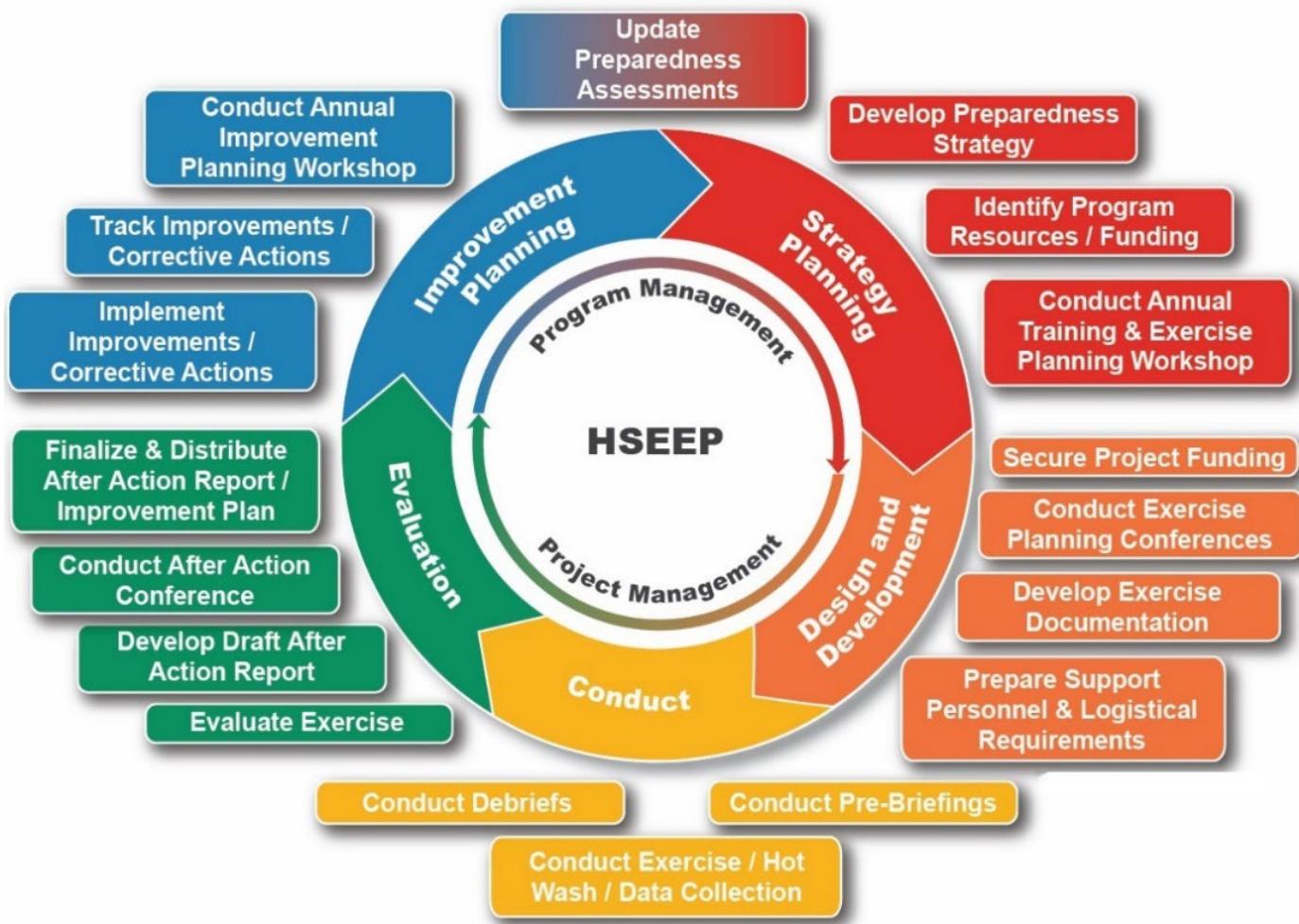
The exercises and training courses offered by Centralia Emergency Management will be based on current needs and part of a systemic effort to further the emergency readiness of Centralia government, the public, and the range of organizations based in Centralia. The exercise and training programs will be evaluated and reviewed. Exercises will be evaluated so that shortcomings in the plans, training, coordination capabilities, and procedures can be identified and corrected. Training courses will be evaluated to identify shortcomings and future training needs.

Emergency Management orientations, exercises and drills are standalone events. They are part of Centralia's commitment to improving the overall emergency management program. Our progressive exercise program will receive ongoing support from the City Manager, City Council, and all Centralia Departments. Centralia Departments will continue to develop, test and revise their internal standard operating procedures as part of the progressive exercise program.

As funding allows, Centralia Departments will develop training and exercise programs to support their internal emergency planning policies and standard operating procedures. This training may be included in monthly safety or staff meetings. In addition, departments will participate in the various EOC and emergency management training courses and exercises in support of this plan.

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 and 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.

Table 5: Homeland Security Exercise and Evaluation Program (HSEEP)



Training Program

The City of Centralia Police Department provides training for the Emergency Management Committee (EMC) representatives, businesses, and community members.

Policy

It is the policy of Centralia Emergency Management to hold annual Emergency Management Committee (EMC) representative meetings that also serve as training sessions for the participants. Centralia Police Department coordinates a range of training classes to enhance the emergency planning and response capabilities of Centralia employees, businesses, emergency workers, and the public as funding allows.

Exercise Program

Centralia Emergency Management coordinates and facilitates a range of drills and exercises with all Centralia Departments, which serve to verify the effectiveness of both the Centralia Comprehensive Emergency Management Plan as well as the plans and procedures of the various departments.

Exercising is the principal method of validating Centralia's capability to implement its Comprehensive Emergency Management Plan and perform to the functional standards set by the Federal Emergency Management Agency (FEMA). Centralia government is committed to developing a progressive exercise program whereby relevant agencies participate in increasingly challenging exercises over a period of time. In



City of Centralia CEMP

the progressive program, one exercise builds on another systematically to meet the needs and requirements of the Comprehensive Emergency Management Plan.

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.

Table 6: Exercise Types and Frequency

| Exercise Type | Exercise Frequency |
|----------------------|---|
| Orientations | Once per Year |
| Tabletop Exercises | Once per Year EXCEPT for Planned Functional or Full-Scale Exercises |
| Drills | Once per year EOC Setup |
| Functional Exercises | In Year Two of the CEMP Cycle |
| Full-Scale Exercises | In Year Four of the CEMP Cycle |

Direction, Control, and Coordination

Multi-Jurisdictional Coordination

Local coordination is paramount for successful planning, mitigating and responding to an emergency event. The City of Centralia regularly meets with neighboring jurisdictions in order to build and maintain relationships. City government is charged with the primary responsibility of emergency response services. Additional assistance and support may be requested from Lewis County Emergency Management (DEM) through the Mayor of Centralia or designee, or through in place mutual aid agreements. When mutual aid is requested, the responsible requesting organization will be in charge unless the specific mutual aid agreements direct otherwise. This can also apply to the City's contracted service, unless otherwise stated.

Response coordination includes in person meetings, teleconferencing, phone calls, or other forms of real-time communication. Possible outcomes may include:

- Joint statements or official declarations, including special warnings, instructions, statements, etc.



- Evacuation orders.
- Reentry policies.
- Curfew or the restriction of movement.
- Regulations or allocation of essential goods and services.
- Prioritization of response and recovery resources in the most effective and efficient manner.

Preparedness coordination includes RCW Title 39.34, INTERLOCAL COOPERATION ACT.

Other organizations such as school districts, neighboring governmental agencies and private sector groups may, by mutual agreement, operate under all or part of this plan.

Table 7: Preparedness Cycle



The National Preparedness Goal

“A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.” – FEMA.gov

Preparedness enhances the capacity to respond to an incident by ensuring individuals and organizations are ready when an incident occurs. Preparedness activities may include training, planning, procuring resources, mock scenes, etc.

Horizontal Integration

The Centralia CEMP takes into account the ongoing planning efforts by the Lewis County Division of Emergency Management and the Washington State Emergency Management Division.

Table 8: Planning Coordination



WHAT YOU DO → RESOURCES TO DO IT → CONSIDERATIONS → HOW YOU DO WHAT YOU DO

Vertical Integration

The Centralia CEMP takes into account the ongoing planning efforts by Lewis County Division of Emergency Management and Washington State Emergency Management Division.

Lewis County Emergency Management Plan

The Lewis County Comprehensive Emergency Management Plan is for use by elected and appointed County officials and Lewis County government department directors, managers and staff in mitigating, preparing for, responding to and recovering from disasters. This plan is a product of coordinated planning efforts between Lewis County Emergency Management, County departments, emergency management representatives from various political jurisdictions and selected private and non-profit sector interests.

Washington State Comprehensive Emergency Management Plan

The Washington State Comprehensive Emergency Management Plan provides a policy level framework to support emergency response activities in Washington State. The CEMP Basic Plan, Emergency Support Functions (ESF's), and Incident Annexes describe specific roles, responsibilities, functions, and support relationships of state agencies. The CEMP also provides a framework for state, local, tribal, and whole community coordination and cooperation supporting response and recovery of local jurisdictions in times of emergencies and disasters.

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.

The five mission areas of Prevention, Protection, Mitigation, Response, and Recovery are broken down into 32 core capabilities. Some core capabilities fall within a single mission area, while others apply to multiple or all mission areas.



Table 9: Prevention, Protection, Mitigation, Response, Recovery Chart

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

Planning

- The capabilities necessary to “conduct a systemic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES for greater detail how the Planning Mission area is pursued in the City of Centralia.

Prevention

- The capabilities necessary to “avoid, prevent, or stop a threatened or actual act of terrorism.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES for greater detail how the Prevention Mission area is pursued in the City of Centralia.

Protection

- The capabilities necessary to “protect citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES for greater detail how the Protection Mission area is pursued in the City of Centralia.



Mitigation

- The capabilities necessary to “reduce the loss of life and property by lessening the impact of future disasters.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES as well as the Lewis Region Hazard Mitigation Plan for greater detail how the Mitigation Mission area is pursued in the City of Centralia.

Response

- The capabilities necessary to “respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES for greater detail how the Response Mission area is pursued in the City of Centralia.

Recovery

- The capabilities necessary to “recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.” Refer to ANNEX E: CITY MANAGER’S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES for greater detail how the Recovery Mission area is pursued in the City of Centralia.

Emergency Operations Center (EOC)

Overall direction, control, and coordination of City response to an emergency, under the provisions of this plan, will be carried out at the City EOC. The Emergency Management Team is responsible for ensuring operational readiness of the EOC. The EOC will provide the capability to receive and disseminate warnings and emergency information to the public, collect and analyze damages, maintain contact with supporting EOC’s in Lewis County, and the State of Washington, provide direction and control of local response and recovery resources, and continue self-sufficient operations for at least 3 days (72 hours).

Primary Location

EOC Room, City Hall – 118 W. Maple Street

Alternate Locations

Riverside Fire Authority Station #2 – 1818 Harrison Avenue

Centralia Police Training Facility – 1401 Mellen Street

Any location designated by the Emergency Manager

Activation

The following questions assist with determining the need for activation and at what level:

- Does the event require coordination of City resources that expands beyond everyday emergencies?
- Is the situation likely to improve or deteriorate?
- Will current resources become overwhelmed requiring the use of mutual aid agreements and emergency contracts?
- Will the event create unusual anxiety within the community?

The following indicators may also be used to help identify when an incident is escalating in complexity, requiring a more sophisticated response or EOC activation:

- Dynamic operating environment: Weather, daylight, terrain and/or other incident conditions are changing in such a way that the work environment is becoming increasingly hazardous.
- Inadequate resources: The incident requires specialized resources or a larger number of resources that aren’t readily available.



City of Centralia CEMP

- Multiple Operational Periods: The incident appears that it will exceed 8 hours of active response requiring additional operational periods.
- Incident Action Plan: The incident is growing in complexity requiring a formal planning process to support multiple operational periods. Failure to generate an Incident Action Plan may result in a loss of situational awareness, poor resource utilization, and/or increased safety risks for responders.
- Resource Tracking: As large amounts of resources arrive at the incident there is a need for detailed accountability of those resources. This is particularly true for external resources whose operational costs are not incorporated into the jurisdictions normal budget.
- Public Information: The nature of the incident is attracting a significant media presence requiring a formal public information system to manage and provide information to the public.
- Legal Implications: A police or L&I investigation is expected, the incident may result in a lawsuit, or an injury or fatality has occurred.
- History: A similar incident in the past lead to EOC activation.

The Emergency Management Manager, City Manager, Mayor, or an appointed or elected official will determine if the EOC should be activated.

Table 10: EOC Activation Chart

| Activation Level | Description |
|-------------------------|---|
| 4 - Steady-State | Regular operation of City functions and business. No event anticipated. |
| 3 – Enhanced Operations | Activation for a potential emergency. Key personnel will monitor events and resources to anticipate future needs or activation to higher level. |
| 2 – Partial Activation | Impacts from the hazard exceed normal daily operations. City resources and personnel are strained by the impacts and response obligations. Coordination with the Lewis County EOC is needed. Staffing includes: <ul style="list-style-type: none">• EOC Manager• Operations• Planning• Logistics• Finance/Admin |
| 1 – Full Activation | Impacts from the hazard require assistance from outside the City. All departments and functions are impacted. Multiple operational periods, around the clock staffing. County, State or Federal assistance is needed due to magnitude of incident. Local resources, including mutual aid are insufficient to adequately respond. |

Deactivation

The EOC Manager 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



City of Centralia CEMP

on mission needs. EOC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating.

Communications Capability

The EOC is equipped with the communications equipment necessary to effectively mobilize and coordinate City resources, and to communicate with Lewis County EOC and the State EOC. In addition to common communication systems like internet/email and digital voice, the EOC is equipped with landlines and HAM radios.

Facility and Equipment

The EOC has adequate space to accommodate key City officials, department heads, support staff, ARES members and others who are responsible for ensuring that essential services and functions continue under emergency conditions. The EOC has an emergency generator in place to support operations.

Notification

Lewis Community Alert is a robust alerting system using internal notification as well as public alert and warning. The Emergency Management Coordinator maintains EOC distributions lists in the systems and is primary administrator for internal and external notifications/alerts. Several other EOC staff have been trained to access the system and administer alerts.

Protection of Essential Records

All departments shall identify records essential for continuity and preservation of government and provide for their protection. Essential records are those records needed in emergency and for the reestablishment of normal operations after a disaster.

Emergency Roles

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

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.



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- Planning for incident management, short-term recovery operations, and long-term recovery.
- Maintaining trained personnel to support interagency emergency response and support teams.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards or to validate and improve capabilities to address changing risks.
- Promoting physical accessibility, programmatic inclusion, and effective communication for the whole community, including individuals with disabilities.

