MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION

May 10, 2018

Jennifer Franklin, Emergency Manager
Office of Emergency Preparedness
9611 SE 36th Street
Mercer Island, WA 98040

Re: City of Mercer Island Comprehensive Emergency Management Plan

Dear Ms. Franklin:

Congratulations on this significant endeavor, and thank you for submitting your Comprehensive Emergency Management Plan (CEMP) for our review as required of all independent local emergency management organizations as defined by Title 38.52.070 RCW. Your CEMP has demonstrated significant development.

The enclosed provides a compilation of recommendations for your next planning and review cycle. Addressing the lawful requirements category will ensure your CEMP's continued consistency with the State CEMP and incorporate industry best practices.

To ensure your jurisdiction remains eligible for the Emergency Management Performance Grant (EMPG) funding program, please submit a maintenance schedule which addresses a project proposal to incorporate the enclosed recommendations (in accordance with Title 118-09-030 WAC), as part of your annual EMPG application for funding,

The Washington Emergency Management Division looks forward to receiving your CEMP again in five years. For additional information and assistance, my point of contact is Jacob Rain, Emergency Planning Program Coordinator, 253-512-7154, Jacob.Rain@mil.wa.gov.

Sincerely,

Robert Ezelle
Director

Enclosures (2)

CITY OF MERCER ISLAND

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

**City of Mercer Island, Washington
Emergency Management Office**

March 2018

CITY OF MERCER ISLAND
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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CONTACT NUMBERS

Call 911 if immediate City emergency or disaster assistance is required.

Mercer Island Police Department	Dispatch 24 hr.	425 577-5656
	Records	206-275-7610
Emergency Management Office	Daytime Telephone	206-275-7905
	24 Hour Number	206-940-2962
Mercer Island Fire Department		206-275-7607

Website: http://www.mercergov.org/emergencyprep
Mercer Island Residents and businesses can access preparedness and emergency response information at this website.

E-mail: jennifer.franklin@mercergov.org

CITY OF MERCER ISLAND
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

PROMULGATION
_____

DATE: March 2018

TO: City of Mercer Island City Council and Department Directors

FROM: Julie Underwood, City Manager, City of Mercer Island

SUBJECT: Letter of Promulgation – 2018 City of Mercer Island Comprehensive Emergency
               Management Plan (CEMP)

With this notice, we are pleased to officially promulgate the *2018 Mercer Island Comprehensive Emergency Management Plan* (CEMP). One of a family of plans published by the City of Mercer Island Emergency Management Office, the CEMP is the framework for citywide mitigation, preparedness, response, and recovery activities. Its intent is to provide a structure for standardizing plans citywide and to facilitate interoperability between local, state, and federal governments.

Every effort has been made to ensure that the CEMP is compatible with the King County Regional Disaster Plan, the State of Washington Comprehensive Emergency Management Plan, the National Response Framework, and the Revised Code of Washington, Chapter 38.52. Its format aligns with the State of Washington Comprehensive Emergency Management Plan. The City of Mercer Island supports the Department of Homeland Security (DHS) National Incident Management System (NIMS) compliance requirements and operates under the Incident Command System (ICS).

The CEMP specifies the authorities, functions, and responsibilities that pertain to establishing collaborative action plans between City departments, and local, state, federal, volunteer, public, non-profit and private sector organizations. It also contains detailed information on participant Emergency Support Functions (ESFs), also known as single functional activities. By coordinating all phases of Emergency Management, the CEMP will help minimize the impacts of emergencies and disasters on Mercer Island and King County. We believe the CEMP is a significant tool for saving lives, protecting property, preserving the environment, and sustaining the economy.

Finally, the CEMP is a reminder to department directors, agencies, commissions, and councils of their two primary goals in Emergency Management: to support the City of Mercer Island through the Emergency Operations Center, and to establish and maintain a comprehensive internal process for conducting daily business before, during, and after an emergency or disaster.

Thank you for your involvement in this worthwhile endeavor.

CITY OF MERCER ISLAND
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

FORWARD

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The City of Mercer Island sincerely appreciates the cooperation and support from all City departments contributing to the publication of the 2018 City of Mercer Island Comprehensive Emergency Management Plan (CEMP). Coordination of the Plan represents a committed and concerted effort by all City departments and agencies to Emergency Management. The Plan demonstrates the ability of City departments to work together to achieve a common goal. The CEMP is intended as a comprehensive Emergency Management framework for citywide mitigation, preparedness, response, and recovery activities.

The CEMP was revised through the synergistic efforts of City departments. The Emergency Manager coordinated activities to provide a forum for those with identified responsibilities in the CEMP. The departments participated in planning and coordinating Emergency Management activities in order to identify, develop, maintain, and enhance City Emergency Management capabilities.

The CEMP is one of the many efforts to prepare all people in the City of Mercer Island for emergencies or disasters. The CEMP is formatted to be consistent with the King County CEMP, State of Washington CEMP, National Response Framework, complete with Emergency Support Functions (ESFs), or single functional activities. This is to standardize plans throughout the State and to provide interoperability between local, county, state, and federal levels of government.

The Plan stresses the four phases of Emergency Management: mitigation, preparedness, response, and recovery activities. The CEMP moves us one step closer to being able to minimize the impacts of emergencies and disasters on the people, critical infrastructure, property, environment, and economy of Mercer Island. Our sincere thanks and congratulations to all who have made this plan possible.

City of Mercer Island Emergency Management Office.

CITY OF MERCER ISLAND
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

DISTRIBUTION PAGE

This plan will be distributed to the Mayor, City Manager, all Department Directors of the City of Mercer Island, King County ECC, Washington State EMD and King County Library, Mercer Island location.

CITY OF MERCER ISLAND
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CEMP SUGGESTIONS FORM

Dear CEMP Reader:

Fill in your name, title, department/agency, address, phone, and email. There are three review sections: (1) Basic Plan, (2) Appendices, and (3) Emergency Support Functions. Fill in the blanks regarding the location of information in the plan being reviewed. Attach edited hard copies to this sheet with any suggested changes for each of the three separate sections. Make other suggestions or comments in the space provided below. Add extra sheets as necessary. Thank you for your contribution efforts and for taking the time to make the next CEMP great! Email to:

> Emergency Manager
> City of Mercer Island
> 9611 SE 36th Street
> Mercer Island, WA 98040
> Phone: 206.275-7905
> FAX: 206.275-7941
> Email: Jennifer.franklin@mercergov.org

Name:		Title:		
Dept/Agency:				
Address:	City		State:	Zip Code:
	Phone :		Email :	

Basic Plan: _____   Appendices: _____   ESFs: _____

Chapter: _____   Section: _____   Paragraph: _____

Suggestions or Comments:

CITY OF MERCER ISLAND
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RECORD OF REVISIONS

Change #	Date Entered	Contents of Change	Initials

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RESOURCES

A. National Response Framework, Draft, September 2007
B. National Response Plan, December 2004, and Notice of Change, May 2006
C. Federal Emergency Management Agency, www.fema.gov
D. FEMA Independent Study Program: IS-235 Emergency Planning Course is found at
    https://training.fema.gov/is/courseoverview.aspx?code=IS-235.c
E. Guide for All-Hazard Emergency Operations Planning, FEMA, State and Local Guide (SLG)
    101 September, 1996
F. Multi-Hazard, Identification and Risk Assessment: A Cornerstone of the National Mitigation
    Strategy, FEMA, first edition 1997
G. Washington State Military Department, Emergency Management Division,
    www.emd.wa.gov
H. Washington State Comprehensive Emergency Management Plan, Washington State Military
    Department, Emergency Management Division – June 2016
I. Washington State Hazard Identification and Vulnerability Assessment, Washington State
    Military Department, Emergency Management Division, March 2003.
J. Washington State Enhanced Hazard Mitigation Plan, Emergency Management Division, July
    2004
K. 2018 Mercer Island Pandemic Flu Plan
    http://www.mercergov.org/Files/mercer%20island%20pandemic%20flu%20plan%202009%
    20final.pdf
L. 2015 Mercer Island Hazard Mitigation Plan
    http://www.mercergov.org/files/MIHazardMitigationPlan2015.pdf
M. Mercer Island Evacuation Plan: Refer to ESF 24 of the CEMP
N. Mercer Island Shelter and Pet Shelter Plan: Refer to ESF 6 of the CEMP

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I. INTRODUCTION

The Comprehensive Emergency Management Plan (CEMP) provides the City of Mercer Island guidance in preparing for, when responding to, and recovering from an emergency or disaster. It discusses guidelines on how City departments organize, direct, control, and coordinate their actions to continue to deliver essential functions during emergencies or disasters. The CEMP supports the Emergency Manager providing guidance and helping in decision making. The CEMP uses the Incident Command System (ICS), a command and control structure implemented during an emergency or disaster. The CEMP is based on the Washington State CEMP template for uniformity with local and federal government.

A. Mission

The City of Mercer Island is dedicated to protect lives, property, and the environment of its citizens through preparedness and mitigation activities, respond in an effective manner to emergencies or disasters, and coordinate and participate in the recovery effort.

Survivability and sustainability is the goal for the City of Mercer Island during an emergency or disaster. It is expected that every staff member become familiar with the CEMP and the Incident Command System upon which it is based.

The CEMP will need to be updated and improved periodically. Many vital questions and problems will be answered and solved by practicing drills, tabletop exercises, and functional exercises with each department and with other organizations. It is especially important that new information learned after using the CEMP, in practice and in response to real emergencies, be incorporated in CEMP revisions. Each person's input is vital toward the goal of making the CEMP a tool that everyone within the City of Mercer Island will feel confident about using.

B. Purpose

The CEMP establishes the framework for an effective emergency response for the City of Mercer Island. The CEMP explains the overall operations of the City of Mercer Island and designates responsibility for emergency and essential sustainability functions. The CEMP also provides information and direction in specific emergencies, and contains policies, guidelines, and tasks as they relate to emergency response functions (ESFs). The CEMP includes the City of Mercer Island's roles and responsibilities in an emergency or disaster affecting itself or as a resource for the County, or the State of Washington.

The City of Mercer Island employees should have a thorough understanding of the CEMP and how they and their skills fit into the preparedness, response, and recovery process. The CEMP will be reviewed with each employee during training, new employee orientation, when responsibilities change, or when the Plan changes.

C. Scope and Applicability

This Comprehensive Emergency Management Plan (CEMP) considers the emergencies and disasters likely to occur as described in the current City of Mercer Island Hazard Mitigation Plan.

The scope is contained within the responsibilities of the City of Mercer Island to sustain essential functions during an emergency and does not necessarily include detailed activities, roles, and responsibilities of the City.

Each City of Mercer Island's departments shall endeavor to provide their roles and responsibilities, to include:
- Functional activities necessary to implement the four phases of Emergency Management – mitigation, preparedness, response and recovery.
- Identification of the Emergency Operations Center (EOC) functions and aspects of departmental responsibilities.
- Coordination of operations in an emergency or disaster, in relation to county, state, and federal assistance.
- Identification of roles for the City of Mercer Island citizen Emergency Volunteer Teams, , local businesses, Mercer Island School District (MISD), and others jurisdictions, such as the county, state, federal agencies.

The CEMP supports and is compatible with, the State of Washington, King County, and surrounding jurisdictional plans.

D.   Incident Management Activities
1.   Pre-Incident Actions (Prevention)

A major emergency or disaster could happen at any time. The time of year, day of the week, time of day, and weather conditions are key variables that can have an impact on the seriousness of an incident and on the City's ability to respond.

City departments are working towards access to resources to adequately handle a major emergency or disaster, as a disaster would severely stress normal municipal systems, and could likely require outside assistance from other organizations, local, state and/or federal government.

In a disaster it is likely that county, state and federal government response may be delayed, and that the City should be prepared to take care of their own basic survival needs for at least 7 days after an emergency or disaster and communicate this principle to each employee, the local businesses and citizens of Mercer Island.

- **Mitigation Activities**
  Specific tasks may include:
  - Conduct periodic "risk assessments" of all facilities and offices to identify potential sources of harm to occupants and/or property. Typical examples include:
    - Storage of toxic or flammable substances
    - Non-structural fixtures or furnishings that could collapse or topple over,
    - Faulty procedures or practices.
  - Take prudent steps to eliminate or control all existing hazards or risks.

- Ensure that protection and survivability of critical assets are given due consideration in the strategic planning and budget process.

- **Individual Preparedness**
  Each employee is to develop and maintain a personal preparedness plan to address family needs in the incident the employee cannot return home from work, or must continue to report to work during a disaster. The best preparation is to have plans in place to address the preparedness and mitigation needs of family, home, and pets. More specific information can be found at following websites: www.mercergov.org/emergencyprep, http://www.preparemetrokc.org/, or http://access.wa.gov/emergency/index.aspx

  Because emergency services may be overwhelmed following an emergency or disaster, employees must prepare to take care of themselves and their families for at least seven days. Personnel must talk with their families before the emergency or disaster and discuss why the need for preparation and what types of disasters could keep the family apart.

  After a disaster, the long-distance telephone lines are more reliable than local lines. Employees should ask a friend or relative who lives out of the earthquake zone (to the east and not north or south), to be their "family contact." After a disaster, the family contact becomes a relay point to share information with all household members. The family plan depends on everyone knowing the family contact's phone number.

- **Family Preparedness**
  The City's policy for each employee is to develop and maintain a personal preparedness plan to address family needs in the incident employees are not able to return home from work, or must continue to report to work during a disaster. When families have plans in place to address the needs of family, home, and pets this is the best preparation each employee can make when a crisis arises. Specific information can be found at the website: http://www.mercergov.org/files/EmerPreparednessBooklet.pdf or www.mercergov.org/emergencyprep

## 2.	Response Activities

Responding to an emergency or disaster can be very difficult. The Incident Command System (ICS) can help ensure that teams respond and use resources in a coordinated, organized way. Flexibility is crucial and the Incident Command System process gives this flexibility and stability when responding to a crisis situation. It formulates a logical flow of steps, and helps staff carry out their assignments in a controlled environment. It also expands and contracts the quantity of personnel at will without degrading the response teams and possibly losing command and control.

When activating the CEMP, people carry out activities, including meetings, briefings and reports, under stressful and sometimes extremely urgent deadlines. To keep an organized

structure of the activation and response operations and reduce employee stress the process is defined by standardized templates within the National Incident Management System (NIMS). See ICS forms: http://www.nimsonline.com/download_center/index.htm#forms.

Documentation is crucial to the success of the City's ability to capture the costs of the disaster. Critical reports are the preliminary damage assessment (PDA), situation reports (SitReps) and other reports as required depending on the type of emergency or disaster and whether it is declared by local, state or federal authorities. Timely, accurate reporting and documentation will save the City time and money.

3.   Recovery Activities

Salvage and restoration of the work environment begins once the initial emergency response is completed. Damage assessments and updated situation reports are created and given to the City Emergency Operation Center (EOC), King County Emergency Coordination Center (KCECC), and/or the State EOC. In the incident of a major disaster affecting the primary location, the City departments will move to a designated alternate work site (to be determined) or operate virtually and begin alternate processes to accomplish the City's essential functions. Recovery of the City's essential functions are not part of this plan and should be addressed under the City's Continuity of Government Plan (COOP) and individual department's Business Continuity Plan (BCP).

4.   Reconstitution Activities

Steps must be completed to ensure each department's primary work site is safe and has the capability to execute their essential functions. Restoration of the primary work environment begins once the initial emergency response is completed.

Activities may include moving to an alternate work site for an indefinite time or working from home. Each department's primary objective is continuity of government and restoring essential functions as soon as possible. Once the primary work site(s) is restored each department will move back into their primary work facilities.

5.   Resumption Activities (Close of Activation)

When the emergency or disaster is considered closed, mitigation activities begin in earnest based on the After Action Report and Lessons Learned. Resources must be re-supplied and certain known weaknesses corrected. Budgets are submitted to cover the cost of replacement, updating or filling of depleted reserves.

E.   Authorities

The CEMP was developed and is maintained pursuant to, but not limited to, the following city, state and federal statutes and regulations, and existing plan documents. See Appendix 3, References for a full list of Authorities. The following are the authorities for establishing the CEMP – Codes and Regulations:

City of Mercer Island
- Mercer Island Municipal Code, Title 3: Chapter 3.32 Police and Fire.
- Mercer Island Municipal Code, Title 9: Chapter 9.40 Mayor's Emergency Powers.
- Mercer Island Municipal Code, Title 15 Water, Sewers and Public Utilities.
- Mercer Island Municipal Code Title 19, the Unified Land Development Code.
- Mercer Island Management and Budget Policy.
- King County Regional Disaster Plan (RDP).

Washington State
- RCW 35.33.081, Emergency Expenditures – Non-debatable Emergencies
- RCW 35.33.101, Emergency Warrants
- RCW 35A.38, Emergency Services
- RCW 38.52, Emergency Management
- RCW 38.52.070, Local Organization and Joint Local Organizations Authorized
- RCW 38.54, Fire Mobilization
- RCW 39.34, Inter-local Cooperation Act
- RCW 42.12, Vacancies
- RCW 42.14, Continuity of Government
- RCW 43.43, Washington State Patrol – State Fire Service Mobilization Plan
- RCW 47.68.380, Search and Rescue
- RCW 49.60, Laws Against Discrimination
- RCW 75.20.100, Hydraulics Act
- RCW 76.09.060(2), Forest Practices Act
- RCW 86.16.080, Flood Control Zones
- WAC 118-04, Emergency Worker Program
- WAC 118-30, Local Emergency Management/Services Organizations, Plans and Programs
- WAC 197-10-180, State Environmental Policy Act
- WAC 197-19, Guidelines for Interpreting and Implementing the State Environmental Policy Act
- WAC 296-62, General Occupational Health Standards

Federal
- Code of Federal Regulations Title 44, Part 205 and 205.16.
- Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
- Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA).
- Homeland Security Presidential Directives 1 – 8
- Homeland Security Act of 2002
- Americans with Disabilities Act
- National Pets Evacuation and Transportation Standards Act of 2006 (H.R. 3858-PETS)
- National Incident Management System, March 1, 2004.
- WAC 118-40-010,
- RCW 38.10, Emergency Management Assistance Compact

F.   Assignment of Responsibilities

The CEMP consists of three key elements: Basic Plan, Appendices, and Emergency Support Functions (ESFs) and presents the responsibilities of other organizations as applicable to the functional area.

The Basic Plan identifies the policies and concepts of operations, guiding the City's mitigation, preparedness, response, and recovery activities.

A synopsis of each department's responsibilities is listed in the CEMP Basic Plan under Section III – Roles and Responsibilities.

The Appendices describe specific Emergency Management activities with additional supporting details to the Basic Plan.

ESFs establish a functional role that includes mitigation, preparedness, response, and recovery activities. Primary responsibilities for each ESF are held by either one department or joint departments. Additionally, each ESF has supporting departments and agencies that assist the Primary Department(s). It is most helpful to read the entire ESF to fully understand the overall responsibilities.

Emergency management and response operates in accordance with:
- ESF 5.
- Mercer Island Municipal Code, Title 9: Chapter 9.40 Mayor's Emergency Powers, and
- Municipal Code, Title 3 Personnel:
  Chapter 3.32 Department of Public Safety shall have all of the powers granted under Chapter 38.52 RCW and the regulations adopted. Chapter 38.52 RCW states the Emergency Management organization is responsible for preparation for, and the carrying out of, all emergency functions, other than functions for which the military forces are primarily responsible, to mitigate, prepare for, respond to, and recover from emergencies and disasters, and to aid victims suffering from injury or damage, resulting from disasters caused by all hazards, whether natural, technological, or human caused, and to provide support for search and rescue operations for persons and property in distress.

G.   Limitations

The City's goal is to mitigate and prepare for the consequences of hazards, and respond and recover in the event of an emergency or disaster. However, City resources and systems may become overwhelmed, and in the event of a major incident, may limit response and hamper recovery of essential City infrastructure and services.

There is no guarantee implied by this plan that perfect mitigation, preparation, response, and recovery will be practical or possible or that all roles and responsibilities identified are fully listed in this document.