Support

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

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



Table 11: Assignment of Emergency Roles per Core Capability

| MISSION AREA | P – Primary S – Support C - Coordinating | | Emergency Management | Public Works | Community Development | Human Resources | Finance | RFA | City Clerk/ City Attorney | City IT | Police |
|--------------|--|---|----------------------|--------------|-----------------------|-----------------|---------|-----|---------------------------|---------|--------|
| | CORE CAPABILITIES | | | | | | | | | | |
| PREVENTION | Planning | P | C | S | C | | | | C | S | |
| | Public Information & Warning | P | C | S | C | | | | S | S | |
| | Operational Coordination | S | C | C | C | | | | C | S | |
| | Intelligence & Information Sharing | C | C | C | | | | | S | | |
| | Interdiction & Disruption | | | | | | | | S | | |
| | Screening, Search, & Detection | | | | | | | | S | | |
| | Forensics & Attribution | | | | | | | | S | | |
| PROTECTION | Planning | P | | C | C | | | | C | S | |
| | Public Information & Warning | P | | S | C | | | | C | | |
| | Operational Coordination | | | P | C | | | | C | S | |
| | Intelligence & Information Sharing | P | | | | | | | | | |
| | Interdiction & Disruption | | | | | | | | | | |
| | Screening, Search, & Detection | | | | | | | | | | |
| | Access Control & Identity Verification | | | | S | | | | P | | |
| MITIGATION | Cybersecurity | | | | S | | | | P | | |
| | Physical Protective Measures | | | | S | | | | | | S |
| | Risk Management for Protection Programs | | | S | P | | | | | | |
| | Supply Chain Integrity & Security | S | | | | S | | | | | |
| | Planning | P | | S | | | | | C | | |
| | Public Information & Warning | S | | S | C | | | | P | | |
| | Operational Coordination | C | | S | C | | | | C | | |
| RESPONSE | Community Resilience | C | | P | | | | | | | |
| | Long-term Vulnerability Reduction | C | | S | | | | | | S | |
| | Risk & Disaster Resilience Assessment | S | | S | | | | | P | | |
| | Threats & Hazards Identification | P | | S | | | | | S | | |
| | Planning | P | S | S | S | S | | | S | S | |
| | Public Information & Warning | S | | S | C | | | | P | | |
| | Operational Coordination | C | | S | S | | | | C | | |
| | Infrastructure Systems | C | C | S | | | | | | S | |
| | Critical Transportation | C | P | | | | | | | | |
| | Environmental Response/Health & Safety | C | | S | | | | | | | |
| RECOVERY | Fatality Management Services | C | | | | | | | | | |
| | Fire Management & Suppression | C | | | | | P | | | | |
| | Logistics & Supply Chain Management | C | | | | C | | | | | |
| | Mass Care Services | C | | | S | | | | | | |
| | Mass Search & Rescue Operations | C | | | | | C | | | C | |
| | On-scene Security, Protection, & Law Enforcement | C | | | | | | | | P | |
| | Operational Communications | C | | S | S | | | | | | |
| | Public Health, Healthcare, & EMS | C | | | S | | | | | | |
| | Situational Assessment | P | S | S | S | S | S | S | S | S | |
| | Planning | P | | S | C | | | | P | | |



Emergency Responsibilities

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. The City doesn't use the Emergency Support Function (ESF) format, however, each department will fulfill responsibilities during an emergency that most closely align with their regular job duties and skills. For more specific information, see ANNEX E: CITY MANAGER'S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES.

Elected/Appointed Officials

Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and 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.

Legislative Branch

Composed of the City Council, the policy-determining body of government. The Council exercises its power by the adoption and enactment of ordinances and motions, and the appropriation of revenues and expenditures.

Executive Branch

Composed of the City Manager, and the directors and employees of each department. The Executive Branch executes and enforces all City ordinances and state statutes within the City, and provides services to the public.

Response duties may include:

- Obtaining assistance from other government agencies.
- Providing direction for response activities
- Ensuring appropriate information is provided to the public

Elected and appointed officials have the authority to appoint local recovery leadership that they select, or that is selected by a designated recovery management organization.

Local Government Agencies and Departments

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.

Additional responsibilities of elected/appointed officials include:

- Developing operational plans to increase an effective response to an emergency situation. These actions will include training, planning and exercises, Hazard Identification and Vulnerability Analysis (HIVA), public education and information programs.



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- Maintaining orderly files of emergency services provided, to include but not limited to, financial data, operational activities, damage assessments, reports and directives.
- Promoting coordination of ongoing protection plans, implementation of core capabilities and engagement and information sharing with private sector entities, infrastructure owners and operators and other jurisdictions and regional entities.
- 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.

Prevention

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

Protection

CPD is responsible for:

- The protection of life and property, the preservation of peace, the prevention of crime, and the arrest of violators of the law.
 - These agencies respond to incidents, conduct criminal investigations, collect criminal intelligence, and collaborate with other law enforcement agencies to resolve crime.
- Engaging in community, private industry, and interagency partnerships to identify and prevent criminal acts, including terrorism and transnational threats.
- Addressing unique geographical issues, transborder concerns, dependencies and interdependencies among agencies and the establishment of agreements for cross-jurisdictional and public-private coordination.
- Promoting coordination of ongoing protection plans, implementation of core capabilities and engagement and information sharing with private sector entities, infrastructure owners and other regional entities.

Mitigation

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

- The City of Centralia will gather available information, assess damage, establish priorities, coordinate response, utilize available resources and request assistance from Lewis County DEM as appropriate. These actions will occur immediately before, during and/or directly after a disaster
- Prepare for and manage the response and recovery of the community
- Volunteers and Donations: Volunteers and donors support response efforts in many ways, and governments at all levels must plan to incorporate volunteers and donated resources into response activities.
- The normal administrative procedures and practices of City government and its agencies will be followed while providing emergency services. The City Manager and department directors may amend or eliminate selected administrative procedures to expedite and provide for efficient lifesaving emergency responses.



Recovery

- The City of Centralia will determine extent of damage, coordinate and implement actions to recover from a disaster or emergency.
- Primary role of planning and managing all aspects of a community's recovery post-disaster
 - 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;
 - 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

After-Action Report

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, an 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.

Reviewing after-action reports is an important part of understanding how and why emergency actions were successful or could have been more effective. AAR's help the City improve its response and recovery efforts by evaluating the entire event.

After-action reviews will be conducted following an EOC activation or exercise in order to identify lessons learned. All departments, agencies, and key personnel will be involved in the process to provide feedback, identify areas for improvement and give recommendations, as well as to identify what worked well and should be retained. Emergency Management will complete a corrective action plan to capture items learned from the AAR, and assign the responsible department or agency for implementation, and follow up with these parties to ensure that corrective actions are taken.

Per RCW 38.52.070(4) when conducting after-action reviews, local organizations and joint local organizations must evaluate the effectiveness of communication of life safety information and must inform the emergency management division of the Washington military Department of technological challenges which limited communications efforts, along with identifying recommendations and resources needed to address those challenges. A debrief is conducted after an event to gather information for the AAR. Information gathered will look at what populations took advantage of services and follow up with the targeted communities to determine what they wish they would have known. This information will be used to determine the efficacy of the messaging being communicated.

Using various forms of technology present different challenges in communicating messages to the community. Many communication methods are owned by other entities which could delay communications



City of Centralia CEMP

if a regional catastrophic event has occurred. Due to infrastructure failure or radio congestion, it may be difficult for the City to reach the County during these times.

- Lewis County Alert has the ability to broadcast two languages simultaneously by landline, mobile, text and email. This system can direct specific language translations to specific individuals or populations.
- Social media is also used to communicate with the public but not without its own challenges, not all of the population are social media users, and the City currently only uses Facebook.

The City continues to monitor communication methods and data from the OFM for languages spoken in the City.

Limitations with technology are always present and can only be fixed by the developers of the software or hardware. The City can address technology gaps by using as many different communication methods as possible, including phone calls, texting, social media, utilizing community members, agreements already in place, translation and door-to-door communication. Building and maintaining relationships with local businesses and the community will help ensure successful communications.

Corrective Actions

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, 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.

Exercises will include an evaluation by the participants. The Emergency Management Team will assure that exercise deficiencies are addressed and corrected as well as incorporated into the plan.



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Annex Table of Contents

| | | |
|------------|--|----------|
| 1. Annex A | Acronyms | page 59 |
| 2. Annex B | Codes and Regulations | page 61 |
| 3. Annex C | Plans | page 62 |
| 4. Annex D | Hazard Identifications and Vulnerability Analysis (HIVA) | page 63 |
| 5. Annex E | City Manager's Office | page 69 |
| 6. Annex F | Fire | page 97 |
| 7. Annex G | Limited English Proficiency (LEP) | page 101 |
| 8. Annex H | Continuity of Government (COG) | page 108 |
| 9. Annex I | Definitions | page 111 |



ANNEX A: ACRONYMS

1. ADA: Americans with Disabilities Act
2. AFN: Access and Functional Needs
3. AMR: American Medical Response (Service)
4. ARC: American Red Cross
5. ARES: Amateur Radio Emergency Services
6. ASAP: As soon as possible
7. CAP: Civil Air Patrol
8. CBRNE: Chemical, Biological, Radiological, Nuclear and Explosives
9. CCP: Crisis Counseling Assistance and Training Program
10. CEMNET: Community Emergency Management Network
11. CEMP: Comprehensive Emergency Management Plan
12. CFR: Code of Federal Regulation
13. CONOPS: Concept of Operations
14. COO: Concept of Operations
15. CRS: Community Rating System
16. DCM: Disaster Case Management
17. DHS: Department of Homeland Security
18. DLS: Disaster Legal Services
19. DUA: Disaster Unemployment Assistance
20. EAS: Emergency Alert System
21. ECC: Emergency Coordination Center
22. EMAC: Emergency Management Assistance Compact
23. EMC: Emergency Management Committee
24. EMD: Emergency Management Division
25. EMM: Emergency Management Manager
26. EMS: Emergency Medical Services
27. EOC: Emergency Operations Center
28. ESF: Emergency Support Function
29. FEMA: Federal Emergency Management Agency
30. HA: Housing Assistance
31. HAZMAT: Hazardous Materials
32. HIVA: Hazard Identification and Vulnerability Analysis
33. HSEEP: Homeland Security Exercise and Evaluation Program
34. IA: Individual Assistance
35. ICP: Incident Command Post
36. ICS: Incident Command System
37. IHP: Individuals and Households Programs
38. LCA: Lewis County Alert notification system
39. LECC: Law Enforcement Coordinating Committee
40. LEP: Limited-English Proficiency
41. LEPC: Local Emergency Planning Committee
42. MC/EA: Mass Care Emergency Assistance



City of Centralia CEMP

43. MoU: Memorandum of Understanding
44. NAWAS: National Warning System
45. NFIP: National Flood Insurance Program
46. NGO: Non-governmental Organization
47. NIMS: National Incident Management System
48. OFM: Washington State Office of Financial Management
49. ONA: Other Needs Assistance
50. PA: Public Assistance
51. PAPPG: FEMA's Public Assistance Program and Policy Guide
52. PDA: Preliminary Damage Assessment
53. PIO: Public Information Officer
54. PNEMA: Pacific Northwest Emergency Management Agreement
55. PSAP: Public Safety Answering Point
56. PTB: Position Task Book
57. RCW: Revised Code of Washington
58. RFA: Riverside Fire Authority
59. RTF: Recovery Task Force
60. SAP: State Administration Plan
61. SAR: Search and Rescue
62. SBA: Small Business Administration
63. Sit-Rep: Situation Report
64. SOP: Standard Operating Procedure
65. SORT: Special Operations and Rescue Team
66. TEP: Training and Exercise Program
67. VRC: Volunteer Reception Center
68. WAMAS: Washington Mutual Aid System
69. WebEOC: Web Emergency Operations Center
70. WSDOT: Washington State Department of Transportation
71. WSP: Washington State Patrol



ANNEX B: CODES AND REGULATIONS

CITY OF CENTRALIA

- City of Centralia Municipal Code Chapter 1.04 – Adoption of Government
- City of Centralia Municipal Code Chapter 2.28 – Emergency Management

WASHINGTON STATE

- RCW 35.33.081 – Emergency Expenditures – Nondebatable Emergencies
- RCW 35.33.091 – Emergency Expenditures – Other Emergencies
- RCW 35.33.101 – Emergency Warrants
- RCW 38.52 – Emergency Management
- RCW 38.56 – Intrastate Mutual Aid System
- RCW 39.34 – Interlocal Cooperation Act
- RCW 40.10.010 – Essential Record Designation
- RCW 42.14 – Continuity of Government
- RCW 49 – Laws Against Discrimination
- WAC 118-04 – Emergency Worker Program
- WAC 118-30 – Local Emergency Management/Services Organizations, Plans & Programs
- WAC 296-843 – Hazardous Waste Operations
- WAC 296-62 – General Occupation Health Standards

FEDERAL

- Public Law 93-288 – Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster and Emergency Assistance Act
- Public Law 96-342 – Improved Civil Defense Act of 1980 as amended
- Public Law 99-499 Title III Superfund Amendment and Re-authorization Act of 1986
- Public Law 107-296 – Homeland Security Act of 2002
- HSPD 5 – Management of Domestic Incidents
- Title 44, CFR, Section 205.16 – Nondiscrimination
- National Incident Management Systems (NIMS)



ANNEX C: PLANS

LOCAL

- City of Centralia Comprehensive Emergency Management Plan
- Lewis County Hazard Mitigation Plan (Update)
- Lewis County Comprehensive Emergency Management Plan
- Lewis County Emergency Alert System Plan
- Lewis County All Hazards Guide - Floods

STATE

- Washington State Comprehensive Emergency Management Plan
- Emergency Management Assistance Compact

FEDERAL

- Americans with Disabilities Act of 1990 as amended by the Americans with Disabilities Act of 2008, Public Law 110-325
- National Response Framework
- Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308
- CPG 101 A Guide for All Hazard Emergency Operations Planning



ANNEX D: HAZARD IDENTIFICATION AND VULNERABILITY ANALYSIS (HIVA)

HAZARD ASSESSMENT SUMMARY

- The hazards which the City of Centralia is vulnerable are covered in detail in the 2016 Lewis County Multi-Jurisdictional Hazard Mitigation Plan. The Hazard Assessment Summary was created in coordination with multiple City departments and by using the Lewis County Multi-Jurisdictional Hazard Mitigation Plan, the Centralia Shoreline Plan, the Centralia Comprehensive Plan and the 2022 CRS renewal documents.

1. CIVIL DISTURBANCE

Risk Assessment

- Civil Disorder events cause disruption in the Community requiring law enforcement intervention to maintain public safety. These events can occur at any time and are typically associated with controversial political, judicial, or economic issues.

Vulnerability

The impact will vary depending on the type of disturbance, severity and duration. Potential hazards are:

- Property damage
- Essential service disruption
- Vandalism to public and private property
- Loss of business
- Loss of life
- Injuries to protestors
- Injuries to First Responders

Impact Summary

- Centralia does not have history of a civil disturbance event.

2. CYBER ATTACK

Risk Assessment

- Like other governments and businesses across the nation, Centralia relies heavily on computers and networks to conduct its normal business and is therefore susceptible to cyberattack.

Vulnerability

- Cyber-attacks against computer systems could potentially shut down computer and phone networks used to control and manage City services, potentially resulting in loss of those services or the inability to properly coordinate or dispatch personnel to the scenes of physical terrorist attacks. Mitigation efforts against the threat of cyber-terrorism are being addressed in several ways including employee training, a layered security infrastructure, detection, and response systems, plans and documents that outline response procedures, and creating redundant data backups.

Impact Summary

- Centralia has not had any reports or incidents of cyber-terrorism.



3. DAM FAILURE

Risk Assessment

- As of 2013, there were 51 dams in Lewis County. The Skookumchuck Dam and TransAlta Dams (formerly Centralia and Coal Mine) have inundation areas that impact Centralia.

Vulnerability

- The Seminary Hill reservoir built and operated by the City of Centralia hold approximately 4.5 million gallons of water.

Impact Summary

- Failure of the dams and/or the Seminary Hill Reservoir could have catastrophic effect on people and property in the immediate downstream area. Flooding along the Skookumchuck River and tributaries could occur within 30 minutes.

4. EARTHQUAKE

Risk Assessment

- The greatest concentration of earthquakes in Washington occurs in the Puget Sound lowlands and the western Cascade Range (longitudes 121.5 degrees and 123.0 degrees) and from about Olympia to the Canadian borders (latitudes 47.0 to 49.0 degrees). All of Lewis County is included in this area. All parts and people of Lewis County are vulnerable to all three types of Pacific Northwest earthquakes, including the residents and businesses in Centralia.
- The entire population of the planning area is potentially exposed to direct and indirect impacts from earthquakes. The degree of exposure is dependent on many factors, including the age and construction type of the structures people live in, the soil types their homes are constructed on, their proximity to fault location, etc. Whether directly impacted or indirectly impacted, the entire population will have to deal with the consequences of earthquakes to some degree. Business interruption could keep people from work, road closures could isolate populations, and loss of functions of utilities could impact populations that suffered no direct damage from an event itself.

Vulnerability

- Centralia's vulnerability in the event of a major earthquake would be damage to the I-5 overpass at Mellen Street and the S Tower/S Gold viaduct. The overpass is the main transportation route to the hospital. The viaduct is the main transportation route between Centralia and Chehalis. Should the Skookumchuck Dam and/or the Seminary Hill Reservoir fail, major portions of Centralia would quickly flood. A few residential areas may have landslides, placing some homes and occupants in jeopardy. The natural gas lines running north-south on the eastern part of the City may be subject to rupture. The following sections summarize the vulnerability of key facilities and services in Centralia.

- Dams*

The Skookumchuck Dam/TransAlta Dams, are located north of the City. Seismic activity can compromise the dam structures, and the resultant downstream flooding would cause catastrophic flooding. The largest reservoir is the Seminary Hill and holds 4.5 MG. Four other reservoirs in the City hold 3.56 MG.



- *Buildings*

Buildings are susceptible to damage from earthquakes. Buildings that collapse can trap and bury people. In most Washington communities, including Centralia, many buildings were built before 1993 when building codes were not as strict.

- *Infrastructure and Communication*

An earthquake can greatly damage bridges and roads, hampering the movement of people and goods. Damaged infrastructure strongly affects the economy of the community because it disconnects people from work, school, food and leisure, and separates businesses from their customers and suppliers.

- *Bridge Damage*

Even modern bridges can sustain damage during earthquakes, leaving them unsafe for use. Bridges are a vital transportation link -with even minor damage making some areas inaccessible.

- *Damage to Lifelines*

Lifelines are the connections between communities and outside services. They include water and gas lines, transportation systems, electricity, and communication networks. Ground shaking and amplification can cause water, sewer, storm and gas pipes to break open, power lines to fall, roads and railways to crack or move, and radio and telephone communication to cease. Disruption to transportation makes it especially difficult to bring in supplies or services.

Impact Summary

- A significant earthquake will likely cause widespread damage throughout the City, including building collapse, water and gas main ruptures as well as transportation route disruption. There are 9,908 structures with 1,545 or 21% have a 10% or greater earthquake loss potential. Approximately 49% of homes constructed in Centralia were built prior to 1960 and 76% prior to 1980 and 85% prior to 1990.

5. FLOOD

Risk Assessment

- Approximately 25% of the building inventory in the City limits is within the Special Flood Hazard Area. The City has good floodplain management regulations and has limited development; however, there are some structures already present in the floodplain.

Vulnerability

- Portions of the business district are in the 100-year floodplain.
- There are 1,515 structures located in the Special Flood Hazard area with 33 repetitive-loss structures.

Impact Summary

- In 1996 Centralia experienced flooding destruction after a severe weather event. The Chehalis River, Skookumchuck River and their tributaries swelled beyond the 100-year flood level. Another storm in December 2007 brought severe flooding to the area with wide-spread damage; this storm did require road closures, including Interstate-5, and evacuations of homes. Other significant storms in the planning area occurred in 2009, 2015, and 2022.



6. HAZARDOUS MATERIALS INCIDENT

Risk Assessment

- Hazardous materials incidents have the potential of severe consequences to people, property, and the environment.

Vulnerability

- In 2022, Centralia had twenty (20) facilities filing Tier Two Reports to the Lewis County LEPC.
- Centralia has a variety of freeways, highways, and roads that serve the area. The principal roadways include Interstate-5 and Highway 507. All major highways carry high volumes of traffic, including large numbers of commercial vehicles. Commercial vehicles include busses (commercial and school), commercial goods vehicles, and hazardous materials vehicles.
- There are also major industrial railroad lines (Burlington Northern, Santa Fe and Union Pacific) that run both north and south through the City.
- The main Williams Natural Gas (previously called Northwest) pipeline (consisting of two pipes, one 14", the other 10") runs north-south through Lewis County, with 'feeder lines' servicing the cities of Centralia and Chehalis. Natural gas is lighter than air and while there is always a potential for an accident where natural gas pipelines exist, it does not generally pose a threat to the extent that some of the other hazardous materials do.
- Another pipeline company that runs through Lewis County is BP/Olympic Pipe Line Company. Olympics' pipeline annually transports 4.9 billion gallons of gasoline, diesel, and jet fuel from four refineries located in Whatcom and Skagit Counties. It is the sole supplier of jet fuel to Seattle-Tacoma International Airport. The pipeline consists of a 400-mile system of pipe (constructed in 1965) running in a 299-mile corridor the entire length of Western Washington. Counties along the pipeline corridor include Whatcom, Skagit, Snohomish, King, Pierce, Thurston, Lewis, Cowlitz, Clark and Multnomah (Oregon).

Impact Summary

- The City of Centralia has not had any recent hazardous materials incidents. The City utilizes Riverside Fire Authority for response to a Hazmat incident.

7. LANDSLIDE

Risk Assessment

- Landslides can and do occur in almost any part of the state. Landslides can move large amounts of material causing destruction, injury or death.

Vulnerability

- Centralia has few areas that are prone to landslides. Homes in a few residential neighborhoods may be vulnerable to landslides. Only a few roads appear to be subject to minor slide damage. Some surface roads and railroads on the outskirts of the City could be at risk to minor slides.

Impact Summary

- Landslides can cause damage to above ground and underground infrastructure, including storm-water drains, sewer lines, freshwater lines, natural gas lines, power lines and communication lines. The loss of



City of Centralia CEMP

these critical resources causes major impacts on the community and public safety response. Restoring these resources may take days or even months in the event of a major disaster.

8. PUBLIC HEALTH EMERGENCY

Risk Assessment

- A Public Health Crisis poses a threat to Centralia and surrounding area.

Vulnerability

- All disasters have potential to become a public health emergency. The impact varies based on the virulence, duration, susceptibility and spread within the community.

Impact Summary

- In 2020 Centralia was affected by the COVID-19 pandemic. No other remarkable public health incidents have occurred.

9. SEVERE WEATHER

Risk Summary

- Annually, the region experiences severe weather conditions, typically between October and April. Severe weather can include heavy rain, high winds, drought, extreme heat or cold, and snow and ice.

Vulnerability

- Critical services such as power and gas can be disrupted by severe weather. Life safety is directly affected when the ability to heat homes is interrupted for extended periods of time or when transportation routes are affected by downed trees or snow/ice. Elderly and frail populations are at the greatest risk.

Impact Summary

- The winter storm in February 2023 brought large amounts of snow across the region that greatly impacted the area and the City of Centralia. Roads were closed and City staff had “snow days” off.
- Other severe storms that impacted the region were in January 2009, March 2009, February 2011, February 2012, February 2017 and January 2022.

10. TERRORISM

Risk Assessment

Terrorism is intentional, criminal, or malicious acts used against people or property with the intent to coerce society or government. The Federal Bureau of Investigations defines terrorism as:

- *Domestic* - Domestic terrorism is perpetrated by individuals and/or groups inspired by or associated with primarily U.S. based movements that espouse extremist ideologies of a political, religious social, racial or environmental nature.
- *International* – perpetrated by individuals and/or groups inspired by or associated with designated foreign terrorist organizations or nations (state-sponsored).

Vulnerability

- Washington State and Lewis County have witnessed terrorist activity in the past.

Impact Summary



- Centralia has no history of terrorism events occurring.

11. VOLCANO

Risk Assessment

- Centralia could be affected by Mount Rainier, Mount St. Helens, Mount Baker or Glacier Peak erupting dispersing ash.

Vulnerability

- Centralia could be affected by ash fall if one of these volcanos erupted.

Impact Summary

- Ground and air travel would either be discontinued, or done with preventative measures if ash fall occurs.
- Local business will be affected by the disruption of business throughout Lewis County.
- Life may be at risk from the inhalation of ash from a massive volcanic eruption.

12. WILDFIRE

Risk Assessment

- Wildfires can occur when the necessary combination of weather (low humidity, low precipitation, high temperatures, high wind), topography (steeper slopes, gulches, canyons, and ridges), and fuel (higher amounts, higher concentration, continuous across the landscape, low in moisture) are brought together with an ignition source (lightening or human-caused.)

Vulnerability

- Centralia has not had a large Wildland/Urban Interface fire, but the City is susceptible to them. The forested lands on the outskirts of the City along with development encroaching on natural area is expanding the WUI. The City has adopted the 2018 International Urban-Wildland Interface Code and is planning to adopt the 2021 version in July 2023.

Impact Summary

- Wildfire hazards include the fire itself, but also smoke and post-wildfire erosion and flooding.
- Wildfire smoke is made up of particulate matter, carbon monoxide and other harmful pollutants from burning trees, plant materials, and combustion of plastics and other chemicals released from burning structures and furnishings. Exposure to fine particulate matter (2.5 micrometers and smaller) is a significant health concern, because the small size of the particle allows people to inhale it deep in the lungs where the particles can directly enter the blood stream.
- The effects of smoke exposure range from eye and respiratory tract irritation to more serious health problems including reduced lung function, bronchitis, heart failure, exacerbation of asthma and even premature death. People with existing heart and lung diseases, older adults, children and pregnant women are especially at risk of smoke-related health problems.



ANNEX E: CITY MANAGER'S OFFICE; CITY OF CENTRALIA RESPONSIBILITIES

Summary

The City Manager is the Chief Executive Officer of the City and is directly responsible to the City Council for planning, organizing and directing all activities of the City. According to the City of Centralia "City-Wide Management Organization Chart" all department heads report to the City Manager (Community Development, Public Works, City Light, City Attorney, City Clerk, Finance, Police, Personnel {Human Resources} and Municipal Court.)

Core Capabilities

The following core capabilities align with the responsibilities of the City:

Planning

- Public Information and Warning
- Operational Coordination

Protection

- Cybersecurity
- Risk Management for protection programs and activities

Mitigation

- Community resilience
- Long-Term Vulnerability Reduction

Recovery

- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of City:

ESF-1: Transportation (Supporting)

ESF-2: Communications

ESF-3: Public Works and Engineering (Supporting)

ESF-5: Emergency Management (Supporting)

ESF-6: Mass Care, Emergency Assistance, Housing and Human Services (Supporting)

ESF-7: Logistics Management and Resource Support

ESF-8: Public Health and Medical Services

ESF-11: Agriculture and Natural Resources

ESF-12: Energy

ESF-13: Public Safety and Security

ESF-14: Long Term Community Recovery (Supporting)

ESF-15: External Affairs



Public Information and Communications Systems

Purpose

To ensure effective dissemination of emergency information and instructions to the public before, during, and after an emergency or disaster. Assign Emergency Public Information and Warning responsibilities to allow for the rapid dissemination of essential information to the population in times of emergency; and to establish a communications system for effective flow of information during an emergency.

Scope

The communication and warning assets of all City organizations including radio, voice, and data links, telephone and cellular systems, amateur radio, the Emergency Alert System (EAS), National Warning System (NAWAS) and Lewis County Alert (LCA). Process, coordinate, and disseminate information for City of Centralia, City officials, employees, the media, and the public.

Policies

The City relies on the warning capabilities of federal and state government, and the news media for dissemination of warning information. Where there is a special need that is not being met by standard warning dissemination methods, the City may supplement those systems.

The Lewis County Communications Center is responsible for maintenance of NAWAS and LCA.

The City is a “user” entity of LCA and can activate it when necessary.

All relevant agencies will work in close cooperation with Lewis County Department of Emergency Management to ensure that warning and emergency public information impacting the City and county are consistent and coordinated.

It is essential that accurate, timely and consistent information be disseminated to the public when the EOC is activated. City departments and offices will coordinate the development and dissemination of all disaster related public information through the EOC Public Information Officer. Accurate and timely dissemination of information to the public could be a matter of safety, life and death.

Situation

Emergency/Disaster Conditions and Hazards

Communications, Information Systems, and Warnings are an essential element in responding to an emergency. Coordination of emergency action, determining the scope of the emergency, links to persons in need, dissemination of emergency information, warning the public of immediate peril, quelling rumors and misinformation, and managing community resources, requires the maximum use of all existing and supplemental communications resources.

Planning Assumptions

- The dissemination of emergency public information and warning depends on survival and operability of communications equipment and systems, the time of day, the speed of the onset of the threat, conditions within the hazard area, and interpretation of the information by a diverse population, with language and cultural differences, as well as many other unforeseen hindrances.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.



- Sufficient support personnel will be available to coordinate public information and interface with the media and other agencies.
- Demands for information from media outside the City will be significantly increased in a disaster.
- Sufficient communications will be established to support public information efforts.
- During a disaster the Emergency Alert System (EAS) and Lewis County Alert (LCA) will both be available to the City.
- The State Emergency Operations Center (EOC) may establish a Joint Information Center (JIC) to coordinate federal, state, and local information.

Population Protection/Communication

Concept of Operations

The need for rapid dissemination of essential information during an emergency necessitates the activation of a central public information system. The Public Information Officer (PIO) within the EOC will coordinate this system. The nature of the emergency and the level of EOC activation will define the extent to which this system is engaged. When appropriate the PIO will coordinate their actions within the Lewis County JIC.

Public Information Objectives

- To warn the public of hazardous situations and impacts.
- To instruct the public on protective measures that can be taken.
- To coordinate the City's release of public information to the media.
- To control rumors and reassure the public.
- To provide ongoing and current information about emergency operations and emergency services.
- To instruct the public on disaster assistance and recovery services and procedures.
- To provide information to the Whole Community.

Communications Systems Objectives

- Identify all existing communications assets and capabilities.
- Plan for the best use of those resources under emergency conditions.
- Provide for augmenting existing communications with outside resources as needed.

Special Populations including LEP

- There is a non-English and limited-English speaking community in the City (Spanish). In the event that public information needs to be translated, interpreters will be coordinated through the EOC. Special instructions and provisions may be made for hospitals, nursing homes, schools, or other groups.
- A capability, beyond the existing warning system, for individual dissemination of warnings to the hearing impaired, sight impaired and non-English speaking groups is under development.
- In addition, LCA broadcasts simultaneously in Spanish and Emergency Preparedness information in Spanish is available on the City website and in print at City Hall.

National Warning System (NAWAS)

The National Warning System established and maintained by the FEMA, is the primary means of receiving and disseminating warning to state and local officials within Washington State. The Washington State Division of Emergency Management operates the Washington State warning point 24 hours a day. The Lewis County NAWAS receiving point is the Lewis County Communications Center. Information received via NAWAS that impacts the City is forwarded to the Emergency Management Coordinator or a designee when appropriate. The Emergency Alert System (EAS) may be activated.



Emergency Alert System (EAS)

According to the EAS procedures for the Lewis County Operational Area, radio station KELA/KMNT is the primary Broadcast Station under the Lewis County EAS. Designated officials will activate the EAS through station KELA 1470AM/KMNT 104.3 FM. All other local participating stations will monitor and repeat official information according to their procedures. Details for the activation of the Emergency Alert System for the Lewis County area are published separately.