In situations not specifically addressed in the CEMP, City departments will carry out their responsibilities under the circumstances to the best of their ability.

H.   Key Concepts

Survivability and sustainability are the goals for the City during any abnormal incident, emergency or disaster. It is expected that each department become familiar with the CEMP and the Incident Command System upon which it is based. Key concepts include (primary and alternate work sites), Emergency Operation Center (EOC) responsibilities, resource availability, mutual aid agreements, memoranda of agreement or understanding with local businesses and medical facilities for use of their people and/or equipment, and nongovernmental organizations (NGOs) during emergencies or disasters.

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II.   PLANNING ASSUMPTIONS AND CONSIDERATIONS

A.   Disaster Assumptions

Because a major emergency or disaster could happen at any time and have a serious impact on the City's ability to respond, such an incident may severely stress normal municipal systems, and would likely require outside assistance from the county, state, and/or federal government. In a disaster it is likely that the City response may be delayed, and that the general public should be prepared to take care of their own basic survival needs for 7 days after an incident.

1.   Emergency/Disaster Conditions and Hazards

- Emergencies or disasters can occur causing significant human suffering, injury and death, property damage, environmental degradation, loss of essential services, economic hardship, and disruption to the City of Mercer Island.
- The current City of Mercer Island Hazard Mitigation Plan provides information and identifies natural and technological hazards. The Hazard Mitigation Plan assesses the City's vulnerability to hazards, provides a methodology for analyzing hazards, and establishes the basis for this Plan.
- The City of Mercer Island is vulnerable to the natural hazards of earthquake, severe storm, landslide, flood, tsunami/seiche, heat wave, drought, epidemic, and volcano.
- The City of Mercer Island is vulnerable to many technological hazards associated with civil disturbances, urban fire, dam/lock/water storage facilities, pipeline failures, drinking water shortage due to contamination or pipeline failure, transportation, hazardous materials/accident, terrorism, cyber-terrorism, high-profile abduction, and environmental issues such as contamination of Lake Washington and protected or endangered species such as fish or wildlife and the environment.

B.   Planning Assumptions

The City of Mercer Island will periodically and as needed examine the full extent of their exposure and vulnerability to disruptions that may be caused by or result from major emergencies and disasters. Based on the Hazard Mitigation Plan the City of Mercer Island is in the process of taking reasonable steps to protect critical assets, to identify and sustain essential functions, and to have basic mechanisms in-place to return essential functions to normal.

Safety provisions are incorporated as appropriate and as budget allows for the employees at work, at home, in transit to and from, and the well-being of their immediate families. Despite the best efforts of the City a catastrophic disaster, as might be precipitated by an earthquake or terrorism, could cause delays in the City's planned response and recovery. All efforts to accomplish additional tactical planning efforts will be based on budget and availability of employees.

Some emergencies or disasters will occur with enough warning that appropriate notification will be issued to ensure some level of preparation. Other situations will occur with no advanced warning.

1.   Assumptions

▪ The City of Mercer Island may be unable to satisfy all emergency resource requests during a major emergency or disaster and shortages may exist.

▪ Communication systems may be overloaded or fail.

▪ In a widespread emergency or disaster there will not likely be any significant assistance from either nearby communities, or county, state, or federal agencies for up to three days or longer. In this case, the City will need to rely on available City resources and those of private organizations and businesses, as well as citizen volunteers and already registered Emergency Workers, for initial response operations in a natural emergency or disaster.

▪ Citizen volunteers who spontaneously show up to assist the City of Mercer Island shall be registered as Emergency Workers per 38.52 RCW and Title 118 WAC.

▪ The City of Mercer Island and the Emergency Manager encourages and supports citizens and staff to be self-sufficient with emergency kits at home, in their vehicle, and at work for three to seven days or more. Staff will prepare themselves and their family so that staff will be available for the City's response and recovery operations.

▪ Citizens, businesses, schools, day cares, and other facilities will utilize their own resources and preparedness supplies for the first three to seven days of an emergency or disaster.

▪ The City of Mercer Island will comply with the intent of Chapter 38.52 RCW and Title 118 WAC, and will:
  o Establish guidelines and operational plans or procedures for continuity of government.
  o Establish an Emergency Management organization and facility.
  o Prepare plans, guidelines and operational plans or procedures and maintain a comprehensive Emergency Management program.
  o Communicate with the King County ECC and State EMD EOC upon EOC activation, regarding the status of activities during or following any emergency or disaster.
  o Request a mission number from the State EMD.
  o Issue state of emergency (or civil) proclamation before requesting mutual aid from local jurisdictions, county, state, or federal assistance during an emergency or disaster.
  o Preserve essential records.

▪ City of Mercer Island departments will develop and update their operational plans that will enable them to:
  o Develop and implement policies or plans in advance that reduce the effects of an emergency or disaster.
  o Establish guidelines and operational plans or procedures for continuity of government.
  o Develop the ability to accomplish their functional role during an emergency or disaster and afterwards for recovery.
  o Support the City's Emergency Management mission.
  o Communicate with the City EOC.
  o Support other City departments and local jurisdiction responders during mutual aid

response and by staffing the City EOC with qualified and trained personnel.

- o Provide various reports as necessary per the ICS forms requirements, including but not limited to: proclamation of emergency, preliminary damage assessment (PDAs), incident action plans (IAP), requests for assistance (RFA), situation reports (SitRep), and damage assessment reports.

- The City may conduct functions outside its territorial limits as part of mutual aid, and as signatory to the King County Regional Disaster Plan (RDP) or other plans.

- State and Federal assistance may be available for disaster response and recovery operations under the provisions of RCW 38.52, the NRF, and Public Law 93-288.

C.   Considerations

Major emergencies and disasters are a recurring fact of living and doing business, especially in the past decade; their impacts and costs have increased substantially. Their causality can stem from nature, human-caused and technological mishaps, or even from acts of civil unrest, terrorism, subversion and war.

While we do not have the advantage of knowing when and where major emergencies and disasters will occur, nor how much destruction they might create, we can take prudent steps in advance to mitigate the most harmful effects and outcomes, sometimes substantially. Thus, by effective stewardship the City's emergency preparedness activities can reduce:

- Casualties;
- Infrastructure, property damage, environmental damage;
- Loss of services; and/or
- Human suffering.

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III.   ROLES AND RESPONSIBILITIES

The CEMP assigns roles and responsibilities for City departments and generally states other organizations involved in supporting the CEMP. Each department's role is identified with the understanding that roles may change depending on the situation.

The responsibilities for Emergency Support Functions (ESFs) are listed under each ESF function. Responsibilities for each ESF are led by a primary department or jointly. Additionally, each ESF has supporting departments and agencies that assist the primary department(s).

A.   Organizational Roles and Responsibilities

Departmental responsibilities during mitigation, preparedness, response, and recovery phases are identified and documented in this CEMP and departmental SOPs or operational plans.

Departmental roles and responsibilities are developed for each ESF identified in this Plan. The ESF emergency operational guidelines and checklists will be developed, updated and maintained in the departmental SOPs or operational plans and a copy for the EOC Handbook, by the primary ESF lead.

Departments should be able to carry out their responsibilities in an EOC setting.

Preparedness education, training, and plan maintenance is completed to validate emergency plans, guidelines and procedures.

B.   Organization

The City of Mercer Island is organized under a Council-City Manager form of government. Members of the City Council make up the legislative branch and the appointed City Manager is the executive branch of government. The City Council is responsible for overall policy direction of the City and the City Manager is responsible for implementing such policy.

The Emergency Manager or designee manages all EOC activities during an emergency or disaster.

During an emergency or disaster, the EOC operates under the Incident Command System (ICS) and adheres to the National Incident Management System (NIMS) and National Response Framework. Detailed EOC guidelines, emergency contacts, and organizational charts are in the EOC Manual and the CEMP both located within the EOC.

Normal organizational structure of departments will be maintained as much as possible in an emergency or disaster situation, but other tasks may be assigned.

The Emergency Manager coordinates Mercer Island's Emergency Management program, policy recommendations, development of the CEMP, which provides the framework for departmental, citizen organization and activities related to mitigation, preparedness, response, and recovery.

Additionally, the Emergency Manager coordinates the Mercer Island Emergency Volunteers, consisting of citizen volunteer disaster response teams. The volunteer teams consist of: Disaster Medical emergency well operation,, search & rescue, sheltering, to include food services team, disaster mental health team, , child care, senior care, animal shelter care, damage assessment, communications, resource acquisition and distribution, transportation, faith community and business community liaisons.

The Emergency Manager acts as subject matter expert for the incident.

During normal operations the Emergency Manager coordinates planning, development, and preparation of Emergency Management activities with staff, Volunteer Disaster Teams, Zone 1, King County Regional Communications and Emergency Coordination Center (RCECC), State Emergency Management Division (EMD), and other partners.

The City of Mercer Island department Directors and staff will use best efforts to update and maintain operational plans and capabilities, which include departmental standard operating procedures (SOPs) or continuity of operation plans to facilitate mitigation, preparedness, response, and recovery activities in the event of an emergency or disaster.

C.   Responsibilities
    1.   Overview
        a.   Participating City departments and those agencies and organizations with joint-primary, primary, support primary, and support responsibilities for performing ESFs are shown in Emergency Support Function (ESF) Participating Departments Responsibilities Matrix, Appendix E. General roles and responsibilities for specific City departments are presented in the City Department Roles and Responsibilities sections of the Basic Plan. City departments should look to their departmental SOPs or continuity of operation plans for detailed roles and responsibilities.
        b.   Warning and notification of impending emergencies or disasters is provided to Directors and staff via the Emergency Manager or by other mechanisms as stated in ESF 2.
        c.   The EOC is activated by the emergency manager or designee. EOC activation can be made by the highest level of authority available until other personnel arrive to assume responsibility. Designated staff report to the EOC to coordinate response efforts and support field operations. The EOC may be activated when Mercer Island resources are unable to currently, or in the future, meet the need of the incident.
        d.   The EOC is responsible for evaluating a situation to determine if a Proclamation of Emergency by the Mayor is necessary. The proclamation is coordinated and documented with the City Manager's Office and the City Attorney, or designee.
        e.   The City of Mercer Island departments are expected to carry out their responsibilities outlined in this plan, utilizing their best judgment and in a coordinated manner. The EOCT will act as advisors to the Emergency manager in dealing with problems caused by the disaster, and in coordination with the situation.
        f.   It is the City's policy to continue to provide vital services to the community during

emergency or disaster conditions, while maintaining a primary concern for life safety. In the event of a widespread disaster that necessitates the activation of the EOC, the following procedures shall be followed:

g. During non-work hours, all City employees are encouraged to ensure the safety and welfare of their families and homes. After making any necessary arrangements, City employees are required to report to work, pursuant to departmental SOPs or operational plans. The EOCT must approve any departmental SOPs or operational plans that are less restrictive than this policy.

h. If the emergency manager determines that an emergency may develop after regular business hours, employees may be notified that they are in "stand-by" for emergency duty. When this occurs, employees may be asked to stay at work after regular hours, or employees may be directed to call in to their voicemail on a regular basis through the evening or weekend to listen for a message advising them of whether they need to report for duty, or through another method.

i. KIRO 710 AM radio, MIHS Radio Station 94.5 FM as well as other city designated social media sites along with weather radio stations provide official emergency alert system (EAS) messages and reports infrastructure situations.

- During work hours: Departments shall make every effort to allow employees to check promptly on the status of their families and homes, provided that doing so does not compromise life safety or overloading communication systems, and emergency response functions as defined in the City's CEMP.
- City employees are expected to use reasonable measures to ensure they will be able to report to work during an emergency on regular workdays if they can do so safely.
- The City Manager or his/her designee will determine the instances when an allowance for time off for unusual circumstances will be made for any employee.
- EOCT approved departmental guidelines are found in each department's SOPs or operational plans.

j. Employees required to report to the EOC or their designated reporting location per their departmental SOPs or operational plans should bring a preparedness kit with supplies to last a minimum of seven days. All employees will check in with the registration desk at the EOC (Council Chambers) to let them know they are ready for duty and may be assigned to a location or task other than their normal duties.

k. When a major emergency or disaster occurs, it is anticipated that City departments and other responding organizations will organize their areas of responsibilities into manageable units (based on the Incident Command System), assess damages, and determine needs.

l. If the City of Mercer Island resources cannot meet the needs created by the emergency or disaster, a Proclamation of Emergency and a request for State mission number is made to the King County ECC and state EMD. Additional assistance may then be requested through existing mutual aid or through the EOC.

m. In the event a situation is, or will become, beyond the capabilities of the resources of the City of Mercer Island and those provided through mutual aid, the Emergency manager or designee may request assistance through Zone 1, , King County ECC, and

or through the State EMD directly. Zone 1

n. In the event of an emergency, the deployment of resources will normally be coordinated through the EOC. Resources utilized to support City operations may be placed or remain at staging areas until specific assignments can be made.

o. In the event of communications failure in a disaster, any City facility or temporarily established site may act as a remote EOC for its local area until coordination can be established from the Mercer Island EOC. Each may serve as a command post, staging area, triage station, emergency communications center, or in any other functional capacity appropriate for the situation.

p. The registration, management, and assignments of volunteer Emergency Workers will be coordinated through the Human Resources Manager and Volunteer Lead located in the Court Room.

q. All City personnel may be assigned other duties depending on the situation and event.

D.   EOC Activation Levels

The EOC is organized into functional levels that coordinate with one another as well as with external agencies and resources. The Emergency Manager oversees all functions as
well as Public Information activities. The City Manager coordinates with key officials at the Executive/Policy level.

a. Level Three

Minimal staffing available to monitor the situation, answer the main EOC phone line, call in additional staff if needed, and provide limited support to field operations as requested. Examples include: Certain weather advisories or watches, a planned community event, and/or minor field incident needing minimal support.

A level three activation may also be done remotely with the EOC Duty Officer performing all functions and utilizing the EOC Duty Officer phone as the main EOC line.

b. Level Two

Minimal staffing of all appropriate EOC sections to facilitate interdepartmental coordination, public information dissemination, and information collection and distribution through situation reports.
Examples include: moderate earthquake requiring damage assessment, major wind or winter storm, mass evacuation, etc.

c. Level One

Full staffing to perform all required functions of the EOC.

Examples include: major earthquake, active shooter, or multiple departments involved in full response or support to another major incident.

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E. EOC Locations and Restoration of City Services

Primary EOC Location
Mercer Island City Hall Lower Floor
9611 SE 36th St.
Mercer Island, WA 98040

Alternate Location
Mercer Island Community and Event Center
8235 SE 24th
Mercer Island, WA 98040

Restoration of City Services
Efforts to restore city/public services to a basic functioning level shall be generally prioritized as listed below.

Tier I
- Emergency responder communications
- Vehicle access to emergency medical facilities
- Fire control, hazard mitigation and general rescue
- Emergency medical services
- Security and public order
- Water production and distribution
- Waste water collection

Tier II
- Electrical service
- Telephone service
- Natural gas service
- Vehicle access on arterial and collector roadways
- Internal communications

Tier III
- Normal incident command to govern response then includes property protection and protection of the economy and the environment. All other city and public services will be restored as soon as possible at the direction of the Incident Commander after consulting with the Mayor and the Chief Administrative Officer.

F. Roles and Responsibilities In the Event of an Incident

City departments and key positions are listed first and all other participating agencies, such as the American Red Cross, Mercer Island Emergency Volunteers, Mercer Island School District (MISD), and private sector organizations are listed at the end. City departments are responsible for developing, training, exercising, evaluating, maintaining internal departmental SOPs or operational plans, and maintaining and updating ESF responsibilities to which they are assigned

by this CEMP. All departments support each ESF and coordinate their training as requested by the primary responsible department.

The following responsibilities are for each department. This list is not all-inclusive, but does include critical responsibilities that are necessary for preparedness, response, and recovery of an emergency or disaster.

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1. Elected Officials

The City Council includes seven separately elected members. The Mayor is one of seven council members who are each elected directly by the people for staggered four-year terms. All represent the community at large.

The role of the City Council is to establish City law and policies by passing ordinances and resolutions. It also appropriates funds for special requests and unanticipated expenses.

In the event of a disaster:
- Ensure your safety and that of your family
- Check safety of your home – gas leaks, structural damage, etc.
- Expect a call, e-mail or visit from MI staff reference a schedule for briefings once the incident has been assessed.
- Be available for contact with community members regarding impacts of emergency and associated needs.
- Remain a leader to the community. Offer assurance that the Emergency Operations Plan is being used, the EOC is activated, first responders and field crews are assessing situation, etc.
- Assist with media briefings *if requested by Emergency manager.*
- **Mayor or Deputy**: Sign local proclamation of emergency as recommended by Emergency manager.
- Proclaims special emergency orders under RCW 38.52.070.
- **Council**: Ratify the proclamation of emergency at next regularly scheduled Council meeting and every 14 days thereafter during a state of emergency.
- Enact any necessary emergency measures as recommended by the City Manager or his designee.
- Assist in hosting visiting dignitaries (state and federal elected officials)
- Appropriate funding for emergency response and recovery
- Provide policy direction (i.e. proclaiming local state of emergency, evacuation or shelter in place orders, Post event restrictions on commerce or transportation, formally requesting resources and support of other jurisdictions, enacting and/or developing other disaster-specific ordinances).
- Request assistance from the King County Executive through the King County office of Emergency Management, or from the governor through the King County Executive, in the incident a situation is, or will become, beyond the capabilities of the resources of the City and those provided through mutual aid.
- Provide visible leadership and ensure that public is kept informed.
- Pay for special requests and unanticipated expenses.
- Help resolve conflicts between local agencies in an emergency.
- Approve at the earliest practicable time after their issuance, rules and regulations reasonably related to the protection of life and property, which is affected by a disaster, such rules and regulations having been made and issued by the Director of Emergency Management (Emergency manager) pursuant to RCW 38. 52
- Approve mutual aid agreements.

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2. City Manager

ESF 5 Joint Primary:	Emergency Management
ESF Support:	All ESFs

- Ensures all directors have been notified of EOC activation.
- Obtains briefing from Emergency Manager.
- Assess situation, define the problem, overall strategy, need for evacuation, estimate of incident duration.
- Assists with emergency response activities through the Emergency Manager
- Appoints the City Public Information Officer to coordinate preparation and dissemination of emergency information to the public and the media.
- Requests assistance when necessary from local jurisdictions per the Regional Coordination Framework (RCF), King County ECC, and Washington State EOC through the Emergency Manager.
- Prepares City Council and director briefings.

3. Emergency Manager

ESF 5 Joint Primary:	Emergency Management
ESF Support:	All ESFs

The **essential functions** of the Emergency Manager are to manage and maintain the Emergency Operation Center (EOC), Coordination with Citizen Volunteer Groups, City Training and Exercises, All-Hazards Public Education and Community Outreach.
- Check in and identify self as EM.
  - Open EOC if not already done
- Obtain briefing /assess situation / define problem and objectives.
  - Overall strategy
    - Open shelter if needed - (first aid/elderly/ displaced kids)
    - Contact / Coordinate volunteers, meeting point - court room
      - HS Radio station 94.5 FM
      - PSA sent out by PIO to public
    - Determine need for evacuation
- Prepare the emergency proclamation at the request of the City Manager and once signed by the Mayor or next in line of succession, notify the appropriate county, state, and federal agencies following the proclamation of the emergency or disaster. Get mission number if one not assigned / state of emergency declaration if needed.
- Assist IC in briefing Section Chiefs as needed / perform their checklist functions – maintain their activity logs
- Takes joint lead in the administration and execution of ESF 7 (resource support).
- Assists IC in overall direction and control of emergency operations as the City's Emergency Manager and helps manage the EOC during activation.