- See the Lewis County Emergency Alert System Plan (EAS) for the Local Emergency Communications Committee (LECC): Revised 2016.

Lewis County Alert (LCA)

Lewis County Alert is a local emergency alert and notification system which allows subscribers to receive alerts and information pertaining to police, fire, severe weather, health, safety and other disaster or emergency related information. Users must register and opt-in to receive alerts.

Communications Coordination

Day-to-day operational communications systems are seldom sufficient to meet the increased communications needs created by a major community emergency. Communications coordination is necessary to provide for the best use of all public, private, and volunteer communications systems, and to ensure that all those systems are linked appropriately to the City EOC. To the extent possible, all departments will operate their communications according to their routine protocols. Linkages to the EOC will be supplemental to standing communications protocols.

Communications Process

The Emergency Management Team is responsible for establishing and maintaining an emergency communications capability in support of City operations. A Communications Coordinator may be designated for this purpose. Communications Coordinator duties may include:

- Maintaining equipment inventories.
- Maintaining current radio frequencies in use in the Centralia area.
- Scheduling tests and exercises to ensure communications readiness.
- Identifying support communications resources and establish agreements and procedures for their use in time of need.
- Assuming operational control of supporting communications systems, in cooperation with Lewis County Communications and Lewis County Emergency Management, this includes allocation of communications resources.
- Coordinating the restoration of communications capabilities in the City following a disaster.

Capabilities

Communications equipment will be established at the EOC for the purpose of maintaining links with the necessary elements of the emergency response organization. The EOC has direct radio communication to all fire, police, emergency medical services, and public works.

Regional Communications

Overall coordination of public safety communications services is the responsibility of Lewis County Communications Center. Lewis County Communications Center is the 24-hour direction and control point for routine communications.



City of Centralia CEMP

Support Communications

Provisions will be made for the use of auxiliary communications systems, such as Amateur Radio. Amateur Radio resources will be coordinated with Centralia's Amateur Radio Emergency Services (ARES) group.

Telecommunications

Emergency 911 access will remain the responsibility of Lewis County Communications Center during an emergency. The establishment of a telecommunications capability at the EOC will augment public access.

Shelter Communications

The American Red Cross (ARC) will determine the methods for communication between mass care shelters and the EOC.

State Communications

Communication with the State EOC will be via the following systems:

- Telephone
- Internet/email
- Radio Amateur Civil Emergency Services (RACES) statewide network
- Emergency Radio System Comprehensive Emergency Management Network (CEMNET) via Lewis County Emergency Management
- NAWAS via Lewis County Communications Center
- Runner to the state EOC

Organization

- The PIO will be established in the EOC to coordinate all public information activities.
- A Communications Team or Communications Coordinator may be established at the Centralia EOC to coordinate communications for City operations.

Procedures

Dissemination

- Methods for dissemination of local emergency information and instruction will be determined by the PIO depending on available means as appropriate to the emergency including radio, newspapers, television, electronic communications, mobile public address systems, social media and door-to-door.
- Information will also be disseminated to City Council, elected officials, emergency personnel in the field, and other City employees so they know what information and guidance is being released to the public. Dissemination of public information regarding City activities and services relating to an emergency should be reviewed and coordinated with the PIO.
- Notices may include information for:
 - Evacuation, sheltering, and shelter-in-place
 - General survivor assistance (i.e., medical care, shelter locations, etc.)
 - Food and water
 - Public health protection.
- A Joint Information Center (JIC) may be established to coordinate emergency public information where multiple jurisdictions are involved in the emergency response. This facility would be in direct contact with the EOC, may include information officers from other jurisdictions, and may be in conjunction with state/federal information efforts. The location of the JIC will be determined on a case-by-case basis.



City of Centralia CEMP

- The Emergency Management team will maintain up-to-date distribution lists.

Warning

The Warning System provides for immediate dissemination of warnings and alerts to key officials and the general public. It consists of a combination of external sirens, key personnel notification, Emergency Alerting System (EAS) activation, and any other practical means of alerting the public to the presence of an immediate hazard to life and property.

Primary Warning Point

Lewis County Communications Center is the primary receiving and reaction point for warning information. All warning information received, which impacts the City will be forwarded to the Emergency Management Coordinator or designee at the earliest possible opportunity.

Automatic Activation

The warning system may be activated by Lewis County Communications Center, without prior authorization from the Emergency Management Coordinator, if the Lewis County Communications Center Supervisor determines the timely and immediate dissemination of warnings is warranted by the nature of the threat. Policies and procedures will be in place to define the parameters for automatic activation of the warning system.

Prevention and Mitigation

- Provide information about hazards that may influence siting of facilities and deployment of resources.
- Develop and implement Public Education campaigns.

Preparedness

- Draft procedures, train and practice those procedures as discrete drills and tabletop exercises or as part of integrated emergency exercises. Individual support agencies provide preparedness activities that vary with each agency.
- Acquire or identify for future acquisition necessary resources and equipment.

Response

- Media briefings are provided as often as needed, usually twice a day. Social media posts and website updates occur with available staffing on an ongoing basis.
- Maintain concurrent 12-hour operational periods for staffing patterns and cyclic activities for information sharing.
- In coordination with City Council, policy decisions will facilitate the reestablishment of communication systems for essential government services.
- Share information with Command, general staff, and the Situation Unit.
- Information needed may be obtained from documents produced by the Planning Section/Situation Unit and from the Logistics section. Details may also be captured from the other Units within the Operations Section.

Recovery

- The recovery process for communications is dispersed amongst the different agency needs and requirements. Recovery information will be disseminated through standard city communication methods and the emergency tools identified.



City of Centralia CEMP

- Collect damage information in support of the preliminary damage assessment.
- Staff a resident call line for taking reports of damages to private property.

Responsibilities

Public Information Officer (PIO)

- Establish and coordinate an emergency information capability. The PIO will be the primary point of contact for the news media. In times of emergency, the PIO will establish an emergency public information capability and support the public information needs of the incident in cooperation with the Emergency Management Team.
- Prepare and distribute public information releases to the public regarding disaster preparedness, response and recovery. Assume coordination of news media covering the disaster impact in the City.
- Establish a JIC as needed to coordinate emergency public information when multiple agencies are involved in the disaster response. Establish close coordination with state, federal and private sector public information systems.
- Establish a rumor control and countermeasures capability.
- Provide for coordination with neighborhood groups.
- Obtain approval for all releases from the EOC Manager.
- Monitor news media coverage of the incident.
- Coordinate the release of public information with Lewis County Department of Emergency Management where appropriate.
- Support the Mayor, City Council, City Manager and department heads in their public information and public confidence roles.

Lewis County Communications Center:

- Develop and maintain procedures for providing disaster information with the City EOC and Lewis County Emergency Management when appropriate.
- Assist with the dissemination of information and warnings as requested.

Centralia Police Department:

- Assist with the dissemination of warnings.
- Traffic Control.
- Evacuation notices.

Department of Public Works:

- Provide support communications through department communications resources.

Parks Department:

- Provide support communications through department communications resources.

Finance

- Track and approve emergency spending.
- Collect documentation in compliance with local, state and federal guidelines.

Resource Requirements

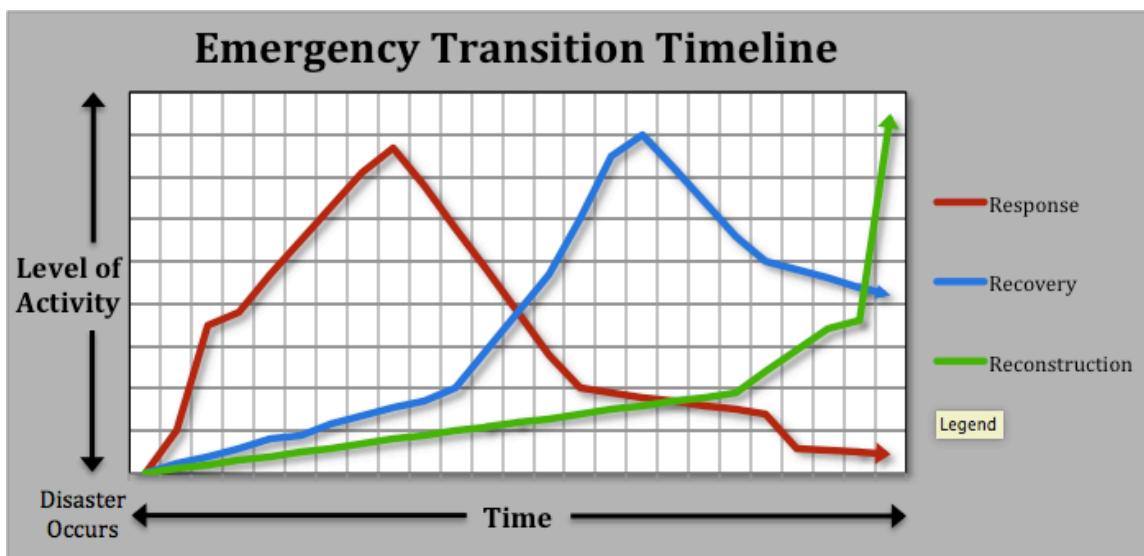
Develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified. As a minimum, all agencies should expect to sustain emergency operations for 3 days (72 hours) and should have other resources programmed for use up to 14 days.

Recovery

Introduction

Recovery activity occurs in every stage of the incident but begins to accelerate and increase as response activity decreases.

Table 12: Emergency Transition Timeline



Fiscal Health

After Life Safety and Life Sustaining measures are under control, a key concern during Disaster Recovery is the fiscal health of the community. A disaster can produce a short-term recession in the community as permanent property loss caused by the incident decreases tax revenues. Without the return of business and tax revenues, Recovery will be slow at best, and potentially impossible.

Recovery Choices

Generally, Recovery can be executed in the following ways or any combination of the three:

1. Repair/rebuild with no significant changes to infrastructure or City/community design in order to restore needed services as quickly as possible.
2. Repair/rebuild with upgrades to infrastructure and City/community design to mitigate the effects of similar incidents in the future. This may create cost recovery issues for public as in most cases FEMA only pays to return to pre-existing conditions. It may be possible to force private property owners to rebuild according to updated building codes and regulations.
3. Don't rebuild. Relocate the facility or abandon it.

Initiating Recovery

Identify and establish the timing and process for transitioning from Emergency Response activities into Recovery Activities. As seen in the Emergency Transition Timeline, Short-term Recovery efforts should be implemented concurrent with response activities. Balancing Response activity that makes it possible for citizens to survive the event and early Recovery activity that keeps the community inhabitable can be a difficult process. Until it is clear that response activity is coming to an end both phases should be monitored closely in case deployment changes are needed.



Recovery Plan

The Recovery Plan should identify City staff that will be involved and differentiate between Short-term, Mid-term, and Long-term Recovery. The Recovery Plan staff should include the following positions and the Recovery Task Force (RTF):

Recovery Manager

The Recovery Manager acts as a coordinator during the recovery process. The Recovery Manager helps push the process forward. The Recovery Manager should not be confused with the Recovery Task Force Leader.

The Recovery Manager stays with the incident through every phase of the process, from the beginning to end. It is important to remember that:

- Recovery will come in phases and subsets.
- Recovery projects should be broken up into workable groups.
- Groups can be made by type of project, location, or funding source i.e., FEMA, FHWA, etc.
- Multiple phases may be involved in recovery.
- The Recovery Manager looks at the big picture and keeps the process moving as one phase ends and another continues until the final goal is reached. Outside agencies and City departments will come and go throughout the process.
- The Recovery Manager needs to be engaged in all phases and able to piece together the history of the Recovery, speak to the citizens and City Council, and liaison with the other agencies and entities involved in recovery.

Recovery Task Force (RTF)

The RTF is advisory in nature and may be staffed by a number of positions from various departments as needs change. The RTF is designed to be flexible, able to expand and contract as needed. The RTF reviews the following:

- Damage Reports.
- Regulations including zoning, building code, Public Works Standards, Fire, etc.
- Plans including Land-Water, Sewer, Transportation, Economic Development, etc.
- Policies including Comprehensive Plan Policies but not Council Policies.
- Re-build Priorities i.e., Historical v. Re-Development.

In addition, the RTF should:

- Request the City Council provide reaffirmation of the priorities of the Recovery Goals.
- Recommend Economic Recovery programs.
- Initiate recommendations for relocation and acquisition of damaged properties as necessary
- Analyse Structural versus non-structural mitigation measures.
- Identify the Role of Community Groups and Stakeholders.

The following positions may be filled depending on the nature and scope of the event:

- Recovery Task Force Chair
- Public Works representative
- Public Information Officer
- Human Resources representative
- Attorney/Legal representative
- Finance and Administration representative



- EOC Manager
- Port of Centralia representative
- City Council representative
- Community Development representative
- Centralia Downtown Association representative
- Centralia School District representative
- Recognized Neighborhood Association representatives
- BNSF representative
- Centralia College representative

Recovery Task Force Team Leader

Recovery Task Force Team Leader leads the RTF. The position will likely be filled by a Public Works or Community Development staff member.

Short-Term Recovery

Short-term Recovery typically focuses on securing the City so that unsafe areas are not in use. The Primary goals of short-term recovery are:

- Safety.
- Create clear boundaries between safe areas and restricted areas.
- Determine the extent of damage to the City.
- Identify and notify citizens of the undamaged or least damaged areas of City where they can find resources.
- Support assisting agencies, non-profits, etc., that are providing relief services to the citizens.

Short-term Recovery Staff includes

- EOC staff.
- Individuals and teams from Roads, Utilities, Public Works and other staff with specialized technical expertise as needed.

Key concepts

- Assure safety of citizens.
- Monitor sheltering activities and use.
- Support traffic flow in undamaged areas.
- Assure utilities continue to function in undamaged areas

Significant collaboration should occur with:

- Responding agencies/Departments.
- Local industries and commercial sectors that require open roads and functioning utilities to conduct daily operations. These entities typically have business continuity plans in place and understand the recovery process. Their operations will benefit the citizens in ways the City government can't.
- Schools. Once reopened, schools allow children a place to go during the day and their parents the opportunity to work. Schools should be reopened as soon as possible.



Mid-Term Recovery

Mid-Term Recovery typically focuses on restoring critical functions throughout the impacted region. The primary goals of Mid-term recovery are:

- Return to pre-incident pattern of activity as much as possible.
- Restore traffic flow and utilities throughout the City.
- Publish information that supports the community's efforts to recover as individuals, families, businesses, etc.
- Streamline the permit process, structural inspections, and the approval process on reconstruction and repair of damaged buildings and homes.

Mid-term Recovery Staff includes:

- Short-term Recovery staff.
- Businesses.
- Key demographics.
- The Building and Development Community.
- Centralia Downtown Association Liaison, Economic Alliance of Lewis County, etc.
- Other Stakeholders.

Key Concepts

- Quickly develop a written plan to guide mid-term recovery efforts and identify specific individuals and responsibilities.
- Identify a housing liaison to help citizens relocate from shelters to more permanent housing.
- Ensure grocery and hardware stores can open to provide citizens with necessary resources and generate tax revenues.
- Identify a liaison to local small business/specialty stores to provide needed assistance and advocacy throughout the reopening process.
- Identify a liaison to advocate on behalf of citizens as it relates to FEMA.
- Identify a liaison that understands plan review and building inspecting and can support structural repair efforts within the community.
- Maintain focus on Mid-term Recovery needs, if allowed, the Long-term Recovery process can easily overshadow Mid-term Recovery.
- Begin to develop the formal Long-term Recovery Plan and work group.

Key Collaborations

- FEMA.
- Business Community.
- The Building and Development Community.
- Citizens.
- Lewis County Emergency Management.

If a Recovery Work Group is in place, transition into Long-term Recovery using an RTF.



Long-Term Recovery

Long-Term Recovery typically focuses on redesign and restoration of the community. It asks what the “new” community or area should look like and how should it function. The primary goals of Long-term Recovery are:

- Rebuild critical infrastructure to equal or superior pre-event conditions.
- Correct or improve historic traffic flow and utility issues in areas where rebuilding is occurring.
- Require when able and encourage when not more advanced building practices during the permitting and inspection processes.

Staff

- Mid-term Recovery staff.
- Special Interests Groups.
- Registered Neighborhood and Homeowner Associations.

Key Concepts

- Adopt a Long-term Recovery plan with Community Development as the lead and City Council as the Policy group.
- Assign staff to search for funding opportunities. FEMA’s process for releasing money for long-term recovery is different than its process for reimbursement for response activity, and many other federal players are involved.
- Be prepared to take advantage of short suspense grant opportunities that may have minimal notice periods and short timeframes for applying.
- Continue to search for additional funding opportunities.

Key Collaborations

- FEMA.
- Business Community.
- Citizens.
- Lewis County Emergency Management.

Long-Term Recovery Steps

- Ensure completion of response, restore essential services, and maintain unaffected services.
- Transition EOC response from short-term recovery to long-term recovery.
- Restore Community Symbols and Services improving livability.
- Re-establish economic and social viability of the community to restore citizen confidence.
- Promote mitigation in areas impacted by the event as well as mitigation in unaffected areas.
- Use the event to facilitate interest in mitigation, both structural and non-structural.

Re-development

- Develop a specific plan for the future use and design of areas that will not be restored.
- Transition into Long-term Recovery model using the Recovery Task Force (RTF).

Educate the Community

- Develop an account of what happened for members of the public.
- Explain how response was carried out.



City of Centralia CEMP

- Share ways in which livability is being restored within the community.
- Promote mitigation as a way to prepare for and limit future damage.
- Implement a shared vision for recovery.

City Light

Introduction

Purpose

- To provide for the effective utilization of available electric power and petroleum products, as required to meet essential needs of the City of Centralia (City) during an emergency or disaster.
- To facilitate the coordination with private utilities required to meet essential needs during an emergency or disaster.

Scope

- Addressing energy systems and infrastructure damage, supply, demand and requirements to restore such systems
- Assisting City departments in obtaining fuel for transportation, emergency operations and other critical facilities.
- Assist energy suppliers in obtaining equipment, specialized labor and transportation to repair or restore service to pre-disaster levels.

Priority Lifeline

The priority of City Light shall be to protect critical energy and utility lifelines.

Concept of Operations

General

- The occurrence of a major disaster could destroy or disrupt all or a portion of the City's energy system.
- To the maximum extent possible during a disaster, energy systems will continue to provide services through their normal means.
- Energy resources will be used to meet immediate local needs. If shortages exist, requests to meet needs will be submitted through normal emergency management channels. Actions may be taken to curtail use of energy until normal levels of service can be restored or supplemented. These resources, when curtailed, will be used to meet immediate and essential emergency needs (e.g. hospitals, etc.).
- Energy information will be furnished to emergency government officials at all levels to inform the public on proper use of services.
- As needed or requested, energy representatives will compile post-emergency damage assessment reports and transmit them to the Lewis County Emergency Management (LCDEM).
- "The governor shall make a reasonable, good faith effort to provide the committee with notice when the governor is considering declaring a condition of energy supply alert or energy emergency. The governor shall immediately transmit the declaration of a condition of energy supply alert or energy emergency and the findings upon which the declaration is based and any orders issued under the powers granted in this chapter to the committee. The governor shall provide the committee with at least fourteen days' notice



City of Centralia CEMP

when requesting an extension of a condition of energy supply alert or energy emergency, unless such notice is waived by the committee." (RCW 43.21G.040 [7])

- "To protect the public welfare during a condition of energy supply alert or energy emergency, the executive authority of each State or local governmental agency is hereby authorized and directed to take action to carry out the orders issued by the governor pursuant to this chapter as now or hereafter amended. A local governmental agency shall not be liable for any lawful actions consistent with RCW 43.21G.030 as now or hereafter amended taken in good faith in accordance with such orders issued by the Governor." (RCW 43.21G.050)

Roles and Responsibilities

City Light

- Develop and maintain current SOPs to be used during an emergency or disaster.
- Train personnel for their level of required response.
- Participate in emergency response exercises, drills and training.
- Maintain close liaison with local energy providers and identify 24-hour emergency numbers.
- Coordinate public information regarding loss or disruption of energy.
- In conjunction with Emergency Management, assist in determining priorities among users if an adequate energy supply is not available to meet all essential needs.
- Coordinate fuel needs for transportation, communications, emergency operations and other critical facilities.

Lewis County Emergency Management

- Request representation of providers in the County EOC, if needed.
- Coordinate regional emergency response and recovery operations within Lewis County.

Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of the City Light Department:

ESF-5: Emergency Management (Supporting)

ESF-12: Energy

ESF-14: Long Term Community Recovery (Supporting)

Resources

- City of Centralia City Light Policies
- RCW 43.21 G, Energy Supply – Emergencies and Alerts
- National Response Framework



Finance

Summary

The Finance Department consists of Fiscal Services which includes Accounting and Financial Reporting, Billing and collections, and Payables and Business Fleet Administration.

Core Capabilities

The following core capabilities align with the responsibilities of the Finance Department:

All Phases

- Planning
- Response
- Logistics and Supply Chain Management
- Recovery
- Economic Recovery

Emergency Support Functions

The city doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of Finance Department:

ESF-5: Emergency Management (Supporting)

ESF-14: Long Term Community Recovery (Supporting)

Information Technology

Introduction

Purpose

Information Technology (IT) plays a significant role in all mission areas, providing timely predictable and effective infrastructure and technical support needed by all the City involved in emergency operations and decision-making processes.

Scope

- Apply and support necessary physical, technological, and cyber security measures to control admittance to critical locations and systems.
- Protect, and if needed, restore electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Information is crucial for effective emergency or disaster management. IT keeps all information sources up and running, including City computer networks, hardware, and devices and telephone communications.

Roles and Responsibilities

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.

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.



Interdiction and Disruption

Delay, divert, intercept, halt, apprehend or secure threats and/or hazards.

Infrastructure Systems

- Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support viable, resilient community.
- Provide for installation and maintenance of computer, telephone, and other office equipment in the event that the Disaster Assistance Centers are activated.

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.

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.

Direction, Control, & Coordination

Horizontal Integration

- Manage technology needs during relocation activities.
- Coordinate the recovery operations of the City's computer and telephone systems as well as restore data following a disaster situation.
- Provide telecommunication and computer support to the Emergency Operations Center.

Vertical Integration

- Provide City departments with guidance and direction for the protection of computer hardware, software, data, and City telephone systems.
- Advise the EOC and/or City Manager on status and capability of citywide emergency communications systems during the emergency response and recovery.

Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of Information Technology Department:

ESF-2: Communications

ESF-5: Emergency Management (Supporting)

ESF-14: Long Term Community Recovery (Supporting)



Police Summary

The Police Department consists of Community Service, Detectives, Patrol, Evidence, Records, Public Disclosure, Emergency Management and Administration.

Core Capabilities

All Phases

- Planning
- Public Information and Warning
- Operational Coordination

Prevention and Protection

- Intelligence and information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Forensics and Attribution
- Risk Management for protection programs and activities

Response

- Mass Search and Rescue Operations
- On-scene Security, Protection, and Law Enforcement
- Operational Communications
- Situational Assessment

Emergency Support Functions

The city doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of Police Department:

- ESF-2: Communications (Supporting)
- ESF-5: Emergency Management
- ESF-9: Search and Rescue (Supporting)
- ESF-13: Public Safety and Security
- ESF-14: Long Term Community Recovery (Supporting)
- ESF-15: External Affairs (Supporting)

Public Safety

Introduction

Purpose

Provide for the effective coordination of all law enforcement activities associated with the disaster incident, and to ensure that such activities are coordinated to the extent possible with the other responders.

Scope

Coordination of all incidents related law enforcement activities. When necessary, utilizing mutual aid resources available to assist.

Policies

- Under emergency conditions, law enforcement is the responsibility of the Police Chief. Law enforcement resources supplied by other jurisdictions will remain under the command of their parent agency but will operate under the direction and control of the Centralia Police Department.



City of Centralia CEMP

- Military personnel, requested to augment or support the Centralia Police Department, will remain under command of their parent agency but will operate only at the direction of the Centralia Police Department.

Situation

Emergency/Disaster Conditions and Hazards

Disaster conditions will severely strain limited law enforcement resources with multiple demands on services. The ability to respond can be hampered by personnel and equipment shortages, damage to police facilities, interruption of transportation routes, communications overload, etc.

Planning Assumptions

- Situations requiring law enforcement support from mutual aid agencies may also be impacting those agencies at the same time. Assistance from adjacent jurisdictions may not be available, and the mobilization and deployment of outside aid will be time consuming.
- Agencies responding from a distance may not have the same knowledge of the community as local law enforcement and may require assignments consistent with these limitations.

Concept of Operations

General

- The Police Department will initially respond to emergency needs with on-duty personnel. Provisions for call back of off-duty personnel are defined in the internal procedures of the Police Department.
- Where additional assistance is required, the Police Chief or designee will request specific types of outside aid utilizing existing mutual aid agreements with adjacent jurisdictions.
- Other law enforcement assistance, not covered by local agreements or understandings, will be requested through the State EOC via the County EOC.

Organization

A Law Enforcement Unit will be established in the EOC to coordinate all the identified actions.

Procedures

Air Operations: Coordination of air resources requested by the City is the responsibility of the Law Enforcement Unit at the EOC.

- Establish communications protocols for safe and efficient coordination of aircraft. Coordinate with Lewis County, Washington State Patrol, hospitals, and any other outside agencies using aircraft in the city, to the extent possible.
- Identify, mark, secure, and manage landing zones where needed.
- Request the acquisition of air resources through the Logistics Section.
- Provide for coordination of news media helicopters, when necessary, with the Public Information Officer.

Prevention and Mitigation

- Develop operational and tactical public safety and security plans, conduct technical security and/or vulnerability assessments, and deploy local public safety and security resources in response to specific threats and potential incidents.



Preparedness

- Develop and maintain emergency management plans and participate in emergency response public education or outreach, training, and exercises.
- Maintain an inventory of equipment needed to deliver primary services and specialty services to service areas.

Response

- The Centralia Police Department will coordinate response actions including general law enforcement assistance, access control, site security, traffic and crowd control, force protection, etc.

Recovery

- Allocate resources for staffing traffic control for re-entry into previously evacuated areas if resources are available.
- Prepare After Action Reports.
- Investigate fires where fatalities, large property losses, or suspicious circumstances exist.

Responsibilities

Police Department

- Prioritize law enforcement response consistent with the Incident Action Plan.
- Coordinate traffic and crowd control.
- Coordinate perimeter security, including coordination of scene ingress/egress where appropriate.
- Coordinate evacuation. Activate a separate Evacuation sub-Unit if needed.
- Maintain law and order by sustaining normal law enforcement operations wherever possible.
- Coordinate Search and Rescue with Riverside Fire Authority.
- Provide for incident related criminal investigation.
- Provide personnel to assist the Lewis County Coroner with the disposition of human remains.
- Provide personnel to assist with the dissemination of warning and emergency public information.
- Coordinate all incident related aircraft activity. Activate an Air Operations sub-Unit if circumstances warrant.
- Provide security to the EOC if needed.

Lewis County Sheriff's Department

- Provide law enforcement support in accordance with mutual aid agreements.
- Provide available Lewis County search and rescue units if requested.
- Provide warning and communication support if requested.

Mutual Aid law enforcement agencies

- Provide law enforcement support in accordance with mutual aid agreements.

Washington State Patrol:

- Provide law enforcement support to the Police Department if requested.
- Assume incident command for hazardous materials incidents.
- Coordinate and maintain a liaison with the appropriate state departments and agencies as identified in the Washington State Comprehensive Emergency Management Plan.



Resource requirements

Develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified. As a minimum, all agencies should expect to sustain emergency operations for 3 days (72 hours) and should have other resources programmed for use up to 14 days.

References

Refer to the Police Department's Policy Manual.

Evacuation

Introduction

Purpose

To assist the City of Centralia, and other governmental agencies, businesses and first responders in planning, preparing for and conducting evacuations impacting the City.

Scope

Evacuations may result from naturally occurring incidents such as earthquakes, landslides, health related incidents, flooding, volcanic activity, fires or from industrial accidents, dam failure, terrorism, or illegal activities like drug labs and waste dumping. Protection of populations by sheltering in place as well as the traditional movement of people is considered. Any evacuation that extends beyond the city limits should be coordinated with other local, state, and federal plans.

Planning Assumptions

- Disasters and evacuations occur with little or no warning.
- Current warning systems may not reach the entire target population.
- First responder teams may not be available to conduct door-to-door evacuation notifications.
- Evacuation is normally a multiple jurisdiction activity.
- ICS will be used to manage evacuation activities and phases at all levels.
- Evacuations may be spontaneous, without government control.
- Some residents will not evacuate regardless of the hazards.
- Planning for evacuations must include Americans with Disabilities/Access and function needs, pets, service animals, and livestock.

Concept of Operations

General

1. Local Response

- a. The type of incident, the geographic scope of the incident, and the resources available will determine local response.
- b. Any agency listed may initiate an evacuation in the interest of public safety. Final approval of an evacuation should come from the Incident Commander.
- c. If the incident is small and local in nature, Riverside Fire, Police, or Public Works may recommend a limited evacuation and request resources directly through Lewis County Communications Center.
- d. Mutual aid may also be affected for larger emergencies or disasters. When multiple agencies and/or multiple jurisdictions are involved, emergency management organizations and emergency operations/coordination centers (EOC/ECCs) may be activated. If this is the case,



City of Centralia CEMP

resources may be coordinated and accounted for by the city, county, or state at the appropriate EOC/ECC.

2. **State Response:** Where city and county resources are exhausted, the State of Washington may aid local authorities with large-scale evacuations. This may involve the Washington State Patrol, National Guard, Washington State Health officials, and members of other State agencies, as determined by the Washington State EOC and requesting local authorities.
3. **Federal Response:** With the exception of the United States Coast Guard, federal agencies are generally not directly involved in evacuations. Federal Agencies may be utilized in the recovery phase of an incident that involves evacuations. In limited circumstances, local military commanders may assist local authorities in evacuation efforts without a presidential disaster proclamation.
4. **Americans with Disabilities/Access and Functional Needs.**
 - a. Under the Americans with Disabilities Act (ADA Amendments Act of 2008 (P.L. 110-325)), transportation providers must permit passengers with disabilities to be accompanied by their service animals.
 - b. The City of Centralia will support local agencies in the evacuation of individuals with access and functional needs, the hard of hearing, the deaf, the blind, and unaccompanied children.
5. **LEP and PETS**
 - a. Planning for evacuations must include Limited English Proficiency (LEP) populations, Access and Functional Needs (AFN) populations, pets, service animals, and livestock.

Organization

The Centralia Police Department and Riverside Fire Authority are joint lead agencies for evacuation oversight. They may elect to set up a Field Incident Command Post or use the EOC or the main police station. All city departments will support an evacuation by assisting in the planning process as needed. The EOC will assist by coordinating City resources for the evacuation.