- Determine availability of:
    - Personnel - **HR**
    - Resources
- Coordinates dissemination of emergency warning information though the Emergency Alert System (EAS) of the King County Sheriff's Office (KCSO) Communications Center PIO
- Receives warning of impending emergencies to affected area(s) via the Communications Centers (911) and other sources and notifies staff.
- Implements Incident Action Plan.
- Establishes liaison with other cities, county, state and federal
- Conduct briefings as needed – 12 hours' time frame if possible.
    - Approves all PIO news releases for dissemination of information to the public and the news media regarding personal safety or survival, emergency and City response actions, and the details of disaster assistance programs and other information as deemed appropriate.
    - Manages the continuity of resources (technical, administrative, and material) to support 24-hour operations for a protracted period.
    - Work with City Attorney to ensure that the application for Public Assistance is made within the state guidelines.
    - Coordinates City assets to support other local jurisdictions in need of supplemental emergency or disaster assistance.
    - Receives and assists IC in approving requests from local jurisdictions for specific city, emergency and disaster related assets and services.
    - Assists IC in establishing evacuation measures needed to support civil emergencies.
    - Reviews response and recovery costs, Hazard Mitigation Assessment and FEMA Recovery Teams for federal Public Assistance Programs.
    - Directs demobilization plan when needed.
    - Provides after action report
    - Maintains EOC Resource book prior to EOC activation – updated by Logistics Section when EOC activated.
    - Manages and maintain the Emergency Operation Center (EOC).
    - Manage and maintain the Emergency Radio Operators (MIRO).
    - Coordinate with citizen Emergency Volunteer Teams.
    - Coordinate City emergency preparation activities with various city, county, state, and federal agencies.
    - Develop and facilitate the update of the CEMP and other plans as required.
    - Exercise the CEMP with City personnel per the citywide annual training plan using the incident command system (ICS).
    - Coordinate all disaster preparedness activities for the City.
    - Act as a spokesperson for Emergency Preparedness and management; coordinate City emergency preparation activities with various city, county, state, and federal agencies, conduct and evaluate testing of emergency plans.
    - Obtain vital supplies, equipment and such other properties found lacking and immediately needed for the protection of the life and property of the people, and

bind the City for the fair value thereof, and, if required immediately, to commandeer the same for public use. 2.20.070 Disaster powers of director.

- Require emergency services of any City officer or employee, and to command the aid of as many citizens of this community as s/he thinks necessary in the execution of his/her duties; such persons shall be entitled to all privileges, benefits and immunities as are provided by state law for registered Emergency worker volunteers (as defined by Washington Administrative Code 118-30). 2.20.070 Disaster powers of director.
- Requisition necessary personnel or material of any City department or agency.

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4. Public Information Officer

ESF 15 Primary:	External affairs
ESF 2 Support Primary	Information Systems and Warnings
ESF Support:	All ESFs

- Serves as the primary Public Information Officer (PIO), with Police and Fire PIO assistance, as requested.
- Is involved in EOC briefings.
- Set up telephone designated for media only.
- Set up checklist of news media agencies (email/phone list) to contact.
- Set up liaison with surrounding agencies for uniformity in releases – assemble/ prepare releases.
- Disseminates information to the public, staff and the news media regarding personal safety or survival, emergency and City response actions, and the details of disaster recovery assistance programs. After an emergency or major disaster declaration by the President, City public information programs can be coordinated with those of the county and state government for local use.
- Develops the format and guidelines for press conferences as required.
- Documents PIO emergency related activities, costs, maintains log.
- Assists in the identification and preservation of essential media and dissemination of records. Provides checklist of news media and agencies to contact.
- Manage the Joint Information Center for centralized City coordination of information associated with an emergency and to coordinate information with other governmental responders.
- Support efforts to provide transportation solutions to commuters.
- Provides for media relations, website management, government access cable TV programming, and print communications.

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5. Liaison Officer

ESF 5 Support Primary:	Emergency Management
ESF 15 Support Primary	External affairs
ESF Support:	All ESFs

- Provides the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.
- Provides information and direction to City departments on identifying the terms and agreements with assisting agencies concerning the release of resources and special needs.
- Identifies and determines capabilities of cooperating agencies: American Red Cross, Utility Companies, Army Corps of Engineers, MOU's with private companies, etc.
- Establishes and maintains communication with cooperating and assisting agency managers.
- Identifies resources needed and assists in obtaining and allocating said resources to the necessary areas.

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6. **City Attorney/ Safety Officer**

ESF 5 Support Primary:	Emergency Management
ESF 13 Support Primary	Public Safety
ESF Support:	All ESFs

- Provide and coordinate legal advice to EOC as it pertains to disaster planning, mitigation, response, and recovery.
- Review agreements, contracts, and other emergency or disaster-related documents for form and content.
- Refer inquiries for consumer protection and fair business practices services to the Washington State Consumer Protection Agency.
- Prepare Proclamation of Local Emergency.
- Obtain proclamation signatures.
- Prepare other necessary emergency ordinances and resolutions.
- Provide legal review of emergency plans and supporting documents to ensure compliance with local, state and federal agencies.
- Provide applicable laws to the Public Information Officer, the Director of Emergency Preparedness and/or others during preparedness, response, and recovery activities.
- Provide liability releases for volunteers. Any spontaneous volunteer must be a registered emergency worker and operate in a good faith attempt to protect lives, property, and the environment in accordance with RCW 38.52.180 on behalf of the City of Mercer Island. All registered emergency workers are accorded liability coverage and indemnification.
- Coordinate, as appropriate, mitigation and preparedness activities within the City as they relate to risk management.
- Review emergency contracts for City liability considerations.
- Coordinate the purchase of appropriate insurance policies for the City.
- Provide for identification and preservation of vital risk management records.
- Provide documentation and claims information to the Director of Emergency Preparedness and the City's insurance carriers following a disaster.
- Make sure hard copies of legal forms are in go box.
- Provides and coordinates legal advice to City departments, the Executive Branch and the EOCT as it pertains to disaster response and recovery, and risk management.
- Reviews agreements, contracts, and other emergency or disaster-related documents for form and content.
- Prepares Proclamation of Emergency for signature(s).
- Obtains proclamation signature(s).
- Prepares other necessary emergency ordinances and resolutions.
- Provides legal review of emergency plans and supporting documents to ensure compliance with local, state and federal agencies.

- Provides applicable laws to the City Manager, Emergency Manager, and the Public Information Officer (PIO), or designee, during response and recovery activities.
- Documents emergency related costs and activities.
- Any spontaneous volunteer must be registered as an Emergency Worker and operate in a good faith attempt to protect lives, property, and the environment in accordance with RCW 38.52.180 on behalf of the City of Mercer Island. All registered Emergency Workers are accorded liability coverage and indemnification under Chapter 118.04 WAC. However, volunteers claiming to be EMT's or licensed medical professionals must be able to provide credentials to prove such.
- Reviews and updates Mercer Island Emergency Worker Registration Application for legal content.
- **Serves as the Risk Manager / Safety Officer:** Ensures the coordination of multi-agency safety efforts, ongoing assessment of hazardous environments, emergency responder safety, and operational safety. Exercises emergency authority to stop/prevent unsafe acts during incident.

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7.   Police Department (Operations Sections)

ESF 5 Primary:	Emergency Management
ESF 13 Primary	Public Safety, Law Enforcement, Security
ESF 20 Primary	Defense Support to Civil Authorities
ESF 24 Primary	Evacuation
ESF 2 Joint Primary	Telecommunications, info. systems, warnings
ESF 15 Joint Primary	External affairs
ESF 9 Joint Primary	Search & rescue
ESF Support	All ESFs

The **essential functions** of the Police Department are Administration, Patrol, Traffic, Investigations, Administrative Support, Operations Support, and Prisoner Care/Custody.

- Provides local law enforcement operations within the City.
- Provides command and control for field operations though established command posts as appropriate.
- Assists in the dissemination of warning and alert information to the citizens as needed by reverse 911, public address system, megaphones, leaflets or door-to-door.
- Coordinates law enforcement and traffic control throughout the City.
- Enforces traffic regulations.
- Provides emergency traffic control.
- Supports Fire Division and/or mutual aid in hazardous materials incidents.
- Supports Fire Division and/or mutual aid in radiological monitoring.
- Supports Fire Division and/or mutual aid in explosive device identification, handling, and disposal.
- Serves as lead department in the City EOC for coordinating law enforcement activities.
- Provides active security at the EOC during activation.
- Acts as liaison between City EOC personnel, military, FBI or special operations personnel responding to an emergency or disaster.
- Provides Marine Patrol services for the City and contracted jurisdictions.
- Provides for waterfront reconnaissance of disaster impacted areas and emergency missions.
- Provides coordination to the Medical Examiner's office, and upon any fire related death, the State Marshall's office will be contacted immediately.
- Provides Police Officer public information officer support to the City Manager's office, during EOC response or recovery activities, as requested.
- Takes the primary lead in the administration and execution of ESF 20, 22, 24, and the Terrorism Incident Plan (TIP) Annex A, joint lead in ESF 2, and support primary in ESF 9.

- Maintains continuous preparedness and response communication capabilities through the Public Safety Answering Point (PSAP), known locally as the Communications Centers (911), and other methods.
- Provides telecommunications resources in support of citywide operational requirements, in accordance with ESF 2 – Telecommunications / Information Services and Warning.
- Provides information on emergency situations and locations to the EOC, PIO, and EICC (Phone Bank) during activation.
- Provide for assistance in urban search and rescue activities.
- Provide emergency traffic control.
- Provide direction and control for evacuation efforts as appropriate (coordinate with Fire and Public Works).
- Provide support in the dissemination of emergency warning information to the public.
- Provide explosive device identification, handling, and disposal, or coordinate this activity with the appropriate agency.
- Provide security for the Emergency Coordination Center (EOC) and equipment.

8.   Fire Department (Operations Sections)

ESF 4 Primary:	Fire Fighting
ESF 9 Primary	Search & Rescue
ESF 10 Primary	Hazardous Materials
ESF 8 Primary	Public Health and Medical Services
ESF 5 Support Primary	Emergency Preparedness
Annex A Support Primary	Damage Assessment
ESF Support	All ESFs

The role of the Fire Department is to continuously protect and preserve life and property through quality education, prevention, and rapid emergency response.

The essential functions of the Fire Department are Fire Administration, Fire Suppression, Fire Prevention, Public Education/Public Information, Training, EMS (Basic Life Support) and Fire Facilities.

- Establish radio communications with field units.
- Fire Dept. EOC Staff will receive a status report from Fire Dept. Field Units
- Track incident data.
- Update EOC status sheets.
- Provide fire suppression services.
- Provide light and limited heavy rescue.
- Provides emergency medical services with limited transportation to hospitals/ clinics.
- Provides direction and control for search and rescue activities.
- Provides command and control for field operations through established incident command posts as appropriate.
- Coordinates the provision of citywide search and rescue and if necessary, supplement the efforts of other local jurisdictions in need.
- Provides preliminary damage assessments (PDAs) for fire station facilities (ATC-20) to the EOC.
- Field units will regularly update the EOC as to conditions witnessed within the community.
- Provides direction and control for evacuation efforts as appropriate.
- Provides support to the Police Department in the dissemination of emergency alert and warning information to the public, as requested.
- Pre-determine an on island medical facility to transport serious medical cases, all other minor medical injuries to be transported to the MICEC. Volunteer Medical Team Doctors will be able to assist in staffing the clinic.
- Maintain pre-designated morgue sites as a resource.
- Coordinates with mutual and automatic aid and outside agencies as appropriate on hazardous materials incident response, radiological monitoring, or terrorist incidents within the City.

- Provides support to other departments in utility restoration efforts.
- Develops emergency and evacuation plans for facilities.
- Coordinates for repair and reconstruction of department facilities.
- Assist and support other department in the EOC.
- Provide direction and control for evacuation efforts as appropriate (coordinate with Police Department).
- Provide support to utility restoration efforts upon request.

9. Public Works Department (Operations Sections)

ESF 1 Primary:	Transportation
ESF 3 Joint Primary	Public Works and Engineering
ESF 12 Primary	Energy
ESF 11 Joint Primary	Agriculture and Natural Resources (Food & Water)
Annex B Support Primary	Evacuation and Movement
ESF Support	All ESF's

- Inventory status of essential city services:
  - Streets, storm drains, lift/pump stations, water delivery, bridge status
- Coordinates with DSG to develop building emergency plans for City facilities that include damage assessments, debris removal, and engineering services.
- Provides initial damage assessment findings to the EOCT if activated.
- Contracts with vendors for major repair work as appropriate.
- Performs as primary lead for the Hazard Mitigation Plan (HMP).
- Takes primary lead in the administration and execution of ESF 1, 3, and 12.
- **Support Services Team**
  - Maintains the City's fleet of vehicles and equipment, and provides and dispenses emergency supplies of fuel for vehicles and generators.
  - Executes initial damage assessment of Maintenance facility, and provides emergency repairs as required to operate.
  - Maintains food, water, and other associated supplies for Maintenance employees.
  - Maintains supplies of operational equipment.
- **Utility Team**
  - Coordinates with Capital Projects Team on utility damage and prioritization of emergency repairs.
  - Provides light and heavy equipment and supplies.
  - Responsible for initial damage assessments of water and sewer systems.
  - Executes necessary emergency repairs to utilities as needed.
  - Provides support to Development Services Group (DSG) regarding the stability of slopes and sensitive areas during recovery efforts.
  - Implements emergency water resource plan for conserving and distributing water during a drought or emergency or disaster.
  - Coordinates operation of the emergency well.
- **Capital Projects Team**
  - Coordinates engineering requirements on utility and street repairs.
  - Coordinates planning processes for reconstruction.
  - Assesses damage to utilities and roadways.
  - Coordinates with private utilities the restoration of public utilities to critical and essential services.
  - Coordinates emergency repairs.

- Manages construction contracts for major permanent repairs.
- **Right of Way Team**
    - Responsible for initial damage assessments to roads, transportation routes, debris clearance estimates, identifies alternate routes and provides temporary traffic control devices.
    - Executes necessary emergency repairs to open critical transportation routes.
    - Develops emergency and evacuation plans for department facilities.
    - Provides support to the Fire Division in hazardous material incident responses to City streets.
    - Provides support to Development Services Group (DSG) regarding the stability of slopes and sensitive areas during recovery efforts.
    - Provides expertise and recommendations for reconstruction, demolition, and mitigation during the recovery period.
    - Provides support to citywide evacuation planning and assist in evacuation efforts.
    - Provide barricades for road closures, traffic control measures, and operational control of traffic signals within the City.
- Provide support to citywide evacuation planning and assist in evacuation efforts as appropriate (coordinate with Police/Fire/Planning/Parks).
- Provide field communications support through existing communications equipment.
- Provide support in hazardous material incident response to City sewers and streets, waterways, and storm drains.
- Provide information and recommendations on traffic routes during flooding situations.
- Takes the primary lead in the administration and execution of ESF 1, 3, and 12.

10. **Development Services Group Department / (IGIS) (Planning Section)**

ESF 14 Primary:	Long Term Community Recovery
ESF 23 Primary	Damage Assessment
ESF 3 Joint Primary	Public Works and Engineering
ESF Support	All ESF's

- Locate pre-established building / facility priority inspection list
- Provide a copy of Small Works Roster to EOC to assist city with vendors.
- Takes the primary lead in the administration and execution of ESF 14 AND Annex A.
- Provides support in initial damage assessment / windshield surveys of City's infrastructure.
- Coordinates and compiles initial preliminary damage assessments (PDAs) and safety evaluation of essential citywide facilities, as priority.
  - City Hall / MICEC (shelter sites)
- Provides initial damage assessment (ATC-20) for both residential and business structures within the community.
- Provides expertise and recommendation for reconstruction, demolition, and structural mitigation during recovery period.
- Provides mitigating seismic retrofitting, flood proofing, land use practices and building codes.
- Provides streamlined permit process for disaster recovery efforts.
- Provides support to other departments in field activities as appropriate.
- Provides support to the Fire Division in the assessment of structures during rescue operations.
- Provides situation reports.
- Develop plans to deal with land use, environmental impact, and related mitigation issues before and following disasters.
- Provide expertise and recommendations for construction, demolition, and mitigation before and after a disaster.
- Develop Citywide evacuation plans to include transportation, transportation routes, and coordination with supporting agencies and surrounding jurisdictions.
- Determine building safety within the City and recommend evacuation as appropriate (coordinate with Police/Fire).
- Coordinate the establishment of Disaster Assistance Centers to support community recovery efforts.
- Assists Human Resources in employee notification, support, feeding, and shelter programs.
- Provide assistance in ongoing damage assessments of City infrastructure and emergency restoration of department facilities.
- Assist in major recovery work for City facilities.
- Provides emergency approval of trades people for use in recovery.
- **Customer Service Team**

- Provides support for streamlined permit process for disaster recovery efforts.
- Maintains permit-tracking database.
- Documents departmental emergency related activities and costs.
- **Engineering Team**
  - Implements transportation planning and traffic management.
  - Coordinates transportation improvements.
  - Reviews and monitors storm water drainage.
  - Implements and enforces engineering standards.
  - Protects public utility infrastructure with quality reviews and field inspections.
  - Provides support to other departments in field activities as appropriate.
  - Provides support to the Fire Division in the assessment of structures during rescue operations.
  - Adheres to Public Disclosure laws [RCW 42.56.210(1)] for disseminating infrastructure information

11.   Human Resource Director (Services Branch of the Logistics Section)

ESF 7 Joint Primary:	Resource Support - Volunteer
ESF 6 Support Primary	Mass Care, Human Services, feeding
ESF Support:	All ESFs

- Checks staff in and out – roster.
- Register / background / certification checks on all emergency volunteers, providing them with volunteer registration kit which includes ID badge, vest, rosters, signage, etc.
- Maintains Information boards.
- Calls employees to duty in coordination.
- Tracks employees, and their duties, which are activated and assigned.
- Maintains guidelines and procedures and coordinates the registration and management of temporary Emergency Workers and their assignments.
- Maintains, updates, and re-supplies the four mobile registered Emergency Workers registration kits.
- Registers, and checks credentials of spontaneous volunteers as Emergency Workers and works with Volunteer coordinator to assign volunteers to their job in accordance with the EOCT's needs. – Volunteers are instructed to meet/ assemble in the courtroom.
- Documents all Human Resource related activities and costs.
- Takes joint lead in the administration and execution of ESF 7
- **Takes lead in feeding EOC, City personnel, volunteers as needed.**
- **Plans menus, feeding schedule, inventory of food on hand, reorder as needed through Logistics Section.**

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12.   City Manager's Office (Service Branch of Logistics Section)

ESF 7 Joint Primary:	Resource Support - Volunteer
ESF 6 Support Primary	Mass Care, Human Services
ESF 2 Support:	Telecommunications

- Provides information and direction to City departments on requirements for the identification and preservation of essential City records.
- Manages incident tracker
- Assists Human Resources with the registration of Emergency Workers.
- Maintains historical records of all local or civil emergency proclamations.
- Assist HR in feeding EOC/ Emergency workers
- Takes joint lead in the administration and execution of ESF 7.

13.   Parks Department (Mass Care Branch of Operations Section)

ESF 6 Primary	Mass Care, Housing, Human Services, Special Needs, Pet Shelters
ESF Support:	All ESFs
ESF 1	Transportation

- Designated lead for the City of Mercer Island citywide mass care and sheltering needs.
- Develops plans for mass care and sheltering that includes coordination with other organizations, transportation, emergency supplies in containers, and staging areas as appropriate. Assists Emergency Manager with Community Points of Distribution (CPOD) training.
- Coordinates the utilization of City facilities for temporary mass care. Community Shelters including MICEC & additional designated back up shelters.
- Provides limited temporary shelter for "special needs" individuals.
- Provides limited temporary shelter for animals.
- Provides transportation of individuals during emergency situations to designated shelter sites as required.
- Develops emergency and evacuation plans for facilities under department management.
- Provides support to ESF 1 Transportation, in debris removal, traffic control, road closures, and protection of property.
- Arranges for alternate locations and transportation needs from which to operate buses, cars, light and heavy trucks, boats as necessary.
- Coordinates relocation activities and arranges resources through Finance to support response and recovery operations.
- Coordinates establishment of State and/or FEMA disaster assistance centers (DACs) to support community recovery efforts.

- Assists other department teams as requested.
- Takes the primary lead in the administration and execution of ESF 6.
- **Parks Maintenance Team**
  - Provides initial damage assessment for parks and department facilities.
  - Coordinates the use of City parks for staging areas for disaster operations, mass care, temporary housing, and / or debris or its removal in coordination with the Public Works Department, and / or EOCT.
  - Maintain inventory of operations equipment.
  - Coordinates servicing needs at the Mercer Island Community & Event Center.

14. Youth and Family Services Department (Mass Care Branch)

ESF 8 Joint Primary	Public Health and Medical Services
ESF 11 Joint Primary	Agriculture and Natural Resources (food & water)
ESF 6 Support Primary	Mass Care, Housing, Human Services, Special Needs, Pet Shelters
ESF Support:	All ESFs

- Develops and assist in implementing plans that utilize volunteer groups to identify and assist "special needs" for individuals in their homes and senior care facilities that may need assistance or shelter in an emergency or disaster.
- Coordinates and provides food and water for mass feeding or distribution.
- Supports Parks and Recreation Department in setting up mass care Community Shelters and transporting individuals to designated shelter sites (MICEC) as necessary.
- Develops emergency, safety, and evacuation plans for facilities under department management, including the Mercer Island Thrift Shop.
- Coordinates the receipt, storage, and distribution of donated goods.
- Coordinates with assisting agencies to establish disaster assistance centers (i.e. American Red Cross, FEMA, SBA etc.) to support recovery efforts.
- Manages, trains, and coordinates the Mental Health Volunteer Team in conjunction with the Emergency Manager.
- Takes the primary lead in the administration and execution of ESF 11, joint lead in ESF 8, and support primary in ESF 6
- Prepares meals for shelter sites.

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15. Finance Department (Finance Branch of Logistics Section)

ESF 7 Primary	Resource Support – Volunteer Info.
ESF Support:	All ESFs

- Manages and coordinates the financial aspects and details of the disaster assistance programs for reimbursement.
- Primary in ESF 7.
- Organize finance section units as needed:

    Documents   Retain and track all resource requests forms, attempting to fill requests as quickly as possible through first local means, MOU's, vendors, mutual aid, Zone 1, KCECC and lastly the state and FEMA.

    Resources   Maintains inventory of personnel, equipment, vehicles, and displays inventories status in EOC.

    Supply   Requests personnel, orders, procures and demobilizes supplies.

    Time   Keep track of all work hours for paid, contractors, volunteers, equipment.

    Claims   Manage compensation for injuries and claims arising out of the incident.

    Cost   Collect all cost data, provide cost estimates, prepare and process checks for payment during disaster.

- Assists all departments with the compilation of disaster related financial information.
- Assists in identifying sources of disaster funds if departmental budgets are exceeded.
- Coordinates disaster related purchases and expenditures and assists in developing and maintaining information about available resources.
- Coordinates with the Emergency Manager for completion of appropriate documentation and requirements for county, State and federal support for reimbursement.
- Coordinates the renewal of appropriate insurance policies for the City.
- Provides insurance documentation and claim information to the City Manager, Emergency Manager, the City's insurance carrier following a disaster, and FEMA as requested.
- **Updates citywide EOC resource book in the time of an EOC activation.**
- Assist in identifying sources of disaster funds if departmental budgets are exceeded and any budget adjustments that may be required.
- Provide information and direction to City departments on requirements for the identification and preservation of vital records.
- Coordinate disaster-related purchases and expenditures.
- Coordinate and review the compilation of disaster related financial information.
- Submit disaster related financial information to higher authority as appropriate.

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16. Information and Geographic Services Department (Planning Section)

ESF 2 Primary	Telecommunications/ Information Systems and warnings
ESF Support:	All ESFs

- Establishes and maintains a citywide communications capability and ensures supplies are on hand as needed to fulfill this function.
- Provides telecommunication support to the EOC, including the Communications Centers (911), coordination with the City's Mercer Island Radio Operators (MIRO), EOC and other support as priorities dictate.
- Provides City departments with guidance and direction for the protection and restoration of City telephone systems, computer hardware, software and data.
- Identifies actual and planned actions of commercial telecommunications companies to restore telecommunications capabilities and services to the Communications Centers (911), Police Records Center, EOC, and Public Safety, as priority.
- Coordinates the acquisition and deployment of additional telecommunications equipment, personnel and resources necessary to establish temporary communications capabilities within the affected area(s). Priority is given to the Communications Centers (911), Police Records Center, EOC, and Public Safety. HAM radio operators will be in room across from EOC as well as the shelter site to assist.
- Provides liaison for coordination with telephone service providers for the reestablishment of telephone service to the City government.
- Ensures and provides City departments with backup protection of computer hardware, software, server and data systems.
- Maintains and supports the EOC computer systems and equipment to the highest working order.
- Maintains and performs data backup and uninterrupted power supply (UPS) protection of all EOC systems when activated.
- Assists with the highest priority in providing computer support services during emergencies to the EOC and its staff.
- Coordinates the recovery operations of the City's computer and telephone systems following disaster situations.
- Provide geographical information systems (GIS) support.

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17. **Local American Red Cross (ARC) / FEMA / Homeland Security**

ESF 6 Support Agency	Mass Care, Housing, Human Services, Special Needs, Pet Shelters

- Coordinates its relief activity with the EOC through liaisons to the King County ECC.
- Provides, manages, and coordinates food, shelter and first aid for victims, bulk distribution of relief supplies, family reunification and direct assistance to families with verified event caused needs, as available.
- Provides mental health counseling for disaster victims in support of Youth and Family Services, as available.
- Coordinates, within its agreements, the provision of relief efforts by any volunteer organization actively engaged in providing relief assistance to disaster survivors in coordination with Washington Volunteer Organizations Active in Disaster (WAVOAD).
- Provides training for mass care shelter support staff, shelter operations and management.

18. **Mercer Island Emergency Volunteer Teams**

ESF Support Organization:	ESF 1,2, 3, 5, 9, 11, 14 20, 24
	ESF 6 Mass Care
	ESF 7 Resource Support, Appendix 1, Emergency and Worker Standards and Registration
	ESF 8 Public Health and Medical Services
	ESF All and Appendices

The Emergency Manager supervises the Mercer Island Emergency Volunteers and assists with coordination of the 15 volunteer disaster teams. There are 4 volunteer leads and 4 volunteer team leads for each team. The 15 teams encompass the following:

Disaster Response Teams:
- Medical
- Well Operation
- Search & rescue
- Sheltering
    - Mental Health
    - Child Care
    - Senior Care
    - Food Services
- Animal Shelter Care
- Damage Assessment
- Communications

- HAM Radio Operators (MIRO)
- Resource Tracking / Documentation
- Transportation
- Faith Community (warming & Cooling Centers) & Business Liaison
- Neighborhood Coordination

In the event of a disaster, Emergency Volunteers will meet at the Mercer Island City Hall Court Room, unless alternate locations are determined. The City Hall Caucus & Court Room will be used as a base of operations for the volunteer teams.

Emergency Volunteers will register and be assigned specific duties based on need and training. Refer to the Mercer Island Volunteer Operations Manual for specific team duties.

19.   Mercer Island School District (MISD)

ESF Support Organization:	All ESFs as needed depending on expertise required.

- Supports mitigation and disaster preparedness concepts of self-sufficiency for seven to ten days.
- Communicates and sends a MISD liaison to the City EOC in an event.
- Reports initial damage assessment to the City EOC.
- Supports City of Mercer Island emergency and disaster activities not limited to fuel, transportation, generators, shelter, and feeding.
- City use of MISD facilities are as follows. If an event happens, MISD has control over their facilities, coordination must be made with MISD and the City for co-use of the facility.

20.   Private Sector, Volunteer Organizations, and Others

ESF Support Organization:	All ESFs as needed depending on expertise required.

- Supports mitigation and disaster preparedness concepts of self-sufficiency for seven to ten days.
- Provides resources to assist in the response and recovery phases of emergency or disaster operations.
- Participates as members of the Mercer Island Emergency Volunteer teams.
- Participates and supports drills and exercises and by including the City in business and industry activities.

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IV.   CONCEPT OF OPERATIONS

A.   General

The City uses the Incident Command System (ICS), which is the model tool for *command, control,* and *coordination* when responding to an emergency or disaster.

This system provides a means to coordinate the efforts of the City, departments, and other organizations to work toward a common goal of stabilizing the emergency or disaster and protect life, property, and the environment. The Incident Command System (ICS) uses principles that have been proven to improve efficiency and effectiveness in a business setting and applies the principles to emergency response.

At the onset of an emergency or disaster, the City Manager will communicate with the Mayor and/or City Council for a declaration of Emergency. All City personnel are responsible for activating the City Emergency Operation Center (EOC) when appropriate. Each City department leadership will communicate and coordinate with the City Emergency Operation Center (EOC) to support the City's response structure and activities. City employees will activate their response processes and provide situation reports and damage assessments to the EOC. Each department impacted by the emergency or disaster will provide report information and emergency services to the City Emergency Operation Center (EOC), other City departments, and/or other organizations.

1.   Continuity of Operations

Continuity of Operations identifies the City's essential functions, lines of succession, devolution of control, alternate work sites, vital records, logistics, resources and annual training. This plan supports continuity of governance and the continuance of City services pre, during, and post emergency or disaster.

- The City of Mercer Island, in accordance with RCW 38.52, has the responsibility of coordinating Emergency Management activities as provided in the CEMP.
- Emergency Management in the City of Mercer Island is conducted under the four Emergency Management phases: mitigation, preparedness, response, and recovery.
- An integrated departmental Emergency Management approach involves hazard identification, vulnerability analysis, and risk assessment. An important Emergency Management step is setting priorities and moving towards reducing potential impacts of the worst hazards. This is done through mitigation and prevention strategies.
- If mitigating or preventing a hazard is not possible, then the City of Mercer Island must be prepared to respond and recover.
- The City of Mercer Island CEMP describes Emergency Management functions, the responsibilities of City departments and external agencies, and roles of volunteer citizens in an emergency or disaster. The City will coordinate resources to support the City departments, internally at first until resources are expended, then with local jurisdictions, county, state, mutual aid, or federal government resources. The City will assign emergency or disaster responsibilities based upon existing capabilities or

mutual aid agreements, including the King County RDP, or as provided in local emergency or disaster preparedness plans.

- Departmental and hazard specific SOPs or operational plans will be published separately by each department and will be consistent with the City of Mercer Island CEMP.
- If a weather warning alert or other notification is received by the Communications Centers (911) or the Emergency Manager, City departments will be notified. Departmental preparation activities will commence.
- At the onset of a sudden emergency or disaster, the City of Mercer Island departments, local jurisdiction EOCs, King County ECC, and the State EOC will communicate and coordinate with each other as the situation dictates. The EOC may or may not warrant activation. If EOC activation occurs, KC ECC and State EOC will be notified immediately, and a State mission number will be requested.

2. **Overall Coordination of Incident Management Activities**

- The City Manager with assistance from the Emergency Manager, coordinates emergency and disaster management activities through the authority given by the City Council as defined in Municipal Code Title 9.
- The City Emergency Operation Center (EOC) is the hub for emergency coordination and communication activities as directed by the Emergency manager. Coordination activities include Incident Command field locations, alternate work sites, Mobile Command Post(s), King County Emergency Coordination Center (KCECC), the State EOC, nongovernmental organizations (NGOs), and private industry.
- Those in highest authority will activate the EOC until others can arrive.
- Upon EOC activation, the department directors will convene in the City Hall Caucus Room to form the Policy Section of the EOC and to help setup up the EOC.
- The Emergency manager, coordinates and establishes response and recovery support priorities. Priorities are determined by the extent, size, duration, and complexity of the emergency or disaster and the availability of resources.
- The Emergency manager establishes the Incident Command System (ICS) and manages all EOC activities.
- The City of Mercer Island operates under the National Incident Management System (NIMS) and the Incident Command System (ICS) which consists of an Incident Command Team of major functional areas: Command Staff, Operations, Logistics, Planning, and Administration. Other areas may be added as warranted.
- City departments will communicate and assess response efforts. City departments with ESF responsibilities will activate.

3. **Concurrent Implementation of Other Plans**

Each department head is responsible for the management of staff and resources available to support and or respond to an emergency or disaster. Various plans must be completed and tested to ensure the department is prepared. When the City Emergency Operation Center (EOC) is activated besides the CEMP the following plans should also be activated or referred to:

Hazard Mitigation Plan

The Hazard Mitigation Plan identifies the local infrastructure and vulnerabilities associated within the City due to local technological or natural disasters. During an emergency or disaster, maps that were generated for this plan may be essential to the Planning Section. Other data may be for Public Works, Parks and Recreation and the Planning and Community Development Departments. A copy of this plan is located in the City Emergency Operation Center (EOC) and at: www.mercergov.org/emergencyprep

Department's Business Continuity of Operations Plan (COOP)

Business continuity planning ensures each Department can sustain an impact from an emergency or disaster to continue essential functions that support the City's primary public services. Each Department should have their own plan.

Some critical activities that support the continuance of essential functions are safety and security of personnel, recovery and restoration of critical business operations, and activities that support emergency response operations.

Certain activities may be suspended to enable the City to concentrate on providing essential functions and building internal capabilities necessary to increase and eventually restore normal operations. These essential functions may be done at the Department's primary work site or alternate work site(s).

Emergency Operation Center Plan (EOCP)

This plan is used by the City Emergency Operation Center (EOC) and each City Department, as required, for response operations specific to the operations of the City Emergency Operation Center (EOC). It details tasks and tactical activities to support the City Emergency Operation Center (EOC)'s response to a disaster. Copies of the EOCP are located in the EOC.

B.   Communications Framework

The City of Mercer Island will use normal communications and warnings systems as much as possible during a disaster.

The activation guidelines are executed upon initial impact of the emergency or disaster, generally 0 to 12 hours after the impact. The guidelines are:
- Notify emergency response personnel required to perform immediate and long-term essential functions including life safety for all employees in the City of Mercer Island.
- Notify employees and contractors regarding activation of this Plan and the initial level at which they will be assisting in the emergency or disaster.
- Notify appropriate authorities, managers of alternate facilities, Mercer Island Emergency Volunteers and other specified points of contact.
- Get directions and maps of routes from the primary locations to disaster field operating sites.
- Order the necessary equipment and supplies that are not already in place.

The City of Mercer Island's internal top priorities are people, property, environment, and information. Without staff, the City cannot respond or recover from an emergency or disaster. Notification begins as the emergency or disaster escalates. Each City department is responsible for notifying their personnel. The Department will determine when and how to contact each employee.

1.   Personnel Reporting to Work

It is the policy of the City of Mercer Island that all City offices remain open and in operation during established work hours. City employees are responsible for supporting the needs of the citizens of Mercer Island. All employees will make a concerted effort to report to work after an emergency or disaster. City staff will use any means to help determine roadway travel, safety measures, or commuting alternatives.

Essential Personnel
- All City personnel are required to perform the department's essential functions pre, during, and post emergency or disaster.
- Contractors are notified by department heads regarding activation of this Plan and the level at which they will be assisting in the emergency or disaster.
- Emergency Volunteers are contacted by the City Emergency Operation Center (EOC) and/or City departments as appropriate.
- Appropriate authorities, managers of alternate facilities, and other specified points of contact are notified by the City Emergency Operation Center (ECC) and/or City departments as appropriate.

2.   Ways to check for Information on Work Status

- Call your department.
- Check your email from home.
- Call your voice mail to listen to your messages.
- Call the City Main at 206-275-7600 (also EOC phone number)
- The City of Mercer Island Web Page.
- KIRO Radio AM 710.
- KOMO Radio AM 1000.
- KIRO Television: Channel 7.
- MIHS Radio Station 94.5FM

3.   Reporting to Work Requirements

All staff, if not already at work, will report to their department as soon as possible after becoming aware that an emergency situation exists, and after meeting family and home emergent needs. Staff will not wait for specific instructions but access public information as soon as possible.

Staff is to prepare to be on site for an extended length of time depending on the emergency or disaster. This might include bringing necessary medications and food supplies to the

work site. Staff who cannot respond within 3 working hours should report in as soon as possible.

If conditions require the department Director to announce a reduction of the department's operations during established work hours, the department head will advise department staff by any communication means and the City Emergency Operation Center (EOC).

4. Proclamation of Emergency

The Proclamation of Local Emergency is made by the Mayor and is the legal method which authorizes the use of extraordinary measures to accomplish tasks associated with responding to an emergency or disaster. The Proclamation is normally a prerequisite to state and federal disaster assistance. The City Council is advised of the proclamation as soon as practical.

The City of Mercer Island is a non-chartered code city, as such, RCW 35A states the succession of authority by which the proclamation may be issued. In the absence of the Mayor, such proclamation may be made by the Deputy Mayor and in the absence of the Deputy Mayor, by the City Manager or City Council Member.

The Proclamation authorizes the City to take necessary measures to respond to a disaster, protect lives, property and the environment and exercise the powers vested in RCW 38.52.070.

The City Attorney or Emergency Manager is responsible for the preparation of the emergency proclamation and once signed is responsible for the notification of appropriate county, state, and federal agencies following the proclamation of the emergency or disaster.

Requests to the Governor to proclaim a State of Emergency are made by the Mayor directly to the Governor or through the King County Emergency Coordination Center (KCECC). Declaration by the President is necessary for federal disaster relief funds.

C. Relocation

1. Assessing Building Safety

If the primary building facility is declared unsafe, the Department Director will make the determination to activate the alternate work site or make other arrangements and give instructions to staff about where and when to report for work.

For buildings that are not owned by the City and that house City Staff and or supplies, Developmental Services Group or a designee has the responsibility to determine building safety.

2. Primary/Alternate Work Site Information

There may be times when City offices are temporarily closed due to safety issues or

hazards that could affect employees getting to and from work, or from a threat that would affect their work place. The City Manager or designee is the primary authority for making such decisions, and when there is adequate forewarning and time the City Manager or designee will announce the decision and use all means available to advise employees.

## D.	Requests for Assistance

Requests for assistance may be required when the City's resources have been depleted and/or inaccessible. Interlocal agreements have been implemented to assure support from alternate sources. Additionally, requests can be made through the Regional Coordination Framework (RCF) as well as WAMAS (Washington Mutual Aid System).

Emergency funding may come from county, state, or federal government. Federal Emergency Management Agency (FEMA) funding may be available depending on the emergency or disaster and the accounting methods of the City during the emergency or disaster.

## E.	Prevention

A major emergency or disaster could happen at any time. The time of year, day of the week, time of day, and weather conditions are key variables that can have an impact on the seriousness of an incident and on the City's ability to respond.

The City's operational departments are prepared for emergencies but have limited resources. Additional resources are available depending on the situation. However, a major disaster would severely stress normal municipal systems, and would likely require outside assistance from other local, state, and federal governments.

In a disaster it is likely that local government response may be delayed, and that each City department and the public should be prepared to take care of their own basic survival needs for 7 days after an emergency or disaster.

An integrated emergency management approach involves hazard identification, risk assessment, and vulnerability analysis. An important step is setting priorities and moving toward reducing potential impacts of the worst hazards.

### 1.	Common Responsibilities – All Departments

- Each Department Director is responsible for defining and carrying out continuity of operations efforts to ensure their essential functions continue.
- Establish comprehensive business continuity strategies and activities to return vital systems to no less than minimum operating standards, with additional long-term activities designed to return life and business operations to normal or improved levels.
- Maintain a continuity of operations plan (COOP) that includes:
  - Identifying essential records, vital systems and operations.
  - Establishing priorities for reinstatement of systems and operations.