Procedures

Mutual aid resources from tribes, the private sector, and Non-Governmental Organizations (NGOs) will be utilized as needed. When resources from outside the City are requested, or transportation of evacuees and long-term sheltering are needed, mutual aid requests will be activated, as well as a formal proclamation and request for assistance from the Washington State EOC.

Response Actions

Evacuations are cumbersome and time-consuming endeavors. They are resource and personnel intensive and may disrupt local commerce, transportation, governmental, and school activities. The Incident Commander (IC) considering evacuation must choose between taking no action, evacuation, or shelter-in-place.

1. **Shelter-in-Place:**
 - a. Most commonly used during hazardous materials incidents or terrorist chemical attacks, where there may not be enough time or resources to move a population for a short duration incident.
2. **Evacuations:**
 - a. An IC makes the decision for evacuation of a population or shelter-in-place based on the disaster. The IC requests activation of EOC to support the evacuation and notifies appropriate elected officials.
 - b. The EOC Manager coordinates the warning of affected populations by appropriate methods available.
 - c. At the same time that the warning phase is conducted, the incident command team or EOC is



coordinating:

- i. The selection of a safe area to move impacted populations.
- ii. Defining evacuation routes to the safe area and assembly and triage points to enter and leave the evacuation routes.
- iii. Notifying jurisdictions and organizations that will receive or “pass through” evacuees.
- iv. Notifying support jurisdictions and organizations that will be responsible for movement support, sheltering, EMS, Fire, ARC, PH, Hospitals, Utilities, etc.
- d. The Public Works Department supports road closures and evacuation routes.
- e. The American Red Cross and other non-governmental organizations may provide shelters as needed.
- f. Salvation Army and American Red Cross support local responders, shelters, evacuees, etc.
- g. Centralia Police Department supports area security, road closures, and shelters.
- h. Sheltered populations are accounted for and are reunited with loved ones if possible.
- i. Evacuated areas may need to be cleared by appropriate officials before residents are allowed to return.
- j. Evacuated populations must be notified of an “all clear” to return with planned phasing to reduce traffic congestion and accidents.
- k. Evacuated populations may require transportation to return.
- l. All agencies are responsible for their own facility evacuation procedures.

Responsibilities

The agencies and entities described in this section may be called upon to send a representative to the Field Incident Command Post (ICP) or the EOC. The Field ICP and EOC are focal points for coordination of response efforts and resources during evacuations. The lead agency calling for evacuation usually makes recommendation for return to the area.

Centralia Police Department (CPD)

- Ensure that CPD coordinates with the Emergency Management Coordinator or Emergency Management Manager to activate the EOC for support of the evacuation.
- Act as the Field Incident Commander when appropriate and at suspected or determined crime scenes.
- Provide, direct or command search and rescuer resources when appropriate.
- Assist with or call for an evacuation.
- Assist with warning and emergency information.
- Investigate crime scenes and collect evidence.
- Maintain evacuation plans for Police facilities.
- Provide crowd and traffic control, site security, and emergency rescue/recovery.

Centralia Emergency Management

- Activate the EOC when notified by CPD or the IC of an area evacuation.
- Provide EOC planning, logistics, and finance and administration support to the CPD ICS structure for evacuation.
- Coordinate support for all phases of evacuation.
- Warn residents of dangers requiring evacuations.
- Coordinate location of safe area(s) for evacuees to relocate.



City of Centralia CEMP

- Coordinate safe evacuation routes, including assembly and release points from the area of evacuation to the release point at the safe area.
- Support local coordination of short- and long-term shelter and feeding of evacuees.
- Support coordination of accounting for evacuees with families and friends.
- Support local coordination of resource support for field commanders.
- Support the appropriate return of evacuees to their homes and businesses.
- Coordinate with State EOC for evacuation resources as needed.

Public Works Department

- Provide transportation if resources are available, for evacuees to designated public shelters when requested.
- Provide transportation if resources are available to shelter occupants returning to the evacuated area once that area is deemed safe.
- Coordinate and notify the EOC of the resources used, destination, and number of people transported.
- Coordinate the identification of safe evacuation routes with the EOC.
- Maintain evacuation plans for Public Works facilities.
- Provide a representative to the EOC as requested.

Community Development and City Engineering Departments

- Coordinate the inspection of buildings for structural integrity.
- Inspect or coordinate the inspection of city governmental structures for safe occupancy.
- Tag unsafe buildings as appropriate and call for their evacuation.
- Recommend evacuation where structural safety is an issue.
- Coordinate security of affected areas with the EOC.

Parks Department

- Assist in providing for the mass care, food and water needs of people displaced from their homes and living in Centralia shelters.
- Make available City Park facilities, equipment, and personnel for general population emergency shelters in coordination with the American Red Cross and EOC.
- Provide personnel and equipment to support emergency operations of other City Departments.
- Aid in dissemination of public information.
- Maintain evacuation plans for Parks, Arts, and Recreation facilities.

Riverside Fire Authority

- Initiate evacuations or shelter-in-place, when necessary, in coordination with CPD and the EOC.
- Coordinate evacuation activities with the EOC.
- Provide staffing for a unified command structure to coordinate evacuation.
- Provide support with Public Information Officers where appropriate.
- Coordinate with EMS personnel.
- Request transportation as need for evacuees.
- Request the opening of a shelter for displaced persons.



Lewis County Communications Center

- Assist response agencies and EOCs in warning for evacuations.
- Provide normal dispatch services for responder organizations.

State Emergency Operations Center

- Provide a functional EOC to provide State resources for the local evacuation.
- Provide Joint Information Center support when requested.

Centralia School District

- Provide transportation resources for evacuation if available.
- Provide facilities for shelters if available.

The American Red Cross

- Provide temporary housing and feeding facilities for displaced persons.
- Provide information & financial assistance for immediate needs of evacuees.
- Provide feeding stations for first responders.
- Provide a representative to the EOC as requested.

Resource Requirements

Resources required for evacuation may require transportation vehicles and drivers, a safe area or shelter to take evacuees, food and other accommodations, critical incident stress management and other human services, major or minor medical assistance, interpreters, pet, livestock, and medically fragile population shelters.

Public Works

Summary

The Public Works Department consists of General Services, Engineering, Transportation, Water Resources, and Waste Resources.

Core Capabilities

The following core capabilities align with the responsibilities of the Public Works Department:

All Phases

- Planning
- Public Information and Warning
- Operational Coordination

Mitigation

- Community resilience
- Long-Term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification

Response

- Infrastructure Systems
- Critical Transportation
- Environmental Response/Health and Safety



- Logistics and Supply Chain Management
- Situational Assessment
- Purchase or procure emergency food sources

Recovery

- Economic Recovery
- Natural and Cultural Resources

Roles and Responsibilities

- Provide a representative to serve in the EOC.
- Develop and maintain SOPs to ensure potable water during an event
- Conduct timely damage assessment and provide situation reports to the EOC with current water resource information
- Coordinate potential sites for holding donated goods, food, water and supplies.
- Coordinate with City departments and relief agencies regarding transportation and distribution of food and water to City staff and citizens.
- Act as liaison with public and private agencies for potential holding areas.

Police Department

- Provide or coordinate for security at food storage areas and crowd control at distribution sites, if requested and as time allows.

American Red Cross

- Provide disaster victims with food, clothing, shelter, first aid and supplementary medical/nursing care and meet other urgent immediate needs.
- Assess equipment and training needs.

Lewis County Animal Shelter

- Assist in the coordination of resources to aid in the collection and distribution of donated pet food and supplies.

Lewis County Health Department

- Analyze water samples from sources suspected of contamination and make recommendations.
- Assist in notifications to residents about contaminated food and water.

Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of the Public Works Office:

ESF-1: Transportation (Supporting)

ESF-2: Communications (Supporting)

ESF-3: Public Works and Engineering

ESF-5: Emergency Management (Supporting)

ESF-11: Agriculture and Natural Resources

ESF-14: Long Term Community Recovery (Supporting)

ESF-15: External Affairs (Supporting)



Transportation

Purpose

To describe the methods for coordination of transportation resources during a disaster.

Scope

Transportation and evacuation emergency activities including the evacuation of people from their homes, schools, and places of business. This also includes all types of transportation resources.

Policies

- Lewis County Transit, and access to busses, will be coordinated directly through the City EOC.
- In accordance with RCW 38.52.110, in responding to a disaster, the City Council is directed to utilize the services, equipment, supplies, and facilities of existing departments and offices, and all other municipal corporations organized under the laws of the State of Washington. The officers and personnel of all such departments, offices, and agencies are directed to cooperate upon request, notwithstanding any other provisions of law.

Situation

Emergency/Disaster Conditions and Hazards

Disruption of transportation routes, damage to transportation resources, the need for movement of large numbers of persons, distribution of essential goods, and the evacuation of endangered segments of the population require procedures for coordination of transportation efforts.

Planning Assumptions

- All City owned vehicles not otherwise involved in emergency response should be available for use. The Transportation Coordinator in the Public Works Unit of the EOC will manage use of available vehicles.
- Because Lewis County Transit is a “shared” multi-jurisdiction transportation resource, this plan recognizes Lewis County Emergency Management will also be independently coordinating with Lewis County Transit in support of ESF-1.

Concept of Operations

General

- A qualified designee from the Department of Public Works may serve as Transportation Coordinator if requested.
- When transportation resources are obtained, every attempt will be made to obtain drivers that are familiar with those vehicles.

Organization

A Transportation Sub-Unit within the Public Works Unit will be established in large-scale events when necessary to ensure the effective use of all available transportation resources during an emergency.

Procedures for Evacuation/Shelter-in-Place:

- Recommendation for evacuation and/or shelter-in-place, and the determination of suitable evacuation boundaries will be implemented by the City Council, the Chief of Police, or the Fire Chief when necessary.
- The Public Information Officer and public media will coordinate on the dissemination of information and instructions for evacuation and/or shelter-in-place.
- Evacuations that have multi-jurisdictional impact will be coordinated with the Lewis County EOC to ensure consistent instructions to the public.



City of Centralia CEMP

- Evacuation/shelter-in-place warning and instructions may be accomplished by door-to-door methods utilizing local emergency agencies.
- Population protection methods may include “shelter-in-place” depending upon circumstances.
- Conditions in the evacuation area may prevent effective warning and movement of all persons. Evacuation activities may be prioritized by the EOC in the interest of the greater good.

Roles and Responsibilities

Riverside Fire Authority:

- Recommend evacuation/shelter-in-place where appropriate.
- Monitor evacuation activities.
- Coordinate with the PIO regarding evacuation routes, conditions and other essential information.
- Establish an evacuation sub-unit if necessary.
- Determine the need for evacuation or shelter-in-place and suitable evacuation boundaries if appropriate to the circumstances.
- Assist in the dissemination of evacuation/shelter-in-place instructions to the public.

Centralia Police Department:

- Crowd and traffic control operations.
- Identify and establish evacuation routes.
- Assist in the removal of stalled vehicles and equipment from evacuation routes.
- Assist the EOC in identifying critical evacuation problems.
- Assist in dissemination of evacuation/shelter-in-place instructions to the population.

Centralia Emergency Management:

- Identify critical evacuation problems.
- Create pre-scripted or standardized Emergency Messages for LEP and hearing-impaired populations.

Department of Public Works:

- Assist in traffic control operations by providing signs and barricades.
- Provide assistance with keeping evacuation routes clear of stalled vehicles and equipment.
- Provide for debris clearance or other maintenance services necessary to keep evacuation routes open. For more information on debris clearance refer to ESF-03: Public Works and Engineering.

Priority Lifeline Routes

Routes that must be kept open and accessible at all times but especially during emergencies. The first map is of the entire City while the second and third map are zoomed into the west and east sides of the City. Each route is essential to first responder travel patterns and facilitates critical lifesaving functions.



Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the responsibilities of the Transportation Office:

ESF-1: Transportation

ESF-5: Emergency Management (Supporting)

ESF-11: Agriculture and Natural Resources (Supporting)

ESF-14: Long Term Community Recovery (Supporting)

ESF-15: External Affairs (Supporting)



ANNEX F: FIRE

Summary

The Fire Department consists of Riverside Fire Authority (RFA) and Fire and Emergency Medical Services, Fire Prevention and Emergency Management.

Core Capabilities

The following core capabilities align with the responsibilities of RFA:

Planning

Public Information and Warning

Operational Coordination

Prevention

Forensics and Attribution

Protection

Risk Management for protection programs and activities

Mitigation

Community Resilience

Long-Term Vulnerability Reduction

Risk and Disaster Resilience Assessment

Threat and Hazard Identification

Response

Environmental Response/Health and Safety

Fatality Management Services

Fire Management and Suppression

Mass Search and Rescue Operations

Operational Communications

Public Health, Healthcare and Emergency Medical Services

Situational Assessment

Recovery

Health and Social Service

Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESF's align with the responsibilities of the Fire Department:

ESF-2: Communications (Supporting)

ESF-4: Fire Fighting

ESF-5: Emergency Management (Supporting)

ESF-7: Logistics Management and Resource Support (Supporting)

ESF-8: Public Health and Medical Services

ESF-9: Search & Rescue

ESF-10: Oil and Hazardous Materials

ESF-14: Long-Term Community Recovery (Supporting)

ESF-15: External Affairs (Supporting)



Fire Fighting

Introduction

Purpose

Identify procedures for coordination of fire suppression and support resources associated with the incident and for providing a point of contact for all requested external fire department assistance.

Scope

The Riverside Fire Authority (RFA), utilizing when necessary mutual aid resources that are available, is responsible for all fire prevention, suppression, and control activities in the City of Centralia.

Policies

During emergency situations, RFA will mobilize all the available apparatus and personnel required to cope with the nature and scope of the situation. Mutual Aid Agreements with adjacent jurisdictions are activated when needed. When mutual aid resources are exhausted, the provisions for the Washington State Fire Services Resource Mobilization Plan may apply.

The provisions of the Washington State Fire Services Resource Mobilization Plan is the appropriate access point through which to acquire fire resources outside existing mutual aid agreements (RCW 43.43.961).

Mutual aid with adjacent firefighting resources will be enhanced by the use of the Incident Command System (ICS).

Situation

Emergency/Disaster Conditions and Hazards

Major structure fires are a potential in an urban environment. Additionally, a disaster event, such as an earthquake, may precipitate multiple fires in several different locations throughout the City. Fire resources may become overwhelmed by the demand for services, and damaged bridges and streets may hamper access.

Planning Assumptions

1. Riverside Fire Authority, American Medical Response (AMR) and fire districts throughout Lewis County typically provide Emergency Medical Services (EMS). Methods used to mobilize fire resources will often be the same as for mobilization of EMS resources.
2. Demand for services in excess of capabilities may make it necessary for the prioritization of response. Some needs may go unmet due to a lack of resources. Prioritization of response will be made through the EOC and based on the best information available at the time.

Concept of Operations

General

1. Initial RFA response will be in accordance with routine dispatching procedures.
2. The EOC Fire Services Unit will coordinate acquisition of additional fire and EMS resources through activation of existing mutual aid agreements, or the provisions of the Washington State Fire Services Resource Mobilization Plan.

Organization

A Fire Services Unit may be established in the EOC for coordination of all fire related activities.

Procedures

Riverside Fire Authority defines in detail procedures for the deployment of fire service resources.



Prevention and Mitigation

- Promote fire safety and prevention programs.

Preparedness

- Provide fire preparedness activities including plans, procedures, training, drills, exercises, etc.

Response

- Task personnel, as necessary, to accomplish support responsibilities.
- Assume full responsibility for suppression of fires.
- Provide and coordinate firefighting.
- Coordinate requests for firefighting assistance in structural or industrial fire protection operations.