- Establishing maximum acceptable downtime before reinstatement to an acceptable system and operational level.
- Identifying minimum resources needed to recover essential functions.
- Conduct a business impact analysis in order to establish short and long-term recovery goals and objectives. These goals and objectives are recognized, but are not limited to, the following considerations:
  - Health and safety of employees and clients.
  - Continuity of operations and services.
  - Environmental and economic impact of emergencies or disasters.
  - Regulatory and contractual requirements.
  - Good will.
  - Conducting and managing ESF responsibilities.
- Conduct a Hazard Mitigation Plan to assess the City's vulnerabilities to local hazards.
- Maintain a Hazard Mitigation Plan that includes:
  - Strategic planning, to include budgeting for structural and non-structural repairs, and mitigation.
  - Management and coordination of recovery activities.
  - Managing fiscal operations and recovery funding.
  - Management of volunteer, contractual, mutual aid, and organizational resources.
  - Development and implementation of mitigation goals and activities.
- Develop department roles and responsibilities.
- Update and maintain operational capabilities and guidelines for facilitating response actions in the incident of an emergency or disaster.
- Maintain functionality and coordination with the City Emergency Operation Center (EOC).
- Maintain liaison and cooperate with local, county, and state emergency management organizations.
- Each City department has identified the following resource preparedness activities:
  - Conduct a resource need and availability assessment for an emergency or disaster scenario. Consideration is given to personnel, equipment, facilities, essential functions, critical operations, and materials for life and family protection safety.
  - Develop, update, and maintain a resource inventory.
  - Establish a method for resource coordination and integration among responding organizations, and individuals as required.
  - Develop and update service level agreements, mutual aid, and/or memorandums of agreement as required.

2.   Financial Considerations

Develop, update and maintain guidelines and procedures to document and report emergency or disaster-related expenditures to qualify for insurance, state, or federal reimbursement.

3. Pre-Incident Activities

- Ensure this Plan is kept current.
- Provide the City of Mercer Island employees with Individual and Family Preparedness training.
- Stock adequate emergency supplies to support employees and visitors for 7 days.
- Conduct training on post-earthquake preliminary inspections, evacuations, rescues, CPR and first aid.
- Safeguard property.
- Fasten down file cabinets, electronic equipment, items that can cause injury or damage.
- Effect a facility "lock-down" training to protect employees, visitors and property from a security threat.
- Provide lift and carrier devices for the disabled or injured.
- Ensure employees assigned to perform specialized functions maintain the proficiency to do so, including necessary certifications.
- Periodically test building warning systems and procedures to assure they remain functional.
- Participate in an annual fire drill.
- Participate in the City of Mercer Island's annual disaster exercise.
- Participate in county or state annual disaster exercises.
- Ensure essential primary and backup personnel are identified and that emergency phone lists and procedures are kept current.
- Periodically conduct drills to test employee readiness to implement department response processes and this plan.
- Support appropriate ESF coordination in developing and carrying out the ESF portion of this Plan.
- Ensure Mercer Island's Emergency Operation Center (EOC) assigned personnel maintain their proficiency to perform assigned Emergency Operation Center (EOC) duties.
- Ensure personnel assigned to support ESF-14 Long-Term Community Recovery fulfill training requirements established by the State EMD.
- Ensure adequate mutual aid and/or inter-local agreements are established and maintained.
- Ensure adequate commercial contracts are in place to support emergency requirements for goods, services and commodities.
- Ensure this plan is maintained and exercised.
- Identify emergency duties, essential positions, and staff assignments including primary and two alternates.
- Ensure delegations of authority are clearly explained as to when they will occur and the extent of authority accorded to each position.
- Ensure all persons assigned to an essential position are trained; that necessary monitoring, testing, and refresher training is conducted to assure an adequate level of readiness.
- Ensure provisions are in place to project replacements for persons vacating essential

positions, and that this is foreseen early enough to allow replacements to be trained before they assume the essential position.

- Ensure the City of Mercer Island's materials maintained in assigned file cabinets are current and adequate to enable responders to perform their assigned tasks.
- Ensure appropriate emphasis is given to:
  - Developing and maintaining a capability for 7 days preparedness among employees and within the facility(s).
  - Implementing non-structural mitigation measures to protect employees, clients, and visitors, including preventing damage to equipment and other property.
  - Establish emergency backup locations for all critical functions, to include having necessary arrangements and procedures in place for making an orderly transition.
- Have emergency backup power for all critical systems. Critical electronic data and communication systems should have uninterruptible power supplies (UPSs), surge-protection, and be connected to "clean" AC power circuits.
- Have provisions in place for safeguarding and backing up vital records, and for regularly updating duplicate copies.
- Ensure there are adequate warning systems and procedures in place to quickly determine threats to City facility(s), and to alert occupants.
- Seek out safety hazards as quickly as possible. For those that cannot be eliminated immediately, find ways to isolate or lessen risks pending permanent resolution.
- Ensure non-structural mitigation is implemented to protect employees, clients and visitors, and to prevent damage to equipment and other property, such as bookcases, glass cases, and loose artifacts on shelving.
- Have an interdepartmental agreement or service level agreement with information technology services to ensure the department's critical data has an information technology disaster recovery plan.
- Have critical equipment dispersed and assigned to key personnel.

4. **All Personnel**

- Ensure staff remains vigilant for suspicious activity, vehicles, packages and people, and are prepared to report such observations to their supervisor or 911.
- Periodically have staff review "bomb threat" protocol.
- Ensure staff periodically reviews security mail handling procedures, particularly personnel who are likely to receive mail from external City sources.
- Regularly check all entry and exit doors, especially those that provide access to sensitive or secure areas, to be certain that they are:
  - Working properly,
  - Adequately monitored and controlled, and
  - Locked to prevent unauthorized access when no one is present or after close of business.
- Regularly survey work areas to determine if there has been any evidence of tampering with security equipment, lights, equipment, or other interior fixtures or appliances.

- Regularly verify that security cameras and monitors are working properly.
- Conduct random security checks around the exterior of buildings and outer boundary perimeters (such as fence lines); note and report any suspicious circumstances to higher authority or call 911 immediately.
- Limit access to areas that do not require public accommodation.
- Ensure adequate safeguards are in place to protect employees and clients; valuable property; cash and checks; personal computers, personal data assistants, disc media, flash/thumb/removable/external hard drive(s), passwords, and computer servers; and important and proprietary records and documents.
- Ensure department heads give adequate emphasis and attention to risk management including security and prevention, and that established procedures and practices are updated whenever necessary and strictly enforced.

5. Individual and Family Preparedness

Each City employee should develop and maintain a personal preparedness plan. This plan addresses personal and family needs in the incident it is not possible to return home from work, or to report to work during a disaster.

The best preparations are plans in place to address the mitigation and preparedness needs of family, home, and pets. Additional information can be found at the following website: www.mercergov.org/emergencyprep

Because first responders may be overwhelmed following an emergency or disaster, personnel must prepare to take care of themselves and their families for 7 days. They must talk with their families before the emergency or disaster and discuss the need for preparation and what types of disasters could keep the family apart.

After a disaster, the long-distance telephone lines may be more reliable than local lines depending on the type of emergency or disaster. Personnel should ask a friend or relative who lives out of Washington State (to the east and preferably not north or south), to be their "family contact." After a disaster, the family contact becomes a relay point to share information with all household members. The family plan depends on everyone knowing the family contact's phone number.

F. Response Activities

Response actions include activities such as saving lives, protecting property, and meeting basic human needs. Response also includes the execution of emergency operations plans, incident mitigation activities designed to limit the loss of life, personal injury, property damage, and enhance response effectiveness.

Responding to an emergency or disaster can be very difficult. The response management system that the Department of Homeland Security has required all government agencies to adhere to is the Incident Command System (ICS). This system helps ensure that teams respond

and use resources in a coordinated, organized way. Flexibility is crucial and the Incident Command System gives this flexibility and stability when responding to a crisis situation. It formulates a logical flow of steps, and helps the City departments carry out assignments in a controlled environment. Management can expand and contract the quantity of personnel at will without degrading the response teams and possibly losing command and control.

When activating this Plan, people are carrying out activities, including meetings, briefings and reports, under stressful and sometimes extremely urgent deadlines. To successfully manage the activation and response operations and reduce employee stress, this Plan predefines response guidelines that the City departments can practice during training to prepare for an emergency or disaster.

1. **On-scene Personnel Initial Steps to take during an Emergency or Disaster**
In the incident of an emergency situation personnel will start the initial response process by taking the following steps:
- On-scene Emergency manager determines that city resources are or in the near future be depleted. Notifies higher authority of activating the Emergency Operation Center (EOC).
- Activate the City Emergency Operation Center (EOC) or be ready to anticipate activation. Call City Manager and appropriate personnel to respond. See EOC Manual or share drive/EMAC for staff list.
- Evacuation procedures are implemented if warranted.
- ICS Sections are activated by the On-scene Emergency manager as the emergency or disaster escalates. The first section activated is Operations.

2. **Department Initial Response Activities**
- Take pre-planned precautionary measures upon receipt of warning that a threatening hazard is imminent. When the City of Mercer Island's EOC is activated the measures taken may be reported on their website: http://www.mercergov.org
- . When the King County Emergency Coordination Center (KCECC) is activated the measures taken maybe on their website: http://www.kingcounty.gov/safety.aspx/. When the State EOC is activated the measures taken maybe reported on their website: http://emd.wa.gov/.
- Rapidly assess and report the condition and capability of the department after the onset of a major emergency or disaster.
- Reconstitute the department resources and or services that become impaired or damaged from the effects of a major emergency or disaster.
- Schedule, as needed, round-the-clock shifts to support periods of extended operations.
- Readily mobilize and dispatch emergency personnel to perform essential functions, be able to monitor, support and document emergency activities.
- Recognize situations and requirements that need to be coordinated with, or referred to the City Emergency Operation Center (EOC).
- If appropriate, be capable of fulfilling all responsibilities required of the City of

Mercer Island, including the establishment of alternate work site activities, and support functions of the Incident Command System (ICS).

- As appropriate and whenever requested, be capable of supporting a multi-agency response, including integration of first and second responders (possibly volunteers, etc.) into the Incident Command System (ICS).

3. **City Emergency Operation Center (EOC) Initial Response Activities**
   a. Communications: Communications procedures are executed to include data, voice, and closed-circuit TV in support of emergency operations. Coordinate with the Emergency Operation Center (EOC) to report location and status and to receive any messages and updates.
   b. Public Information: Activate procedures to disseminate and respond to requests for disaster information involving the City of Mercer Island, Mercer Island High School Radio Station 94.5 FM. See EOC Manual for Procedures and contact information.
   c. Evacuation and Sheltering in Place: Implement procedures to authorize, initiate, and accomplish evacuation or sheltering in place.
   d. Personnel Identification and Accountability:
      - Control access to the area affected by the emergency or disaster.
      - Identify personnel engaged in activities at the incident, according to ICS procedures.
      - Account for personnel engaged in incident activities.
      - Reporting

The Section Chiefs create the following reports at various time frames:
- Preliminary Damage Assessment (PDA):
   - Situation Report that includes personnel status, equipment damage, and floor condition.
   - Damage Assessment (full report).
   - Other reports as required.
   - Disaster Health Services: Activate procedures to provide for the mental health and physical well-being of staff affected by the emergency or disaster.
- Fatality Management: Implement procedures to recover, identify, and safeguard remains of people in the City of Mercer Island.
- Emergency Support Function Responsibilities: Conduct and manage ESF primary and supporting agency responsibilities as reflected in this plan.
- Finance and Administration:
   - Activate procedures to track and manage personnel time and expenditures related to the incident.
   - Integration of Response and Recovery Activities
   - Implement procedures for maintaining the response activities, while initiating and conducting recovery activities.

4. **Emergency Operations Facilities**
   a. City Emergency Operation Center (EOC)

- Primary Emergency Operation Center (EOC): City Hall Lower floor – EOC 9611 SE 36th St. Mercer Island, WA 98040
- Alternate Emergency Operation Center (EOC): Mercer Island Community and Event Center 8236 SE 24th St., Mercer Island, WA 98040

b. Area Command
- Incident Sites such as staging areas and command posts are identified at the time of the emergency and are at various locations within the city depending in the emergency or disaster. The Emergency Operation Center will coordinate with the first responders and communicate the locations of all sites to the Department emergency managers as appropriate.

c. City Department Facilities
- Each City Department activates in their primary locations. If the primary location is not accessible, the department will reconstitute at an alternate work site. The location of the alternate work site may be determined as conditions dictate.

d. King County Emergency Coordination Center (KCECC)
- In the event of natural or technological disasters, it is the policy of the government of King County to **provide** the emergency organization and resources to minimize loss of life, protect public property, the economy, and the environment in unincorporated King County. Additionally, King County will provide support to other cities and special purpose districts within King County if resources are available.

e. King County Regional Communications and Coordination Center (King County Emergency Coordination Center (KCECC)), 3511 NE 2nd Street; Renton, WA 98056.

f. State of Washington EOC
- The State EMD operates the State EOC for coordination of the State's actions during an emergency or disaster. The primary State EOC is located at Camp Murray, Building 20, with a 24-hour-a-day warning and communications capability. The location of the alternate emergency operations centers is determined as conditions dictate.
- The State EOC may be activated when a state agency, county, or city Emergency Coordination Center (ECC) is activated. The decision to activate the State EOC can be made by the Governor, The Adjutant General, the Director of the State EMD (or a designated representative), or the EMD Operation's Officer. State agencies staff the State EOC during activations.

g. Federal
- FEMA Region X, headquartered in Bothell, Washington, provides assistance to the State during emergencies and disasters. FEMA, under the authority of the Public Law 93-288, establishes Disaster Field Offices (DFOs) to coordinate federal resources and Disaster Application Centers (DACs) to provide assistance to individuals, families, and businesses.
- Activate the National Response Plan (NRP) and/or Framework.

5. **Recovery Activities**
   a. **Establish Short Term and Long-Term Goals**

- Each City of Mercer Island department will define and establish comprehensive disaster recovery and business resumption strategies and activities to return vital systems to no less than minimum operating standards, with additional long-term activities designed to return business operations to normal or improved levels.
- Administration and Finance continues to track and manage personnel time and expenditures related to the event.
- Departments will have conducted a Business Impact Analysis for defining essential services in order to establish short and long-term recovery goals and objectives. These goals and objectives are recognized, but are not limited to, the following considerations:
- Health and safety of employees and clients.
- Continuity of operations and services.
- Environmental impact of disaster.
- Economic impact.
- Regulatory and contractual requirements.
- Good will.
- Conducting and managing ESF responsibilities.

b. Short-term recovery goals allow for:
- Identifying essential records, critical and essential systems and operations.
- Identifying minimum resources needed to recover business operations.
- Establishing maximum acceptable downtime before reinstatement to an acceptable system and operational level.
- Establishing priorities for reinstatement of systems and operations.

c. Long-term recovery goals allow for:
- Management of volunteer, contractual, mutual aid, and agency resources.
- Management and coordination of recovery activities.
- Strategic planning, to include budgeting for structural and non-structural repairs, and mitigation.
- Hazard mitigation and grant opportunities when they arise.
- Managing fiscal operations and recovery funding.
- Development and implementation of mitigation goals and activities.

d. Recovery Tasks and Responsibilities
City departments will identify recovery tasks and responsibilities to achieve short and long-term goals and objectives. At a minimum, City departments will include the following recovery tasks and responsibilities in their internal departmental SOPs or operational plans:
- Department personnel reunification with a prearranged location.
- Damage assessment documentation and record keeping.
- Organization and staffing for continuity of government.
- Identify essential records, computer systems or programs, and maintenance.
- Operation of business with either limited or no utility services in place.

- Restoration and prioritization of utility services.
- Agency, local jurisdiction, state, and community resource coordination.
- Resource procurement.
- Debris management and waste removal.
- Restoration and salvage.
- Identification of recovery resources.
- Identification of recovery funding sources.

e.   Request for Federal Public Assistance Programs

Each department will assign staff representative(s) to perform the Hazard Mitigation Assessment Team and the FEMA Recovery Team responsibilities, to perform writing Damage Survey Reports (DSRs), reassess hazard mitigation and recovery needs; and if necessary redefine citywide hazard mitigation and recovery policies, promote coordination of mitigation and recovery programs at all levels of City government; and pursue alternate mitigation and recovery funding strategies, and/or apply for possible grants.

The Emergency Manager will convene the EOCT to review response and recovery costs, and assistance from the Director of Finance, to estimate the costs of each department of responding to, recovering from and mitigating the effects of the emergency or disaster, and coordinating application details for federal assistance. (Per The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended in 1988, authorization for federal assistance to supplement efforts of local government).

f.   Post-Disaster Situation Evaluation Analysis

City departments will conduct a post-disaster analysis with summarized findings as a report to be forwarded to the Emergency Manager.

The Emergency Manager will complete the After-Action Report (AAR) to review and determine the effectiveness of established operating guidelines, procedures, assigned tasks, and responsibilities with recommendations to modify as warranted.

Restoration of the work environment begins once the initial emergency response is completed. Damage assessments and situation reports are created and given to the EOC who compiles the reports and forwards them on to the County and the State EOCs. In a major disaster that affects the primary facilities, the City of Mercer Island departments will move to the alternate site and begin alternate processes to accomplish the City of Mercer Island essential functions. The City of Mercer Island's primary objective is continuity of governance and restoring essential functions as soon as possible.

Long-term recovery is implemented as short-term recovery actions are completed or merged with this phase of recovery activities. Actions taken during this phase include support activities to essential functions and extended emergency operations.

g.   Reporting

Reports are necessary to send and receive information, acquire resources, and update the City Emergency Operation Center (EOC) on the status of the City departments during an emergency or disaster.

The department directors collect information within their sections and at various times during the day as required by the Emergency manager. The Planning Section Chief is responsible to collect information from each section chief and create a situation report (SitRep). Once approved by the Emergency manager this report is sent to King County EOC.

Section Chiefs create the following reports:
- Initial Damage Assessment, upon the inception of the incident, within the first 12 hours as related to the department.
- Daily Situation Report (SitRep) that includes but is not limited to personnel status, equipment damage, and City building floor conditions or alternate work site(s).
- Other reports as required.

h.   Restoring Essential Functions

The Emergency manager oversees the recovery activities of the City. Top priorities are restoration of essential functions by implementing the following core activities:
- The Emergency manager makes a determination of work location and if necessary alternate work site activation.
- If the alternate work site is activated the Emergency manager contacts Public Works to initiate alternate site transition.
- Steps taken as required for initiating an alternate work site.
- Critical business operations are implemented at the alternate site until restoration of the department facility.
- The Operations Section takes the lead in restoring essential functions.
- The Planning Section creates the staffing and incident action plans, documents all actions, and submits reports to the Emergency manager.
- The Logistics Section supplies resources including food and transportation. tracks all costs and pays contractors.
- Administration Section pays personnel.

Once restoration of department building facilities is completed, the assessment of returning to the department facility(s) is determined by Facility Management. Facility Management ensures that the department building facilities are safe and can accommodate the Department's essential functions. If the department building facilities are unsafe, Facility Management works with the Emergency manager to determine a temporary, or another permanent, work site for the department.

6.   Demobilization

a.   Reconstitution Activities

Once restoration is completed, the City of Mercer Island will move back into their primary workspaces. Steps must be completed to ensure the primary site is safe and has the capability to execute the City of Mercer Island's essential functions.

b.   Resumption Activities (Close of Activation)

When the emergency or disaster is considered closed, mitigation planning continues based on the After Actions Reports and Lessons Learned. Resources must be resupplied, and certain known weaknesses should be corrected. Budgets should be submitted to cover the cost of replacement, updating or filling depleted reserves.

The Directors create the After Action and Lessons Learned reports, including an assessment of current business operations. Staff will implement mitigation strategies based on the Lessons Learned. Logistic and Planning Section Chiefs will replenish resources. If necessary, the Finance Section Chief will submit budget requests to cover the cost of replacement, updating or filling depleted reserves.

c.   Operations under Homeland Security Advisory System (HSAS) Threat conditions

The following Threat Conditions each represent an increasing risk of an emergency or disaster.

- Low Condition (Green): This condition is declared when there is a low risk of terrorist attacks or other disaster.
- Guarded Condition (Blue): This condition is declared when there is a general risk of terrorist attacks or other disaster.
- Elevated Condition (Yellow): An Elevated Condition is declared when there is a significant risk of terrorist attacks or other disaster.
- High Condition (Orange): A High Condition is declared when there is a high risk of terrorist attacks or other disaster. Under this condition, it may be prudent for the City of Mercer Island to execute precautionary measures such as restricting facility access to essential personnel only.
- Severe Condition (Red): A Severe Condition reflects a severe risk of terrorist attacks or other disaster. Under this condition, it may be prudent for the City of Mercer Island to execute precautionary measures such as:
- Restricting facility access to essential personnel only.
- Increasing or redirecting personnel to address critical emergency needs, and/or assigning emergency response personnel and pre-positioning and mobilizing resources.
- See at http://www.whitehouse.gov/news/releases/2002/03/20020312-1.html

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V.   ONGOING PLAN MANAGEMENT AND MAINTENANCE

A.   Coordination

Ongoing plan management requires preparedness coordination. The incident management areas for coordination within the City system involve the development and execution of policy, planning, training, equipping, and preparedness activities.

B.   Plan Maintenance

City of Mercer Island departments will use best efforts to update and maintain operational plans, and to include departmental SOPs, as appropriate, to facilitate response and recovery activities in the event of an emergency or disaster.

The Plan must be updated and submitted to the State every four years. Many vital questions and problems will be answered and solved by practicing drills, tabletop exercises, and functional exercises with the City of Mercer Island, the City Emergency Operation Center (EOC), King County Emergency Coordination Center (KCECC), nongovernmental organizations (NGOs), and the State EOC. It is especially important that new information learned after using the Plan, in practice and in response to real emergencies, be incorporated in the revisions. Each person's input is vital toward the goal of making the Plan a tool that everyone within the City of Mercer Island will feel confident about using.

C.   NIMS Integration

The City of Mercer Island recognizes as a resource the National Incident Management System (NIMS) through the local, County, and State Emergency Operations Center (EOC) functions. The resolution adopting the National Incident Management System (NIMS) was passed on 19 July 2005 by the City Council and signed by the Mayor, (Resolution No. 1207), as the system to prepare for, and respond to, disaster incidents and as the City standard for incident management.

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VI.   APPENDICES

Appendix 1.   **Definitions**

Appendix 2.   **Acronyms**

Appendix 3.   **Authorities and References**

Appendix 4.   **Training, Drills, and Exercises**

Appendix 5.   **Emergency Support Functions (ESF) Annexes**
ESF-1	Transportation
ESF-2	Telecommunications, Information Systems, and Warning
ESF-3	Public Works and Engineering
ESF-4	Firefighting
ESF-5	Emergency Management
ESF-6	Mass Care, Housing, Human Services, special needs, pet shelters and evacuation
ESF-7	Resources Support - Volunteer Information
ESF-8	Public Health and Medical Services
ESF-9	Search and Rescue
ESF-10	Hazardous Materials Response
ESF-11	Agriculture and Natural Resources (food and water)
ESF-12	Energy
ESF-13	Public Safety, Law Enforcement, and Security
ESF-14	Long Term Community Recovery
ESF-15	External affairs
ESF-20	Defense Support to Civil Authorities
ESF 23	Damage Assessment
ESF 24	Evacuation and Movement

Appendix 6.   **City of Mercer Island EOC Organizational Chart**

Appendix 7.   **City of Mercer Island Debris Management Plan**

Appendix 8.   **City of Mercer Island Pandemic Plan**

Appendix 9.   **City of Mercer Island Cyber Security Plan**

Appendix 10.   **Volunteer Operations**

Appendix 11.   **Shelter Plan**

Appendix 12.   **City of Mercer Island Threat Hazard Identification and Risk Assessment - Terrorism Response Plan (Not Open for Public Disclosure)**

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APPENDIX 1

Definitions

A CENTRAL COMPUTERIZED ENFORCEMENT SERVICE SYSTEM (ACCESS) – Statewide law enforcement data network controlled and administered by the Washington State Patrol. This system provides capability to send warning and notification of emergencies from state to local jurisdictions.

ACCESS CONTROL POINT (ACP) – A road intersection or other logistically viable point on the relocation and food control boundaries, which enable law enforcement and other emergency workers to maintain access control of the respective area(s).

ACTIVATION – Initial actions that include detection of an incident followed by a response.

ACTIVITY LOG – The log is a detailed record of the City disaster activities. It includes a record of:
- Meetings held at City EOC, etc.
- Phone conversations from outside agencies in which requests are made or agreements about disaster work are reached.
- Actions initiated by city management and staff.

The log is the basis for the After-Action Report, potential JIC materials, and is the basis for a defense in a liability action against the City.

ADVANCE ELEMENT of the EMERGENCY RESPONSE TEAM (ERT-A) – The portion of the Federal Emergency Response Teams that is the first federal group deployed to the field to respond to a disaster.

AIR FORCE RESCUE COORDINATION CENTER (AFRCC) – The Rescue Coordination Center (RCC) operated by the U.S. Air Force at Langley Air Force Base, Virginia, which coordinates the federal response in search and rescue (SAR) operations within the Inland Search and Rescue Region. This Region is defined as the 48 contiguous states (see RCC definition).

AIR SEARCH and RESCUE – Search and rescue operations for aircraft in distress, missing, or presumed down are conducted by the Washington State Department of Transportation, Aviation Division, under authority of Revised Code of Washington (RCW) 47.68 and Washington Administrative Code (WAC) 468.200. Related land SAR operations, including the rescue and/or recovery of victims of a downed aircraft incident, are the responsibility of the chief law enforcement officer in whose jurisdiction the incident site is located. Air search and rescue does not include air support of land search and rescue operations conducted under authority of Chapter 38.52 RCW. See also SEARCH AND RESCUE.

ANTIBIOTIC – A substance that inhibits the growth of or kills microorganisms.

APPROVED – Acceptable to the authority having jurisdiction.

AUTHORITY HAVING JURISDICTION (AHJ) – An organization, office, or individual responsible for enforcing the requirement of a code or standard, or for approving equipment, materials, an installation or procedure.

AUTHORIZED OFFICIAL – An individual authorized under Chapter 38.52 RCW and Chapter 118.04 WAC to direct the activities of emergency workers. These individuals are The Adjutant General of the Military Department or designee, the Director for the Emergency Management Division or designee, the Director or designee of a local emergency management agency, the chief law enforcement officer or designee of a political subdivision, or other such officials as identified in ESF 9 - Search and Rescue of a local comprehensive emergency management plan.

AUTHORIZED ORGANIZATION – A State or local agency authorized under Chapter 38.52 RCW and Chapter 118.04 WAC to register and/or employ emergency workers. These agencies are: the Military Department, Emergency Management Division, local jurisdiction emergency management agencies, and law enforcement agencies of political subdivisions.

BACTERIA – Single celled organisms that multiply by cell division and that can cause disease in humans, plants or animals. Plural of bacterium

BIOLOGICAL WARFARE – The intentional use of biological agents as weapons to kill or injure humans, animals, or plants, or to damage equipment.

BLISTER AGENT (vesicants) – Category of chemical warfare agents that damage any tissue they contact. Vapor can affect the eyes, respiratory tract, and blister the skin. They may produce lethality, but skin damage is their main casualty-causing effect. All these agents are persistent and can poison food and water, make other supplies and installations dangerous, and restrict the use of contaminated terrain. Blister agents include mustards, arsenicals, and urticants.

BLOOD AGENT – Cyanide-containing compounds that are absorbed into the body primarily by breathing. They poison the body's cytochrome oxidase system, preventing cell respiration and the normal transfer of oxygen from the blood to body tissues. Blood agents are rapid acting, causing effects within seconds and death within minutes. Typical agents include hydrogen cyanide (AC), cyanogen chloride (CK), and arsine (SA). All are highly volatile and therefore non-persistent even at low temperatures.

BUSINESS CONTINUITY – An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain variable recovery strategies, recovery plans, and continuity of services.

BUSINESS PROCESS – Organized work performed by more than one person, system or department and completed according to a set of procedures and dynamic user interaction. It is a process centric model that converts tasks into repeatable, controllable, and measurable processes.

CATASTROPHE – An expected or unexpected incident in which a community, because of the severity of the incident, is unable to use its resources or the need for resources has greatly exceeded availability disrupting the social or economic structure of the community, preventing the fulfillment of the community's essential functions, and rendering the community is incapable of responding to or recovering from the effects of the incident without massive and prolonged outside help.

CHEMICAL ACCIDENT/INCIDENT RESPONSE AND ASSISTANCE (CAIRA) PLAN – A plan that spells out how an Army installation will handle chemical material incidents. This on-post plan must be

integrated with off-post plans.

CHEMICAL AGENT – A chemical substance that is intended for use in military operations to kill, seriously injure, or incapacitate people through its physiological effects. Excluded from consideration are riot control agents, smoke, and flame materials. The agent may appear as a vapor, aerosol, or liquid. It can be either a casualty/toxic agent or an incapacitating agent.

CHOKING AGENT – Compounds that injure an unprotected person chiefly in the respiratory tract (the nose, throat and particularly the lungs). In extreme cases, membranes swell, lungs become filled with liquid, and death results from lack of oxygen; thus, these agents "choke" an unprotected person. Choking agents include phosgene, diphosgene, and chlorine.

CLAIMANT – The individual making a claim or their legal representative.

COMPREHENSIVE EMERGENCY MANAGEMENT – See EMERGENCY MANAGEMENT.

COMPREHENSIVE EMERGENCY MANAGEMENT NETWORK (CEMNET) – Dedicated 2-way Very High Frequency (VHF) low-band radio system. Provides direction and control capability for state and local jurisdictions for administrative use, and during an emergency or disaster. This is an emergency management net belonging to and managed by the Washington State Military Department, Emergency Management Division.

COMMON PROGRAM CONTROL STATION (CPCS) – A broadcasting station in a local operational area that has special communications links with appropriate authorities (e.g. National Weather Service, and local jurisdiction Emergency Operations Centers). Provides common emergency program for its operational area.

COMPANION ANIMAL – not legally defined, but is accepted as another term for pet.

CONGREGATE CARE CENTER – A public or private facility that is pre-designated and managed by the American Red Cross during an emergency, where evacuated or displaced persons are housed and fed.

CONSEQUENCE MANAGEMENT – Measures to alleviate the damage, loss, hardship and/or suffering caused by emergencies. It includes measures to restore essential government service, protect public health and safety, and provide emergency relief to affected governments, businesses and individuals.

CONTAGIOUS – Capable of being transmitted from one person to another.

CONTINGENCY PLANNING – Defensive planning that includes activities directly related to non-mitigated mission critical business operations.

CONTINUITY of GOVERNANCE – A program supported and funded by executive staff to ensure continuity requirements are assessed, resources are allocated, mitigation is implemented, and contingency planning, response, recovery, reconstitution, and resumption procedures are completed and tested. Continuity of governance is a process of developing advance arrangements and procedures that enable the City to respond to an incident in such a manner that essential functions continue with planned levels of interruption.

CONTINUITY of OPERATIONS – The capability of the City to continue mission critical business

operations without unacceptable interruptions.

COUNTER-TERRORISM – Strategic and/or tactical measures taken, in a collaborative effort, to prevent or respond to acts of terrorism.

CRISIS MANAGEMENT – Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat, act, or incident. In a terrorist incident, crisis management includes intelligence, surveillance, tactical operations, negotiations, forensics, investigation, agent identification, search, render safe procedures, transfer and disposal, limited decontamination, and assurance of public health and safety.

CRISIS MANAGEMENT TEAM – A team established and put into action upon the activation of this Plan, or upon the declaration of a disaster by higher authority, or upon the discernment by the Executive Director of impending disaster.

DAMAGE ASSESSMENT – An appraisal or determination of the effects of the disaster on human, physical economic, and continuity of services.

DECONTAMINATION – The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

DEFENSE COORDINATING OFFICER (DCO) – Individual supported and provided by the Department of Defense to serve in the field as the point of contact to the Federal Coordinating Officer and the Emergency Support Functions regarding requests for military assistance. The Defense Coordinating Officer and staff coordinate support and provide liaison to the Emergency Support Functions.

DIRECTION AND CONTROL EXERCISE – An activity in which emergency management officials respond to a simulated incident from their command and control centers. It mobilizes emergency management and communications organizations and officials. Field response organizations are not normally involved.

DISASTER – An incident expected or unexpected, in which a community's available, pertinent resources are expended, or the need for resources exceeds availability, and in which a community undergoes severe danger, 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.

DISASTER/EMERGENCY MANAGEMENT – An ongoing process to prevent, mitigate, prepare for, respond to, and recover from an incident that threatens life, property, operations, or the environment.

DISASTER RECOVERY CENTER (DRC) – A temporary facility where, under one roof, representatives of federal agencies, local and state governments, and voluntary relief organizations can explain the disaster recovery programs and process applications from businesses.

DISASTER RECOVERY MANAGER (DRM) – This is a function, rather than position, to which the Federal Emergency Management Agency Regional Director delegates the authority to administer the Federal Emergency Management Agency response and recovery programs. The

function oversees the physical obligation from the President's Disaster Relief Fund.

DISASTER SEARCH AND RESCUE – Large scale search and rescue operations conducted as a result of a natural or technological (human-caused) emergency, disaster, or catastrophe.

DIRECT FEDERAL ASSISTANCE – Emergency work or assistance, beyond the capability of state and local jurisdictions, which is performed by a federal agency under mission assignment from Federal Emergency Management Agency.

EMERGENCY – An expected or unexpected incident involving shortages of time and resources that places life, property, or the environment in danger and requires response beyond routine incident response resources.

EMERGENCY ALERT SYSTEM (EAS) – Established to enable the President, federal, state, and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System. Composed of amplitude modulation (AM), frequency modulation (FM), television broadcasters, and the cable industry. Formerly known as the Emergency Broadcast System (EBS).

EMERGENCY MANAGEMENT or COMPREHENSIVE EMERGENCY MANAGEMENT – The preparation for and the carrying out of all emergency functions other than functions for which the military forces are primarily responsible, to mitigate, prepare for, respond to, and recover from emergencies and disasters, to aid victims suffering from injury or damage resulting from disasters caused by all hazards, whether natural or technological, and to provide support for search and rescue operations for persons and property in distress.

EMERGENCY MANAGEMENT PROGRAM – A program that implements the mission, vision, and strategic goals, and objectives as well as the management framework of the program and organization.

EMERGENCY OPERATION CENTER (EOC) – A designated site from which government officials can coordinate emergency operations in support of on-scene responders.

EMERGENCY PLANNING ZONES (EPZs) – The areas for which emergency plans are made to assure that prompt and effective action can be taken to protect the public in the incident of a radiological or chemical emergency. In Washington State, the first zone is the plume exposure emergency planning zone with an approximate radius of ten miles from the nuclear power plant or chemical depot. The second zone is the ingestion exposure EPZ with an approximate radius of 50 miles. Immediate Response Zone (IRZ) and Protective Action Zone (PAZ) are associated with nuclear and chemical storage facilities.

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

EMERGENCY WORKER – Emergency worker means any person including but not limited to an architect registered under Chapter 18.08 RCW or a professional engineer registered under Chapter 18.43 RCW, who is registered with a local emergency management organization or the

department and holds an identification card issued by the local emergency management director or the department 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.

ENGINEER – Any person registered under Chapter 38.52 RCW as an emergency worker who is an architect or professional engineer as registered under Chapters 18.08 and 18.43 RCW respectively.

ENTITY – A governmental agency or jurisdiction, private or public company, partnership, non-profit organization, or other organization that has emergency management and continuity of operations responsibilities.

EXOTIC ANIMAL – any animal not identified in the definition of "animal" provided in this part that is native to a foreign country or of foreign origin or character, is not native to the United States, or was introduced from abroad. This term specifically includes animals including but not limited to lions, tigers, leopards, elephants, camels, antelope, anteaters, kangaroos, water buffalo, and species of foreign domestic cattle such as Ankole, Gayal, and Yak.

FEDERAL COORDINATING OFFICER (FCO) – The individual appointed by the Federal Emergency Management Agency Director (by delegation of authority from the President) to coordinate assistance in a federally-declared disaster.

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) – 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. Federal Emergency Management Agency 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.

FEDERAL EMERGENCY MANAGEMENT AGENCY-STATE AGREEMENT – A formal legal document between Federal Emergency Management Agency and the affected state that describes the understandings, commitments, and binding conditions for assistance applicable as a result of a declaration by the President. It is signed by the Federal Emergency Management Agency Regional Director and the Governor. The agreement establishes the disaster incident period, the State and local jurisdiction commitment, and the financial grant requirements as administered by Federal Emergency Management Agency through the State.

FEDERAL EMERGENCY RESPONSE TEAM – An interagency team consisting of the lead representative from each federal department or agency assigned primary responsibility for an Emergency Support Function and key members of the FCO's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The Emergency Response Team provides a forum for coordinating the overall federal response, reporting on the conduct of specific operations, exchanging information, and resolving issues related to Emergency Support Functions and other response requirements. Emergency Response Team members respond to and meet as requested by the FCO. The Emergency Response Team may be expanded by the FCO to include designated representatives of other federal departments and agencies as needed.

FEDERAL INFORMATION PROCESSING STANDARD (FIPS) – Pre-assigned numbers by the Federal government to identify local jurisdictions throughout the nation. The code for any location consists of eight (8) digits.

FEDERAL RADIOLOGICAL MONITORING AND ASSESSMENT PLAN (FRMAP) – (formerly known as the Interagency Radiological Assistance Plan) - A plan developed, coordinated and maintained by the U.S. Department of Energy for provision of federal radiological monitoring and assessment support during a response to a nuclear emergency.

FEDERAL RADIOLOGICAL EMERGENCY RESPONSE PLAN – The plan that describes the Federal response to the radiological and on-site technical aspects of an emergency in the United States and identifies the lead federal agency for an incident. The incidents include one involving the Nuclear Regulatory Commission or State licensee, the U.S. Department of Energy or the U.S. Department of Defense property, a space launch, occurrence outside the United States but affecting the United States, and one involving radium or accelerator-produced material. Transportation incidents are included in those involving the U.S. Nuclear Regulatory Commission, State licensee, U.S. Department of Energy, or U.S. Department of Defense.

FIELD ASSESSMENT TEAM (FAST) – A designated team of technical experts from federal, state, and local emergency management organizations that are alerted and deployed to a disaster to augment or supplement state and local jurisdiction assessment capabilities.

FIRE COMMUNICATIONS (FIRECOM) – Statewide mutual aid firefighting frequency used by firefighters of different departments and districts for the command and coordination of fire suppression operations.

FIRE SERVICES DEFENSE REGIONS – One of nine regions within the State responsible to the development and maintenance of Washington State Regional Fire Services Resource Mobilization Procedures (WSFSRMP) consistent with local plans and with WSFSRMP, CEMP, and ICS. Administers the WSFSRMP as it applies within the region, maintains local liaisons, and maintains inventories of equipment.

FOOD ACCESS CONTROL POINT (FACP) – An access control point established along the food control boundary to ensure that food control measures are maintained. (Synonymous with Food Control Point).

FOREST FIRE – The uncontrolled destruction of forested lands by wildfires caused by natural or human-made incidents. Wildfires occur primarily in undeveloped areas characterized by forestlands.

FULL-SCALE EXERCISE – An activity intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. It involves the testing of a major portion of the emergency plan and organizations in a highly stressful environment. It includes the mobilization of personnel and resources to demonstrate coordination and response capabilities. The ECC is activated and field command posts may be established. A full-scale exercise is always formally evaluated.

FUNCTIONAL EXERCISE – An activity designed to test or evaluate the capability of individual or multiple emergency management functions. It is more complex than a tabletop exercise in that

activities are usually under time constraints and are followed by an evaluation or critique. It usually takes place in some type of coordination or operating center. The use of outside resources is often simulated. No field units are used.

GOVERNOR'S AUTHORIZED REPRESENTATIVE (GAR) – The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance.

HANFORD SITE – A 560 square mile complex, located north of the city of Richland, Washington, under the direction of the U.S. Department of Energy.