Recovery

- Contribute to the incident after-action report.
- Track and submit costs.
- Make recommendations to landowners for recovery activities.

Responsibilities

Riverside Fire Authority

- Coordinate all incident related fire services, including all mutual aid supplies, personnel and equipment requested.
- Prioritize fire service response that is consistent with the Incident Action Plan.
- Receive warning information from diverse sources and forward that information to the Emergency Management Coordinator.
- Debris Management.
- Coordinate light and heavy rescue and extrication.
- Assist with the dissemination emergency public information as requested by the Public Information Officer.
- Provide response to hazardous materials incidents, and coordinate with the proper outside authorities for assistance as necessary. Provide qualified personnel to assume the role of on-scene command for hazardous materials incidents.
- Coordinate decontamination of survivors and responders.
- Manage mass casualty incidents.
- Develop EOC procedures for coordination of City communications resources in an emergency.
- Develop procedures for the 24-hour receipt and dissemination of warning and emergency public information.
- Create a plan for Intrastate Mutual Aid to include procedures to provide projected or anticipated costs, checklists and forms for requesting and providing assistance and a description of reimbursement procedures.
- Develop and maintain procedures for activation of warning systems.
- Coordinate all warning dissemination with City of Centralia Emergency Management and/or Lewis County Emergency Management, depending on the scope, size and impact of the emergency.
- Identify shortfalls and resource gaps, and plans to address them.

Centralia Emergency Management

- Identify individuals and organizations that can provide language assistance services, such as translation and interpretation.
- Assist in activation of emergency notifications with direction from PIO.



City of Centralia CEMP

- Develop and maintain notification lists and procedures for alerting key City personnel.

Office of the State Fire Marshal

- Administer and implement the State Fire Service Mobilization Plan.

Washington State Patrol

- Assist in the administration and implementation of the State Fire Service Mobilization Plan.

Regional Fire Defense Board

- As denoted in RCW 43.43.963, assist in providing external firefighting and EMS resources when local and mutual aid capabilities are exhausted in accordance with the Washington State Fire Resource Mobilization Plan.

Resource Requirements

Develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified. As a minimum, all agencies should expect to sustain emergency operations for 3 days (72 hours) and should have other resources programmed for use up to 14 days.

References

For more information refer to RFA's emergency response procedures.



APPENDIX G: LIMITED ENGLISH PROFICIENCY (LEP)

Introduction

Purpose

- The purpose of the Limited English Proficiency (LEP) Response Appendix is to outline the responsibilities of the City of Centralia in regards to LEP persons and establish a process for providing assistance to them for agency programs, activities and services pursuant to Title VI of the Civil Rights Act of 1964, Executive Order 13166, and Title 38.52 RCW.
- This plan details responsibilities, the ways in which assistance may be provided, staff training, how to notify LEP persons that assistance is available, and information for future plan updates.

Authorities and Policies

- The Whole Community approach is a means by which Washington State residents identify and assess the needs of the community. Attempting to engage the full capacity of the public includes people with LEP. The City takes non-discrimination laws seriously.
- Title VI of the Civil Rights Act of 1964: “No person in the United States shall, on the ground of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”
- Executive Order 13166: “Improving Access to Services for Persons With Limited English Proficiency”. Different treatment based upon a person’s inability to speak, read, write, or understand English may be a type of national origin discrimination. Executive Order 13166 directs each Federal agency that is subject to the requirements of Title VI of the Civil Rights Act of 1964 to publish guidance for its respective recipients and sub-recipients clarifying that obligation.
- Title 38.52.070 RCW: Section (3) establishes the requirement for emergency management organizations to include a communications plan which identifies “significant population segments” that have Limited English Proficiency and defines how life safety information will be disseminated to those populations during an emergency or disaster.
- “Significant population segments” is defined as a language group that constitutes five percent or one thousand residents, whichever is less, of the population of persons eligible to be served or likely to be affected within a city, town, or county. The data source which is used for these determinations must come from the Office of Financial Management
- Each local organization or joint local organization for emergency management that produces a local comprehensive emergency management plan must include a communication plan for notifying significant population segments of life safety information during an emergency. Local organizations and joint local organizations are encouraged to consult with affected community organizations in the development of the communication plans.
 - SSB 5046 – Modified Title 38.52 RCW to establish requirements for providing public notices of public health, safety, and welfare in a language other than English.
- Chapter 118-30 WAC: LEP populations are components of the Whole Community concept which is discussed as a requirement for inclusion throughout the planning process.



Emergency Support Functions

The City doesn't use the Emergency Support Function (ESF) format. However, the following ESFs align with the LEP Plan:

- ESF-2: Communications (Supporting)
- ESF-5: Emergency Management (Supporting)
- ESF-7: Logistics Management and Resource Support (Supporting)
- ESF-13: Public Safety and Security (Supporting)
- ESF-14: Long Term Community Recovery (Supporting)

Situation Overview

- The following languages have been identified as meeting the requirements of Title 38.52.070:
Spanish – 5.8% / 4,838 people
- Emergency notifications are vital to peoples' lives and well-being.
- LEP populations traditionally encounter emergency notifications less often than non-LEP populations. This is frequently due to LEP populations not signing up for alerts, perhaps not even knowing alerts exist, or not following Law Enforcement or Emergency Management on social media. This can be addressed with more targeted public education.
- At the time this plan was written, the City has 4 full-time employees who are fluent in Spanish. The Lewis County Alert system is available in Spanish. The City also has access to the CTS Language Link for translation (instructions on next page).
- The City provides printed Emergency Management materials in Spanish in the lobby of City Hall as well as links to Spanish Emergency Management resources on the City website.

Concept of Operations (CONOPS)

- The CONOPS section explains in broad terms the jurisdiction's intent regarding an operation. This section is designed to give an overall picture of how the response organization accomplishes a mission or set of objectives to reach a desired end-state. Ideally it offers clear methodology to realize the goals and objectives to execute the plan.

Whole Community

1. 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.
2. 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.
3. 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.
4. The Whole Community approach attempts to engage the full capacity of the public, private and non-profit 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. The Whole Community approach is incorporated throughout this LEP and the whole CEMP.



CTS Language Link

Instructions

Step 1: Call 1-888-338-7370

Step 2: Enter 9955 for Lewis County E911 Communications, pound sign and shift 3. (9955#shift3)

Step 3: Select 1 to be connected directly to a Spanish interpreter or Select 9 for all other languages
*If you require a 3rd party call, press 9 to reach a Customer Service Representative

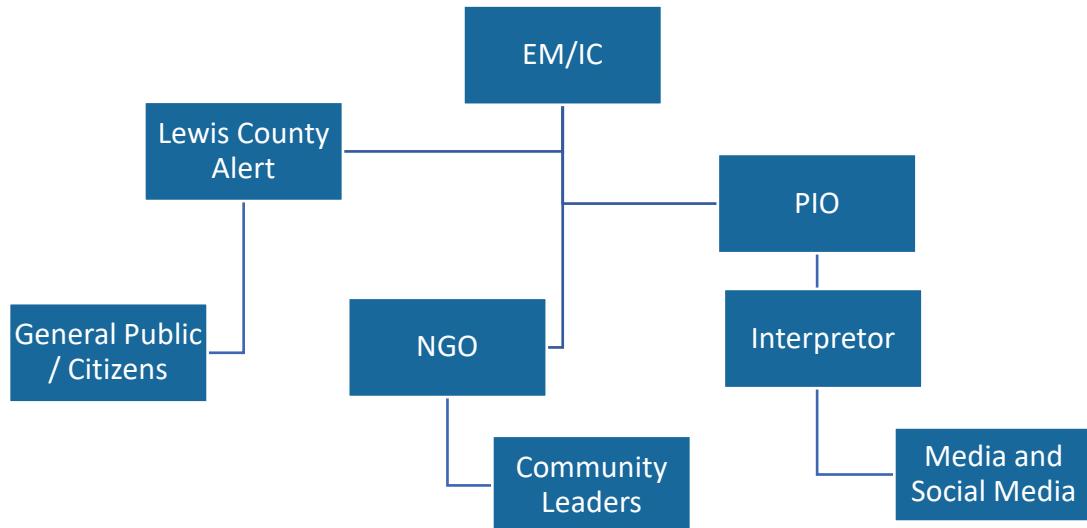
Step 4: Enter the requesting officer's Unit Number, followed by # sign

Organization

Summary

The Emergency Manager or Incident Commander will be responsible for ensuring LEP communications and notifications are being made. The diagram below illustrates an example of how this might work. The importance of this diagram is that it provides for a complete picture of how messages flow from the emergency management organization to the public and to show what elements this information may pass through along the way.

Table 13: LEP Information Dissemination



Direction, Control, & Coordination

Vertical Integration

Lewis County Emergency Management has an LEP as part of the county CEMP.

**Responsibilities**

| Preparedness | Activity/Action | Organization(s) Involved |
|-----------------|---|--|
| | Pre-Incident Planning | |
| Planning | <i>Development of pre-scripted messages</i> | Lewis County EM Centralia EM Lewis County Communications |

| Response | Activity/Action | Organization(s) Involved |
|---------------------------------------|--|--|
| | Alerts and Warnings | |
| | <i>Deliver verbal and written messages in Spanish.</i> | Emergency Management, Lewis County Communications, Local Media. |
| | | |
| | Culturally and Linguistically Appropriate Messaging | |
| Public Information and Warning | <i>Coordinate the translation of all pre-scripted messages through a certified interpreter.</i> | Emergency Management, Private/Public Sector Language Services. |
| | | |
| | Delivering Actionable Guidance | |
| | <i>Ensure that all messages contain instructions that inform the public on actions and activities to take.</i> | Emergency Management, Centralia Police, Riverside Fire, Public Utilities, Centralia School District. |
| | | |
| | Evacuation | |
| Critical Transportation | <i>Coordinate with Lewis County Transit as needed for additional evacuation resources.</i> | Emergency Management, Lewis County Transit. |
| | | |
| | | |



| Response | Activity/Action | Organization(s) Involved |
|--|---|---|
| Critical Transportation | Reentering Affected Area <i>Ensure that all messages contain instructions that inform the public on actions and activities to take.</i> | Emergency Management, Centralia Police, Riverside Fire, Public Utilities. |
| Environmental Response/Health & Safety | Survivor Safety and Assistance <i>Ensure that all messages contain instructions that inform the public on actions and activities to take.</i> | Emergency Management, Centralia Police, Riverside Fire. |
| Mass Care Services | Ensuring Access <i>Encourage LEP to sign up for Lewis County Alert.</i> | Emergency Management, Providence Centralia Hospital, Riverside Fire. |
| Mass Care Services | Sheltering, Feeding, Hydration, Pets (Messaging) <i>Encourage LEP to sign up for Lewis County Alert.</i> | Emergency Management, Centralia Police, Riverside Fire, Centralia School District |
| Operational Communications | Communication Between Responders and the Affected Population | |
| Operational Communications | <i>Identify employee's availability as translators. Identify other emergency translation resources.</i> | Emergency Management |



| Response | Activity/Action | Organization(s) Involved |
|--|--|---------------------------------------|
| Public Health, Healthcare, & Emergency Medical Services | Health Assessments <i>Ensure that all messages contain instructions that inform the public on actions and activities to take.</i> | Emergency Management, Riverside Fire, |
| | Public Health Interventions <i>Ensure that all messages contain instructions that inform the public on actions and activities to take.</i> | Emergency Management, Riverside Fire, |

Resource Requirements

Micro-level (EOC/ECC)

- Staff training on public messaging
- 24/7 access to a translator/interpreter
- Acquire laptops for use in the EOC

Development and Maintenance

- The use of the City LEP will be included in all After-Action Reports.

Challenges

- The City doesn't have the resources to print publications, flyers, brochures in-house.
- This is being addressed by adding digital copies to our website as well as getting printed materials from the State EMD.

References and Supporting Guidance

- Office of Financial Management (OFM) – Special Subject Estimates Provides for an estimate of population with limited English proficiency (LEP) for the state and counties.
<https://www.ofm.wa.gov/washington-data-research/population-demographics/population-estimates/special-subject-estimates>
- Limited English Proficiency Application
An ArcGIS map with each county in Washington State displayed in relation to how many language requirements were identified from OFM data.
<https://waseocgis.maps.arcgis.com/apps/webappviewer/index.html?id=ffd638d41f7045fe97a27d1e2ccbe0af>

Terms and Definitions

1. Communication Plan – As defined in Title 38.52.010 RCW, “means a section in a local comprehensive emergency management plan that addresses emergency notification of life safety information.”

2. LEP Person - A Limited English Proficiency person is one who does not speak English as their primary language and who has a limited ability to read, speak, write or understand English.



City of Centralia CEMP

3. Life Safety Information - As defined in Title 38.52.010 RCW, "means information provided to people during a response to a life-threatening emergency or disaster informing them of actions they can take to preserve their safety. Such information may include, but is not limited to, information regarding evacuation, sheltering, sheltering-in-place, facility lockdown, and where to obtain food and water."
4. Significant Population Segment – As defined in Title 38.52.070 RCW, “means, for the purposes of this subsection (3), each limited English proficiency language group that constitutes five percent or one thousand residents, whichever is less, of the population of persons eligible to be served or likely to be affected within a city, town, or county. The office of financial management forecasting division's limited English proficiency population estimates are the demographic data set for determining eligible limited English proficiency language groups.”

For more definitions see ANNEX I: DEFINITIONS



ANNEX H: Continuity of Government (COG)

Summary

Continuity of Government is ensured through leadership succession, backup communications systems, alternate operational locations, and preservation of essential records. If a city official charged with specific functions or duties becomes unable to perform, regardless of the cause, lines of succession have been established by each department to ensure the continuity of emergency operations. City of Centralia Municipal Code 1.04.020 adopts the council-manager plan of government as provided by Title 35A, Revised Code of Washington. Understanding the importance of succession planning, the City Council authorizes staff to formulate a Continuity of Government Plan.

Emergency Management

In the absence of the Emergency Management Manager or Emergency Management Coordinator, the following continuity of government shall take place for operating the EOC:

1. Police Chief
2. Police Commander
3. Police Administrative Assistant
4. Police Public Disclosure Officer

City Department Heads

Each City department head will establish procedures for succession. The department heads will ensure that all designated successors are familiar with their emergency responsibilities. This will be contained in each department's Concept of Operations (COOP).

Emergency Operations Center Location

EOC Room, City Hall – 118 W. Maple Street

Alternate Locations

Riverside Fire Authority Station #2 – 1818 Harrison Avenue

Centralia Police Training Facility – 1401 Mellen Street

Any location designated by the Emergency Manager

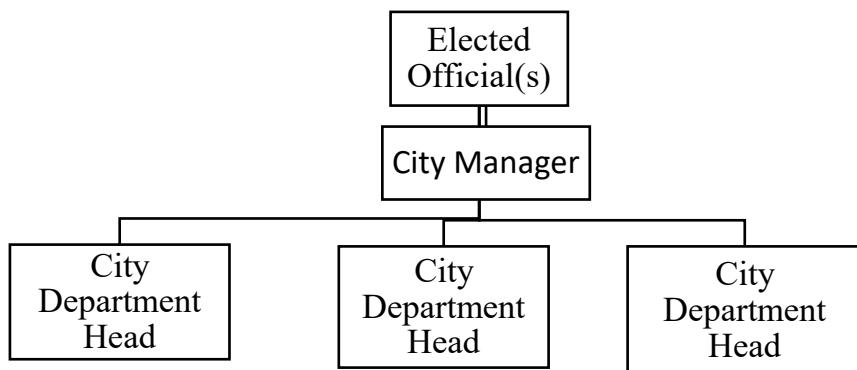
Temporary Seat of Government

In the absence of the Mayor and Mayor Pro Tem, the first Councilmember to arrive at City Hall or alternate location is authorized to act as the Mayor until the Mayor or Mayor Pro Tem arrives or this Councilmember relinquishes the role. During a declared emergency a quorum may consist of two Councilmembers.

Jurisdictional Organizational Structure

The City of Centralia operates under a Council/City Manager form of government. As provided by state law and Centralia Municipal Code 2.28.020 Emergency Management and CMC 2.02.010 Council-Manager Government and Ward Establishment, the City Manager or their designee, shall serve as the City's Emergency Management Director. In the absence of the City Manager, his or her designee shall serve in this capacity have the same responsibilities and authorities of the City Manager.

The elected and appointed officials, departments of the City, and supporting groups or individuals, will retain their identity and autonomy but will function under the National Incident Management System (NIMS) format and this plan as an emergency organization under the direction of the Emergency Management Director.

**Table 14: Elected Official Organization Chart**

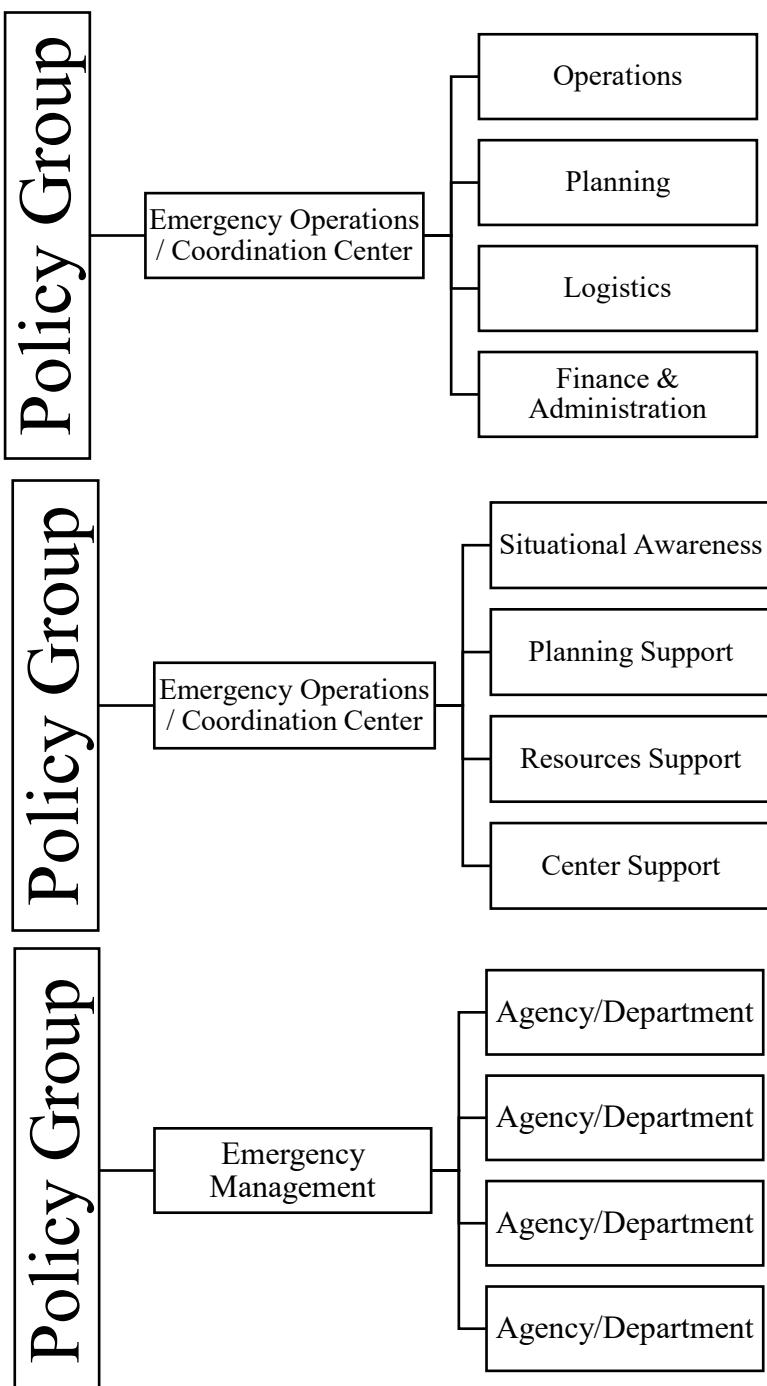
Emergency Organizational Structure

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 Manager. 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 Manager, 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.

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.

Table 15: Policy Group Organization Chart





ANNEX I: DEFINITIONS

1. Activated/Activation: The status of a “system” resource mobilized in response, or in anticipation of a response, to an incident requiring direction and control at a capacity larger than field incident command.
2. After-Action Report: A narrative report that presents issues found during an incident or exercise along with recommendations on how those issues can be resolved.
3. All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.
4. Alternate Facility: An alternate work site that provides the capability to perform minimum essential departmental or jurisdictional functions until normal operations can be resumed.
5. Amateur Radio Emergency Services: A team of FCC-licensed amateur radio operators who volunteer their time, expertise, and equipment to provide backup communications during emergency situations.
6. Appendix: Contains details, methods and technical information that are unique to specific hazards identified
7. Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.
8. City: “City” or “the City” will refer to the City of Centralia.
9. Command: The function in the Incident Command System responsible for overall direction and control of the incident.
10. Community Rating System: A voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program.
11. Comprehensive Emergency Management Plan: A plan developed by the jurisdictional emergency management program and participating entities, which addresses the mitigation, preparation, response and recovery associated with emergency or disaster incidents, or large community events.
12. Concept of Operations: A concept of operations (CONOPS) is a statement or document that describes how a system or operation will be used and supported.
13. Continuity of Government: Measures taken by a government to continue to perform required functions during and after a disaster. A coordinated effort within each branch of government to continue its minimum essential responsibilities in a catastrophic emergency.
14. Continuity of Operations Plan: An internal effort within individual components of a government to ensure the capability exists to continue essential component functions across a wide range of potential emergencies.
15. Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.
16. Cyber: Pertaining to computers and their support systems, such as servers, routers, and switches that



support critical infrastructure.

17. Damage Assessment: The process of determining the magnitude of damage and the unmet needs of the community as the result of a hazardous event. Estimation of damages made after a disaster has occurred which serves as the basis of the Mayor's Proclamation of Emergency.
18. Debrief: A meeting held after an event or disaster to discuss what happened, lessons learned and to discuss what may or may not have been shared with the public.
19. Declaration of Disaster, local: An indication to the Governor of the State of Washington that local resources have or may soon be exhausted, and that special assistance is required to meet the needs of the emergency; a resolution made by the City Council; necessary prior to direct assistance from the state.
20. Declaration of Emergency, local: An indication that extreme measures may be necessary to preserve life and property; a resolution made by the City Council; activates certain emergency powers.
21. Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.
22. Direction and Control: The emergency support function that defines the management of emergency response and recovery.
23. Disaster: An incident, expected or unexpected, in which a community's available, pertinent resources are exhausted, or the need for resources exceeds availability, and in which a community undergoes severe damage, incurring losses so that the social or economic structure of the community is disrupted and the fulfillment of some or all of the community's essential functions are prevented.
24. Disaster Welfare Information: A system for disaster victim registration coordinated by the American Red Cross.
25. Emergency: A sudden, usually unexpected event that does or could do harm to people, resources, property or the environment. Emergencies can range from a single to localized incident, natural or technological, that damage or threaten to damage, local operations.
26. Emergency Alert System: A federally mandated program established to enable the President, federal, state and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System. Formerly known as the Emergency Broadcast System, it requires broadcasters to relay information. This system is for immediate action emergencies where the public needs to be informed ASAP.
27. Emergency Management: Organized analysis, planning, decision-making, and assignment of available resources to mitigate, prepare for, respond to, and recover from the effects of any hazard.
28. Emergency Management Assistance Compact: Agreements that provide for jurisdictions in different states to provide resources or other support to one another during an incident.
29. Emergency Management Division: Washington State Emergency Management Division, responsible for state-wide emergency management activities.
30. Emergency Medical Services: A national network of services coordinated to provide aid and medical assistance from primary response to definitive care; involves personnel trained in rescue, stabilization, transportation, and advanced treatment of traumatic or medical emergencies.
31. Emergency Operations Center: A central physical or virtual location from which overall direction, control, and coordination of a jurisdictional response to a disaster is established. The EOC is



City of Centralia CEMP

generally equipped and staffed to perform the following functions: collect, record, analyze, display, and distribute information; coordinate public information and warning, coordinate government agency activities; support first responders by coordinating the management and distribution of information and resources and the restoration of services; conduct appropriate liaison and coordination activities with all levels of government, public utilities, volunteer, and civic organizations and the public.

32. Emergency Operations Plan: See Comprehensive Emergency Management Plan.
33. Emergency Proclamation: The legal action formalizing the ability of the jurisdictional authority (as determined by ordinance) to take extraordinary measures beyond normal capabilities to cope with the consequences of a natural or technological disaster in order to protect lives, property, economy, and environment. The local proclamation is a pre-requisite for county, state, or federal assistance. A local proclamation authorizes the use of local resources and allows emergency expenditures, as well as, allowing for waiver or normal bid procedures and other processes.
34. Emergency Support Function: A grouping of government and certain private sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.
35. Emergency Worker: Any person, including but not limited to, an architect registered under RCW 18.01, a professional engineer registered under RCW 18.43, or a volunteer registered under RCW 38.52/WAC 118.04, who is registered with a local emergency management organization for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.
36. Emergency Worker Compensation: Liability coverage for certain volunteer emergency workers under the provisions of the Revised Code of Washington, Chapter 38.52.
37. Essential Functions: Those functions, stated or implied, that jurisdictions are required to perform by statute or executive order or are otherwise, necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial/economic base in an emergency.
38. Essential Operations: Those operations, stated or implied that departments are required to perform by statute or executive order or are otherwise deemed necessary.
39. Essential Personnel: Staff of the department or jurisdiction that are needed for the performance of the organization's mission essential functions.
40. Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.
41. Event: A significant event or designated special event requiring security, such as inaugurations, State of the Union addresses, the Olympics, and international summit conferences.
42. Facility: Any publicly or privately owned building, works, system or equipment built or



City of Centralia CEMP

manufactured, or an improved and maintained natural feature.

43. Federal Emergency Management Agency: A governmental agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. FEMA manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a Presidential Disaster Declaration.
44. Finance/ Administration Section: Section in the Incident Command System responsible for coordination of fiscal control measures, cost tracking, and procurement management.
45. Ham: Amateur Radio, a licensed citizen radio system.
46. Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
47. Hazard Mitigation: Any action taken to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities.
48. Hazardous Material: A substance or material, including a hazardous substance, pollutants, and contaminants which have been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated
49. Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
50. Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
51. Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed.
52. Incident Command System: Nationally recognized emergency management method for the coordination of multiple resources in a complex incident. Adaptable to single jurisdiction/single agency; single jurisdiction/multiple agency; multiple jurisdiction/multiple agencies. Consists of 5 primary components: Command, Operations, Planning, Logistics, and Finance/Administration.
53. JIC: Joint Information Center.
54. Joint Information Center: A facility established to coordinate all incident related public information activities on-scene. It is the central point of contact for all news media at the scene of the incident. Public information officials from participating federal, State, local, and tribal agencies and nongovernmental entities also may co-locate at the JIC.
55. Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an



City of Centralia CEMP

incident can be political or geographical (e.g., city, county, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

56. Local Emergency Planning Committee: A committee that represents local governments, emergency response officials, environmental and citizen groups, industry, and other interested parties in each of the 40 emergency planning districts in Washington state that was established by the State Emergency Response Commission to coordinate hazardous material issues and carry out the mandate of the Emergency Planning and Community Right-to-Know Act of 1986.
57. Logistics Section: Section in Incident Command System responsible for the acquisition and tracking of personnel, supplies, equipment, transportation resources, facilities, etc.
58. Major Disaster: As defined in the Stafford Act, “Any natural catastrophe (Including hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states local governments, and disaster relief organizations in alleviating the damage, loss, hardship and suffering caused hereby.”
59. Memorandum of Understanding: A non-binding agreement that states each party’s intentions to take action.
60. Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often identified by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.
61. Mobilization: The process and procedures used by Federal, State, local, and tribal organizations for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
62. Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.
63. National Incident Management System: A system that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility between Federal, State, local, and tribal capabilities, NIMS includes a core set of concepts, principles, and terminology. They are identified as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.



City of Centralia CEMP

64. National Response Framework: The plan that established the basis for the provision of federal assistance to a state and local jurisdiction impacted by a catastrophic or significant disaster or emergency that results in a requirement for federal response assistance.
65. Non-Essential Personnel: Staff of the department or jurisdiction who are not required for the performance of the organization's mission-essential functions.
66. Non-Governmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.
67. Objectives: The specific operations that must be accomplished to achieve goals. Objectives must be both specific and measurable.
68. Operational Period: In Incident Command, the period of time scheduled for execution of a given set of operational actions such as specified in the Incident Action Plan.
69. Operations Section: Section of the Incident Command System responsible for coordination of emergency resources involved in the direct response to the incident including fire, emergency medical services, police, public works, mass care, etc.
70. PETS Act: An initiative that requires states seeking FEMA assistance to accommodate pets and service animals in their plan for evacuating residents facing disasters.
71. Plan Maintenance: Steps taken to ensure the Plans are reviewed regularly and updated whenever major changes occur.
72. Planning Section: Section of the Incident Command System responsible for operational planning, information management, documentation, etc.
73. Preliminary Damage Assessment: The joint, local, state, and Federal analysis of damage that has occurred during a disaster, and which may result in a Presidential Declaration of Disaster. The PDA is document through surveys, photos, and written information.
74. Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.
75. Presidential Disaster Declaration: A formal declaration by the President of the United States that an emergency or major disaster exists based upon the request for such a declaration by the Governor and with the verification of the FEMA PDA.
76. Prevention: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Prevention measures may be implemented prior to, during, or after an incident. Prevention measures are often identified by lessons learned from prior incidents. Prevention involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Prevention can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.



City of Centralia CEMP

77. Proclamation of Disaster, Presidential: Activates certain federal assistance under the provisions of Public Law 93-288 the Robert T. Stafford Disaster Relief Act; made by the President; requested by the Governor.
78. Public Information Officer: The person designated and trained to coordinate disaster related public information and media relations.
79. Public Safety Answering Point: A call center where 911/emergency calls are answered.
80. Radio Amateur Civil Emergency Services: See Amateur Radio Emergency Services
81. Recovery: The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.
82. Recovery Task Force: A flexible advisory team that reviews damage reports, zoning regulations, land-water plans and comprehensive plan policies.
83. Response: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
84. Robert T. Stafford Disaster Relief and Emergency Assistance Act: (Public Law 93-288, as amended.) The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state, and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.
85. Search and Rescue: The act of searching for, rescuing or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human caused event, including instance of searching for downed aircraft when ground personnel are used. Includes, Disaster, Urban and Wildland Search and Rescue.
86. Stafford Act: See Robert T. Stafford Disaster Relief and Emergency Assistance Act
87. Terrorism: The unlawful use of force or violence committed by an individual or group against persons or property in order to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.
88. Tier-Two Reports: Reports that are used by LEPC's to develop response plans for hazardous material spills or natural disasters.
89. Urban SAR: Search for and recovery of persons trapped in collapsed structures, confined spaces, and debris in urban areas.



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