HAZARD MITIGATION GRANT PROGRAM – A program authorized under Section 404 of the Stafford Act, which provides funding for hazard mitigation projects that are cost effective and complement existing post-disaster mitigation programs and activities by providing funding for beneficial mitigation measures that are not funded through other programs.

HOSPITAL EMERGENCY ADMINISTRATIVE RADIO (HEAR) – Radio frequency for communications between emergency medical responders.

IMMEDIATE RESPONSE ZONE (IRZ) – The planning zone that immediately surrounds each Army CSEPP installation. Generally, it extends to about 6 miles from the installation's chemical storage area. At some installations, it extends to about 9 miles.

IMPACT ANALYSIS [BUSINESS IMPACT ANALYSIS (BIA)] – A management level analysis that identifies the impacts of losing the entity's resources.

IMPLOSION WEAPON – A spherical device in which a quantity of fissionable material, less than a critical mass at ordinary pressure has its volume suddenly reduced by compression - a step accomplished by using chemical explosives - so that it becomes supercritical, producing a nuclear explosion.

INCAPACITATING AGENTS – Produce temporary physiological and/or mental effects via action on the central nervous system. Effects may persist for hours or days and victims usually do not require medical treatment; however, such treatment does speed recovery.

INCIDENCE – Frequency of disease occurrence.

INCIDENT – An occurrence, either human-caused or natural phenomena, that requires action by emergency services personnel to prevent or minimize loss of life or damage to property and/or the environment.

INCIDENT ACTION PLAN – A verbal plan, written plan, or combination of both, that is updated throughout the incident and reflects the overall incident strategy, tactics, risk-management and member safety that are developed by the emergency manager. [**1561**, 2005]

INCIDENT COMMAND SYSTEM (ICS)
   a. An all-hazards, on-scene functional management system that establishes common standards in organization, terminology, and procedures, provides a means (unified command) for the establishment of a common set of incident objectives and strategies during multi-agency/multi-jurisdiction operations while maintaining individual agency/jurisdiction authority, responsibility, and accountability, and which is a component of the National Interagency Incident Management Systems (NIMS).

b. An equivalent and compatible all-hazards, on-scene, functional management system.

INCIDENT LOG – Log of actions taken, beginning with notification that an emergency exists. (Documents the who, what, where, when, & how much for all actions requested and/or taken.)

INCIDENT MANAGEMENT SYSTEM (IMS) – The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

INDIVIDUAL ASSISTANCE (IA) – Supplementary federal assistance available under the Stafford Act to individuals, families, and businesses which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs (see Individual and Family Grant Program below).

INDIVIDUAL ASSISTANCE OFFICER (IAO) – The individual who, under the direction of the Federal Coordinating Officer monitors the Individual Assistance programs of all agencies, and reports to the Federal Coordinating Officer on the total effectiveness of the Individual Assistance effort.

INDIVIDUAL AND FAMILY GRANT (IFG) PROGRAM – The program authorized under Section 411 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act for the purpose of making grants to individuals and families whose disaster-related serious needs or necessary expenses cannot be satisfied by any other federal, state, or volunteer program. The grant program is normally seventy-five percent federally funded and twenty-five percent state funded. The State administers the program.

INDUSTRIAL AGENTS – Chemicals developed or manufactured for use in industrial operations or research by industry, government, or academia. These chemicals are not manufactured, primarily, for the specific purpose of producing human casualties or rendering equipment, facilities, or areas dangerous for use by man. Hydrogen cyanide, cyanogen chloride, phosgene, chlorine, chloropicrin, and many herbicides and pesticides are industrial chemicals that also can be chemical agents.

INFECTIOUS – Capable of being transmitted with or without contact. Pertaining to a disease caused by a microorganism. Producing infection.

INGESTION – The process of taking material (particularly food) into the gastrointestinal tract or the process by which a cell takes in foreign particles.

INHALATION – The act of drawing breath, vapor, or gas into the lungs.

INTERFACE AREA – The area where residences are built in proximity to the flammable fuels naturally found in wildland areas, such as forests, prairies, hillsides and valleys.

INTERFACE FIRE – Fire that threatens or burns the interface area. Fire affecting both wildland areas and homes.

INTERMIX FIRE – Fire that threatens or has caused damage in areas containing both forestlands and structures.

IONIZING RADIATION – Any radiation displacing electrons from atoms or molecules, thereby

producing ions. Examples: alpha, beta, gamma radiation, X-ray or short-wave ultraviolet light. Ionizing radiation may produce severe skin or tissue damage.

JOINT FIELD OFFICE (JFO) – The office established in or near the designated area to support federal and state response and recovery operations. The Joint Field Office houses the Federal Coordinating Officer (FCO) and the Emergency Response Team (ERT) and where possible, the State Coordinating Officer (SCO) and support staff.

JOINT INFORMATION CENTER (JIC) – A facility that may be used by affected utilities, state agencies, counties, local jurisdictions, and/or federal agencies to jointly coordinate the public information function during all hazards incidents.

JOINT PRIMARY AGENCY – Two state agencies assigned primary responsibilities to manage and coordinate a specific Emergency Support Function (ESF), jointly. Joint primary agencies are designated on the basis of their having shared authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF activities. Joint primary agencies are responsible for overall planning and coordination with support agencies for the ESF, with ESF delivery assistance, if requested, from the State EOC. An example of Joint Primary Agency activities is the Department of Ecology and the Washington State Patrol for ESF 10, Hazardous Materials.

LAND SEARCH AND RESCUE – See SEARCH AND RESCUE.

LAW ENFORCEMENT RADIO NETWORK (LERN) – Statewide law enforcement mutual aid frequency controlled by the Washington State Police Chiefs Association and Washington State Patrol.

LESION – An injury or wound. A single infected patch in a skin disease.

LIQUID AGENT – A chemical agent that appears to be an oily film or droplets. The color ranges from clear to brownish amber.

LOCAL DIRECTOR – The director or designee of a county or municipal emergency management agency jurisdiction.

LOCAL EMERGENCY MANAGEMENT AGENCY – The emergency management or emergency services organization of a political subdivision of the State established in accordance with RCW 38.52.070.

LOCAL EMERGENCY PLANNING COMMITTEE (LEPC) – The planning body designated by the Superfund Amendments and Reauthorization Act, Title III legislation as the planning body for preparing local hazardous materials plans.

MAJOR DISASTER – As defined in federal law, is any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other technological or human caused catastrophe 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… in alleviating the damage, loss, hardship, or suffering caused thereby.

MEDICAL EMERGENCY DELIVERY NETWORK (MEDNET) – Dedicated two-way Ultra High Frequency (UHF) radio system to provide communications between emergency medical

responders and hospitals.

MILITARY DEPARTMENT – Refers to the Emergency Management Division, the Army and Air National Guard, and Support Services.

MISSION – A distinct assignment of personnel and equipment to achieve a set of tasks related to an incident, emergency, disaster, catastrophe, or search and rescue operations that occur under the direction and control of an authorized official.

MISSION ASSIGNMENT – A task assigned by the Federal Emergency Management Agency to any capable federal agency to provide necessary disaster assistance not available under other statutory authorities. The task may involve logistical and personnel of federal assistance as well as direct federal assistance to state and local jurisdictions.

MITIGATION – Actions taken to eliminate or reduce the degree of long-term risk to human life, property, and the environment from natural and technological hazards. Mitigation assumes our communities are exposed to risks whether or not an emergency occurs. Mitigation measures include but are not limited to: building codes, disaster insurance, hazard information systems, land use management, hazard analysis, land acquisition, monitoring and inspection, public education, research, relocation, risk mapping, safety codes, statues and ordinances, tax incentives and disincentives, equipment or computer tie downs, and stockpiling emergency supplies.

MORBIDITY – State of being diseased. The number of sick persons or cases of disease in relationship to a specific population.

MORTALITY – The condition of being mortal. The death rate; the ratio of the number of deaths to a given population.

MUTUAL AID/ASSISTANCE AGREEMENT – A prearranged agreement between two or more entities to share resources in response to an incident.

NATIONAL CONTINGENCY PLAN (NCP) – "The National Oil and Hazardous Substances Pollution Contingency Plan" (40 CFR Part 300) prepared by the Environmental Protection Agency to put into effect the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation and Liability Act, and the authorities established by Section 311 of the Clean Water Act.

NATIONAL DISASTER MEDICAL SYSTEM (NDMS) – A system designed to deal with extensive medical care needs in very large disasters or emergencies. The system is a cooperative effort of the U.S. Department of Health and Human Services, Federal Emergency Management Agency, U.S. Department of Defense, state and local government agencies, and the private sector.

NATIONAL INTERAGENCY COORDINATION CENTER (NICC) – The organization responsible for coordination of the national emergency response to a wildland fire. The NICC is headquartered in Boise, Idaho.

NATIONAL PUBLIC SAFETY PLANNING ADVISORY COMMITTEE (NPSPAC) – Advisory committee that reviews and approves or disapproves applications in accordance with National Public Safety Planning Advisory Committee Region 43 (Washington State) for use of a specific band of

800 megahertz (MHZ) frequencies within the State.

NATIONAL RESPONSE CENTER – A communications center for activities related to hazardous materials response actions at Coast Guard headquarters in Washington D.C. The center receives and relays notices of discharges or releases to the appropriate on-scene coordinator, disseminates on-scene coordinator and Regional Response Team reports to the National Response Team when appropriate, and provides facilities for the National Response Team to use in coordinating national response action when required.

NATIONAL RESPONSE PLAN/FRAMEWORK (NRP/F) – The plan and/or framework that establishes the basis for the provision of federal assistance to a state and the local jurisdiction impacted by a catastrophic or significant disaster or emergency that result in a requirement for federal response assistance.

NATIONAL SEARCH AND RESCUE PLAN (NSP) – A U.S. interagency agreement providing a national plan for the coordination of Search and Rescue services to meet domestic needs and international commitments.

NATIONAL WARNING SYSTEM (NAWAS) – The federal portion of the Civil Defense Warning System, used for the dissemination of warnings and other emergency information from the Federal Emergency Management Agency National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to state and local jurisdictions concerning severe weather, earthquake, flooding, and other activities affecting public safety.

NERVE AGENT – Organophosphate ester derivatives of phosphoric acid. Nerve agents are potent inhibitors of the enzyme acetyl cholinesterase (AChE), causing a disruption in normal neurological function. Symptoms appear rapidly with death occurring as rapidly as several minutes. Nerve agents are generally divided into G-series agents and V-series agents. They include tabun (GA), sarin (GB), soman (GD), and VX.

NEUROTOXIN – A substance that attacks nerve cells.

NON-PERSISTENT AGENT – An agent that, upon release, loses its ability to cause casualties after 10-to-15 minutes. It has a high evaporation rate and is lighter than air and will disperse rapidly. It is considered to be a short-term hazard. However, in small and unventilated areas, the agent will be more persistent.

NUCLEAR EMERGENCY SEARCH TEAM (NEST) – A U.S. Department of Energy sponsored team trained to search for and identify lost or stolen weapons and special nuclear materials, and to respond to nuclear bomb threats or radiation dispersal threats. The team is made up of personnel from many agencies and other organizations.

NUCLEAR REGULATORY COMMISSION (NRC) – The federal agency that regulates and licenses commercial nuclear facilities.

ON-SCENE COMMAND AND COORDINATION RADIO (OSCCR) – A frequency used by "on-scene" emergency responders of different agencies for command and coordination of an incident or emergency, according to a joint Military Department, Emergency Management Division and Association of Police Communications Officers (APCO) agreement.

ORGANOPHOSPHOROUS COMPOUND – A compound, containing the elements phosphorus and carbon, whose physiological effects include the inhibition of neurotransmitters. Many pesticides (malathion and parathion) and virtually all nerve agents are organophosphorous compounds.

PATHOGEN – Any organism (usually living) capable of producing serious disease or death, such as bacteria, fungi, and viruses.

PATHOGENIC AGENTS – Biological agents capable of causing serious disease.

PERSISTENT AGENT – An agent that upon release retains its causality-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air. Therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

PET ANIMAL – any animal that has commonly been kept as a pet in family households in the United States such as dogs, cats, guinea pigs, rabbits, and hamsters. This term excludes exotic animals and wild animals.

PLAGUE – A disease caused by *Yersinia pestis,* which is usually transmitted occupationally or recreationally to humans through the bite of infected fleas but may also be disseminated by aerosol. Can result in three clinical forms Bubonic, Septicemic or Pneumonic with the latter being the most common result of a bioterrorist incident. Pneumonic plague is characterized by sudden onset of fever, headache, fatigue, muscle aches and cough progressing to pneumonia, respiratory distress and death, if untreated. Treatment with appropriate, sensitive antibiotics is necessary.

PLUME – Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

PRELIMINARY DAMAGE ASSESSMENT (PDA) – 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 documented through surveys, photographs, and other written information.

PRELIMINARY DAMAGE ASSESSMENT TEAM – An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster declaration that is warranted. The team usually consists of federal, state, and local representatives to do an initial damage evaluation to sites damaged.

PREPAREDNESS – Activities, tasks, programs, and systems developed and implemented prior to an emergency that are used to support the prevention of, mitigation of, response to, and recovery from emergencies.

PRESIDENTIAL DECLARATION – Formal declaration by the President that an Emergency or Major Disaster exists based upon the request for such a declaration by the Governor and with the verification of Federal Emergency Management Agency preliminary damage assessments.

PRIMARY AGENCY – A state agency or agency assigned primary responsibility to manage and

coordinate a specific ESF. Primary agencies are designated on the basis of who has the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific Emergency Support Function (ESF) with assistance, if requested, from the State EOC. An example of a primary agency is the Department of Transportation for ESF 1, Transportation.

PRIVATE BRANCH EXCHANGE (PBX) – A telephone switch system owned and operated by the user.

PROJECT WORKSHEET – Detailed record of an on-site inspection of disaster damage caused to property of the State and local jurisdictions.

PROJECT WORKSHEET TEAMS – Teams of federal, state, and local jurisdiction experts, typically architects or engineers who conduct detailed on-site inspections, of disaster damage caused to property of state and local jurisdictions. The team determines costs and categories of repair work needed for damages offered. The results are used in the preparation of Project Worksheets. Used in conjunction with Presidential Disaster Declaration.

PROPHYLAXIS – Observance of rules necessary to prevent disease. Protective treatment for or prevention of disease.

PROTECTION – Any means by which an individual protects their body. Measures include masks, self-contained breathing apparatuses, clothing, structures such as buildings, and vehicles.

PROTECTIVE ACTION DECISION (PAD) – An action or measure taken by public officials to prevent or minimize radiological or chemical exposures to people.

PROTECTIVE ACTION RECOMMENDATION (PAR) – A recommendation based on technical scientific data for public officials to use in forming a decision to prevent or minimize the contamination of people and foodstuffs.

PUBLIC ASSISTANCE (PA) – Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans, or eligible private, nonprofit organizations.

PUBLIC ASSISTANCE OFFICER (PAO) – A member of the Federal Emergency Management Agency Regional Director's staff who is responsible for management of the Public Assistance Program.

PUBLIC SAFETY ANSWERING POINTS – Serve as 911 or E911 call receiving points and emergency service dispatchers.

RADIO AMATEUR CIVIL EMERGENCY SERVICES (RACES) – Licensed amateur radio operators who support state and local jurisdictions during emergencies or disasters.

RADIOLOGICAL CONTAMINATION – Radioactive material deposited on the surface of structures, areas, objects, or persons following a release of any radioactive material.

RADIOLOGICAL COUNTERMEASURES – Protective actions to reduce the effects of any nuclear incident, including fallout, upon the population. Example: decontamination.

RADIOLOGICAL PROFILE (RADPRO) – A microcomputer-based file containing records from each of the local jurisdictions that have a radiological defense system. Each record has 38 data fields

containing specific information about the jurisdiction. The file is maintained by the State Radiation Safety Officer.

RADIOLOGICAL RESPONSE TEAM (RRT) – A community-based radiological defense cadre consisting of members from the community emergency services, vital facilities, and essential services. This cadre, trained and exercised on an on-going basis, forms a baseline radiological defense capability which can be used for surge training and to assist in the rapid buildup of community radiological defense capability during an increased readiness period. The Radiological Response Team may be used to respond to peacetime radiological accidents such as transportation and nuclear power plant accidents.

RECONSTITUTION – Action of reconstituting a state of city operations, facilities or alternate facility(s) including procedures implemented to transfer to normal business operations at primary or alternate site(s).

RECOVERY
   a. Activity to return vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, crisis counseling, damage assessment, debris clearance, decontamination, disaster application centers, disaster insurance payments, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and full-scale business resumption.
   b. The extrication, packaging, and transport of the body of a person killed in a search and rescue incident.
   c. Activities and programs designed to return conditions to a level that is acceptable to the entity.

RECOVERY and RESTORATION TASK FORCE (RRTF) – In the wake of a catastrophic disaster, the Governor may direct the formation of the RRTF. Its purpose is to guide, recommend and coordinate efforts to restore normalcy to areas adversely impacted by the disaster. The RRTF will determine the extent of economic impacts on citizens, businesses, as well as the ecological impacts on land and property.

RECOVERY RESOURCE GROUP (RRG) – The group constituted by the Governor, at the request of the senior locally elected official, to assist with recovery activities for the Chemical Stockpile Emergency Preparedness Program. The RRG will be chaired by the senior locally elected official or designee and composed of a representative from the local jurisdiction, state, and federal governments. The group will coordinate recovery activities of the members' respective government and provide advice to the chairperson on recovery issues.

REGIONAL DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY (RD) – The individual in the federal government who responds to the Governor's request for a Presidential declaration by organizing and coordinating the preliminary damage assessment, makes the regional analysis and recommendation as to whether the situation warrants a Presidential Disaster Declaration. If the President declares a major disaster or emergency, the Regional Director administers the Public Assistance Program and monitors the Individual and Family Grant

Program under Public Law 93-288. The Regional Director is a presidential appointee and manages one of ten federal regions.

REMOTE PICK-UP UNIT (RPU) – A radio transmitter and receiver used in conjunction with Emergency Alert System to provide communications between the Primary Emergency Alert System (EAS) station and the local emergency operations center.

RESCUE COORDINATION CENTER (RCC)
   a. (Federal) – A unit responsible for promoting efficient organization of search and rescue services and coordinating conduct of search and rescue operations within a search and rescue region (National Search and Rescue Plan).
   b. (State) – An extension of the State Emergency Operations Center (EOC) activated in an emergency or disaster to support local search and rescue operations by coordinating the State, out-of-state, and federal search and rescue resources responding to the incident. The RCC may be co-located with the EOC or deployed to a location in the proximity of the incident site.

RESPONSE – Actions taken immediately before, during, or directly after an emergency occurs, to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, emergency alert system activation, emergency instructions to the public, emergency medical assistance, staffing the emergency operations center, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization, and warning systems activation.

RESOURCE MANAGEMENT– A system for identifying available resources to enable timely and unimpeded access to resources needed to prevent, mitigate, prepare for, respond to, or recover from an incident.

RESPONSE – Immediate and ongoing activities, tasks, programs, and systems, to manage the effects, of an incident that threatens life, property, operations, or the environment.

RESTORATION – The process of planning for and/or implementing procedures for the repair or relocation of city operations at the primary site and/or to an alternate site.

RESUMPTION – Activities focused on resuming essential functions as usual at the primary site by operations testing, training of personnel on new process(s). Recycle business processes and especially mitigation processes overall to ensure accuracy and operational readiness.

RISK MANAGEMENT – A process that manages risk to include assessments, hazard identification, vulnerability analysis, business impact analysis, proactive actions that are scenario driven, awareness/understanding/assumptions, and upon evaluation sent to mitigation planning for corrective action.

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.

ROUTE OF EXPOSURE (Entry) – The path by which a person comes into contact with an agent or organism; for example, through breathing, digestion, or skin contact.

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 incident, including instances of searching for downed aircraft when ground personnel are used. Includes DISASTER, URBAN, and WILDLAND SEARCH AND RESCUE. Also referred to as LAND SEARCH AND RESCUE to differentiate from AIR SEARCH AND RESCUE.

SELF-PROTECTION MONITORING – A capability that provides for the personnel in emergency services, vital facilities, and essential industries with the ability to conduct radiological monitoring for their own protection. It includes a means to monitor and control the radiation exposure of emergency workers who would be engaged in peacetime emergency response and post-attack recovery operations.

SERVICE ANIMAL – any animal individually trained to do work or perform tasks for the benefit of a person with a disability. Such tasks can include guiding a person with impaired vision, alerting a person with impaired hearing to the presence of people or sounds, pulling a wheelchair, retrieving dropped items, etc. Dogs are most frequently trained as service animals, but sometimes other animals can do this work. (American with Disabilities Act, 1990)

SHALL – Indicates a mandatory requirement.

SHELTER MONITORING – A capability which provides for the means to detect, measure, and assess, in public fallout shelters, the radiation hazards from fallout following a nuclear accident or attack. The fallout shelter is the primary countermeasure in the radiological defense system to protect people from radiation.

SHOULD – Indicates a recommendation or that which is advised but not required.

SITUATIONAL ANALYSIS – The process of evaluating the severity and consequences of an incident and communicating the results.

SOCIAL ANIMAL – often animals that did not complete service animal/service dog training due to health, disposition, trainability, or other factors, and are made available as pets for people who have disabilities. These animals might or might not meet the definition of service animals. There is no legal definition.

SPILL RESPONSE – All actions taken in carrying out the Washington State Department of Ecology's responsibilities to spills of hazardous materials, e.g. receiving and making notifications, information gathering and technical advisory phone calls, preparation for and travel to and from spill sites, direction of clean-up activities, damage assessment, report writing, enforcement investigations and actions, cost recovery, and program development.

SPORE – A reproductive form some microorganisms can take to become resistant to environmental conditions, such as extreme heat or cold, while in a "resting stage."

STAKEHOLDER – Any individual, group, or organization that might affect, be affected by, or perceive itself to be affected by the emergency

STANDARD – A document, the main text of which contains only mandatory provisions using only the word "shall" to indicate requirements and which is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Non-mandatory provisions shall be located in an appendix or annex, footnote, or fine-print note and are not considered a part of the requirements of a standard.

STATE AND REGIONAL DISASTER AIRLIFT PLAN (SARDA) – A plan prepared by Washington State Department of Transportation, Aviation Division, which provides overall policy and guidance for aviation support in time of emergency.

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

STATE EMERGENCY OPERATIONS OFFICER (SEOO) – An individual designated as the initial point of contact for state level emergency response and coordination activities for all hazards (natural or human made) that could adversely affect lives, property, environment or the economy of Washington State operating within the Alert and Warning Center at the State Emergency Operations Center (EOC).

STATE FIRE DEFENSE COMMITTEE – A committee of the Fire Protection Policy Board which develops the Washington State Fire Services Resource Mobilization Plan, develops planning guidance for the Fire Services Mobilization Regions, promotes standardization of fire communications, develops alerting and dispatching procedures, maintains a listing of regional firefighting resources, and provides guidance for the approval of reimbursement requests.

SUPPORT AGENCY – An agency designated to assist a specific primary or joint primary agency with available resources, capabilities, or expertise in support of Emergency Support Function (ESF) activities under the coordination of the primary or joint primary, agency. An example of a support agency is the Department of Agriculture for ESF 8 - Health and Medical Services.

SURGE/INCREASED READINESS – A strategy for moving from a pre-established or existing base capability to a higher level of capability. Per the Federal Emergency Management Agency, Civil defense surge and increased readiness are not concepts that can be separated into different and distinct compartments. State and local increased readiness actions might be taken before, during, and after the initiation of a civil defense surge and may be part of it. Surge may be thought of as a federally supported enhanced form of increased readiness.

SURVIVABLE CRISIS MANAGEMENT (SCM) – The operational capability to survive a catastrophic disaster and be able to direct, control, and coordinate emergency operations within the State and in coordination and cooperation with other states and the federal government.

SYNDROME – A group of symptoms and signs of disordered function related to one another by means of some anatomical, physiological, or biochemical peculiarity. Provides a frame of

reference for investigating an illness.

TABLETOP EXERCISE – An activity in which officials and key staff or others with emergency responsibilities are gathered together informally to discuss simulated emergency situations. It is designed to elicit constructive discussion by the participants without time constraints. Participants evaluate plans, guidelines and procedures and resolve questions of coordination and assignment of responsibilities in a non-threatening format under minimum stress.

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.

THERAPY ANIMAL – not legally defined by federal law, but some states have laws defining therapy animals. They provide people with constant contact with animals but are not limited to working with people who have disabilities. They are usually the personal pets of their handlers and work with their handlers to provide services to others. Federal laws have no provisions for people to be accompanied by therapy animals in places of public accommodation that have "no pets" policies. Therapy animals are not usually service animals.

TITLE III – Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA), requires the establishment of state and local planning organizations, State Emergency Response Commission (SERC) - a subcommittee of the Emergency Management Council -, and Local Emergency Planning Committees (LEPCs) to conduct emergency planning for hazardous materials incidents. It requires (1) site-specific planning for extremely hazardous substances, (2) participation in the planning process by facilities storing or using hazardous substances, and (3) notifications to the commission or committee of releases of specified hazardous substances. It also provides for mechanisms to provide information on hazardous chemicals and emergency plans for hazardous chemical incidents to the public.

TOXICITY – A measure of the harmful effect produced by a given amount of a toxin on a living organism. The relative toxicity of an agent can be expressed in milligrams of toxin needed per kilogram of body weight to kill experimental animals.

TOXINS – A substance, in some cases produced by disease-causing microorganisms, that is toxic to other living organisms. Numerous organisms including bacteria, fungi, algae, and plants produce toxins. Many toxins are extremely poisonous, with a toxicity that is several orders of magnitude greater than the nerve agents. Since toxins have low volatility, they are dispersed as aerosols and then taken up primarily through inhalation.

TESTING/DRILLS/EXERCISES – Review and update of emergency or disaster training, drills, and exercises.

TRAINING EVENT – A planned, non-emergency activity for the development, maintenance, or upgrading of emergency worker skills.

TRIAGE – The screening and classification of sick, wounded, or injured persons during disasters to determine priority needs for the efficient use of medical and nursing personnel, equipment, and facilities. Triage is also done in emergency rooms and acute care clinics to determine

priority of treatment. The use of triage is essential to save the maximum number of lives specifically during an emergency situation that produces many more sick and wounded individuals than the available medical care facilities and personnel can handle.

UNPROTECTED LANDS – Lands that are not protected by any fire suppression agency.   (There is private property that does not have fire protection from rural fire districts, but does have protection from the Department of Natural Resources. This protection is for wildland and forest fires and not for protection of structures.)

URBAN FIRE – Fire that is primarily found within the boundaries or limits of a city.

URBAN SEARCH AND RESCUE (USAR) – Locating, extricating, and providing for the immediate medical treatment of victims trapped in collapsed or damaged structures.

URBAN SEARCH AND RESCUE TASK FORCE – A 62-member organization sponsored by the Federal Emergency Management Agency in support of Emergency Support Function 9. The task force is trained and equipped to conduct heavy urban search and rescue and is capable of being deployed to any disaster site nationwide.

VACCINE – A preparation of killed or weakened microorganism products used to artificially induce immunity against a disease.

VAPOR AGENT – A gaseous form of a chemical agent. If heavier than air, the cloud will be close to the ground. If lighter than air the cloud will rise and disperse more quickly.

VENOM – A poison produced in the glands of some animals such as snakes, scorpions, and bees.

VIRUS – An infectious microorganism that exists as a particle rather than as a complete cell. Particle sizes range from 20 to 400 nanometers (one billionth of a meter). Viruses are not capable of reproducing outside of a host cell. Some examples include:

WASHINGTON PUBLIC POWER SUPPLY SYSTEM (Name changed to **Energy Northwest** in 1999) – A public corporation planning the construction and operation of three nuclear facilities in the State of Washington. Two facilities (WNP-1 and WNP-2 – Name changed to **Columbia Generating Station**) are located on land leased from the United States Department of Energy, Hanford Site, and one facility (WNP-3) is located in Grays Harbor County. Columbia Generating Station is the sole operating plant.

WASHINGTON STATE EMERGENCY INFORMATION CENTER (WEIC) – State level emergency public information may be established, provided to media and public, and managed through the WEIC, which is a part of the Washington State Emergency Operations Center (EOC).

WEAPON OF MASS DESTRUCTION (WMD) (TITLE 18 USC, SECTION 2332a) – Any weapon or device that is intended or has the capability to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; a disease organism; or radiation or radioactivity. Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, min or device similar to the above; poison gas; any weapon that is designed to release

radiation or radioactivity at a level dangerous to life.

WILDLAND – An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities. Used in place of WILDERNESS, which frequently refers to specifically designated federal lands intended to remain in their natural state to the greatest extent possible.

WILDLAND FIRE – Fire that occurs in wildland areas made up of sagebrush, grasses, or other similar flammable vegetation.

WILDLAND SEARCH AND RESCUE – Search and rescue conducted in wildland areas. Due to the increasing wildland urban interface, wildland search and rescue strategy and tactics may also be employed for subjects lost or missing in urban or suburban areas. See SEARCH AND RESCUE, DISASTER SEARCH AND RESCUE, and URBAN SEARCH AND RESCUE.

WIND (DF) MESSAGES – Weather information concerning wind direction and speed. The information would be used for fallout forecasting.

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APPENDIX 2

Acronyms

AAR- After Action Report
AFRCC- Air Force Rescue Coordination Center
ALNOT- Search and Rescue Alert Notice
ALS- Advanced Life Support
APHIS- Animal and Plant Health Inspection Service
ARC- American Red Cross
ARES – Amateur Radio Emergency Services

BC- Business Continuity
BCM-Business Continuity Management
BCP- Business Continuity Plan
BLS- Basic Life Support
BP-Business Process

CAR- Capabilities Assessment for Readiness
CDRG- Catastrophic Disaster Response Group
CEMNET- Comprehensive Emergency Management Network
CEMP- Comprehensive Emergency Management Plan
CERT- Community Emergency Response Team
COOP- Continuity of Operations
CPR- Cardiopulmonary Resuscitation
CSEPP- Chemical Stockpile Emergency Preparedness Program

DEOC- Department Emergency Operations Centers
DCE- Defense Coordinating Element
DCO- Defense Coordinating Officer
DHS- Department of Homeland Security
DNR- Department of Natural Resources
DOC- Department Operating Center
DOD- Department of Defense
DOE- Department of Energy
DOH- Department of Health
DOT- Department of Transportation
DMAT- Disaster Medical Assistance Team
DMORT- Disaster Mortuary Team
DSG- Dynamic Sound Generator
DSHS- Department of Social and Health Services
DWI- Disaster Welfare Information

EAS- Emergency Alert System
EICC- Emergency Information and Coordination Center
ELT- Emergency Locator Transmitter
EMA- Emergency Management Agency
EMAC- Emergency Management Action Committee
EMC- Emergency Management Council
EMD- Emergency Management Division
EMS- Emergency Medical Services
EOC- Emergency Operations Center
EOP- Emergency Operations Procedures
EPA- Environmental Protection Agency
EPCRA- Emergency Planning & Community Right-to-Know Act
EPI- Emergency Public Information
ESFs- Emergency Support Functions

FEMA- Federal Emergency Management Agency
FCO- Federal Coordinating Officer
FNARS- Federal Emergency Management Agency National Radio System
FNF- Fixed Nuclear Facility
FOGs- Field Operating Guidelines
FORSCOM- Fifth United States Army/US Army Forces Command
FRP- Federal Response Plan

GA- General Administration
GAR- Governor's Authorized Representative
Gets- Government Emergency Telecommunications Service
GIS- Geographical Information Systems

HAZMAT- Hazardous Materials
HIVA- Hazard Identification & Vulnerability Assessment
HLS- Homeland Security
HMP- Hazard Mitigation Plan
HSPD- Homeland Security Presidential Directive

IAP- Initial Action Plan
IC- Emergency manager
ICP- Incident Command Post
ICS- Incident Command System
IFC- International Fire Code

JFO- Joint Field Office
JIC- Joint Information Center
JIS- Joint Information System
JOC- Joint Operations Center

JTF- Joint Task Force

KCDOT- King County Department of Transportation
KC ECC – King County Emergency Coordination Center
KCSO - King County Sheriff's Office

LEPC- Local Emergency Planning Committees
LNO- Liaison Officer

MAC- Multiagency Coordination
MACC- Multiagency Coordination Center
MCBO-Mission Critical Business Operations
MIRO – Mercer Island Radio Operators
MOU- Memorandum of Understanding

NRF – National Response Framework
NAWAS- National Warning System
NCH- Natural, Cultural, Historic
NDMS- National Disaster Medical System
NEST- Nuclear Emergency Support Team
NFA - National Fire Academy
NFPA- National Fire Protection Association
NIMS- National Incident Management System
NGO- Nongovernmental Organization
NOAA- National Oceanic Atmospheric Association
NRDA- Natural Resource Damage Assessment
NRP- National Response Plan
NVOAD- National Voluntary Organizations Active in Disasters
NWACP- Northwest Area Contingency Plan

OCCI- Office of Communications and Community Initiatives
OEM- Office of Emergency Management
OSC- On-Scene Commander
OTED- Office of Trade and Economic Development

PA- Public Assistance
PADD- Petroleum Administration for Defense Districts
PBX- Private Branch Exchange
PDA- Preliminary Damage Assessment
PFO- Principle Federal Official
PIO- Public Information Officer
PSAP- Public Safety Answering Point

RACES- Radio Amateur Civil Emergency Services

RCC- Rescue Coordination Center
RCECC- Regional Communications and Emergency Coordination Center
RCO- Regional Response Center
RCTV- Redmond Cable TV
RCW- Revised Code of Washington
RFA- Request for Assistance
RIA- Rapid Impact Assessment
RRTF- Recovery and Restoration Task Force

SAR- Search and Rescue
SCO- State Coordinating Officer
SECURE- State Emergency Communications Using Radio Effectively
SEPA- State Environmental Policy Act
SERC- State Emergency Response Commission
SLA- State and Local Assistance
SOGs- Standard Operating Guidelines
SOPs- Standard Operating Procedures
SPO- Senior Public Official

TTY- Text Telephone

UMCD- Umatilla Chemical Depot
UPS- Uninterruptible Power Supply
USCG- U.S. Coast Guard
USDA- U.S. Department of Agriculture
US&R- Urban Search and Rescue

VA- U.S. Department of Veterans Affairs

WAC- Washington Administrative Code
WAVOAD- Washington Voluntary Organizations Active in Disasters
WDFW- Washington Department of Fish and Wildlife
WDNR-Washington Department of Natural Resources
WDOH- Washington Department of Health
WDPR- Washington Department of Parks and Recreation
WEIC- Washington State Emergency Information Center
WISHA- Washington Industrial Safety and Health Administration
WNG- Washington National Guard
WSDA- Washington State Department of Agriculture
WSDOT- Washington Department of Transportation
WSP- Washington State Patrol

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APPENDIX 3

Authorities and References

A.   City of Mercer Island
1.   City of Mercer Island CEMP
2.   City of Mercer Island Hazard Mitigation Plan
3.   City of Mercer Island Emergency Operations Plan
4.   City of Mercer Island Municipal Code Title 3.32
5.   Public Safety Contracts
    - Contract 4667 - Hazardous Materials Response Unit and Teams with Eastside Cities and Fire Districts
    - Contract 4781 - Functional Consolidation of Training Divisions with City of Kirkland and Woodinville Fire and Life Safety
    - Contract 4816 - Public Safety Wireless Communication Services with City of Bellevue
    - Contract 4868 - Second Amendment to Interlocal Agreement with Yakima County and 35 cities for Jail Services
    - Contract 4942 - Joint Powers Agreement Regional Public Safety Communications Consortium to Create a Business and Services Plan for Joint Operation of a Public Safety Communication Center among 13 Agencies; City of Kirkland is the lead agency
    - Contract 5085 - 2006 Basic Life Support Services with King County
    - Contract 5145 - Eastside Narcotics Task Force with Bellevue, Kirkland, Issaquah, Mercer Island, Redmond, and King County Sheriff's Office
    - Contract 5266 - Interlocal Agreement with King County for District Court Services
    - Contract 5303 - Mutual Assistance and Interlocal Agreement with King County
    - Contract 5326 - Second Amendment to the Joint Powers Agreement Regional Public Safety Communications Consortium with King County Powers Agreement with the Cities of Bellevue, Kirkland, Mercer Island, Medina, Clyde Hill, Issaquah, King and Kittitas Counties Fire District 51, Redmond, Bothell, Woodinville Fire & Life Safety, Northshore Fire, Eastside Fire and Rescue, King County Fire District 27, and Shoreline Fire
    - Contract 5367 - Fire/Police Emergency Communications Agreement, Amendment No. 2

B.   County Government/Regional
1.   King County Regional Disaster Plan
2.   Regional Curtailment Plan for Electric Energy.
3.   Northwest Area Contingency Plan, 2006.

C. State of Washington

1. Washington State Comprehensive Emergency Management Plan, Washington State Military Department, Emergency Management Division – Edition II- May 2002 - under revision
2. Washington State Hazard Identification and Vulnerability Assessment, Washington State Military Department, Emergency Management Division, March 2003.
3. Washington State Enhanced Hazard Mitigation Plan, Emergency Management Division, July 2004
4. Washington State CEMP, ESF 1-15, 20
5. RCW 4.24.480, civil immunity for members of the State Emergency Response Commission, Local Emergency Planning Committees and their members.
6. RCW 35.33.081, Emergency Expenditures – Non-debatable Emergencies
7. RCW 35.33.101, Emergency Warrants
8. RCW 38.08, Powers and Duties of Governor.
9. RCW 38.12, Militia Officers
10. RCW 38.52, Emergency Management.
11. RCW 38.52.70, Local and Joint operation.
12. RCW 38.52.390, Emergency contracts.
13. RCW 38.52.400, Search and Rescue.
14. RCW 38.54, Fire Mobilization.
15. RCW 43.06, Governor's Emergency Powers
16. RCW 43.19.200, Emergency Purchases.
17. RCW 43.21F.045, Duties of Energy.
18. RCW 43.21F.060, Additional duties and authority of Energy Office.
19. RCW 43.21G, Energy Supply Emergencies, Alerts.
20. RCW 43.43, Washington State Patrol.
21. RCW 43.105, Washington State Information Services Board (ISB)
22. RCW 43.155.065, Emergency Public Works Projects.
23. RCW 44.39.070, Meetings - Energy supply alert or energy emergency – Duties.
24. RCW 47.32.130, Highway Dangerous Objects Removal.
25. RCW 47.68, Aviation Search and Rescue.
26. RCW 49.70, Worker and Community Right-to-Know.
27. RCW 70.136, Hazardous Materials Incident.
28. RCW 70.136.030, Incident Command Agencies- Designation by political subdivisions.
29. RCW 90.48, Water Pollution Control.
30. RCW 90.56, Oil and Hazardous Substance Spill Prevention and Response.
31. WAC 118, Military Department, Emergency Management.
32. WAC 118-04, Emergency Worker Program
33. WAC 118-30, Local Emergency Management/Services Organizations, Plans and Programs
34. WAC 118-040, Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting.
35. WAC 173-181, Facility Contingency Plan and Response Contractor Standards.
36. WAC 194-22, Curtailment Plan for Electric Energy.

37. WAC 296-62-3112, General Occupational Health Standards.
38. WAC 296-305, Safety Standards, Firefighters.
39. WAC 468-200, Management Air Search and Rescue.
40. Washington State Fire Services Resource Mobilization Plan.
41. Washington State Public Assistance Manual, December 1995.
42. Washington State Department of Transportation Disaster Plan
43. Washington State Integrated Fixed Facility Radiological and Chemical Protection Plan, June 1997 with changes.

D.   Federal Legal Authorities
1. National Response Framework, Draft, September 2007
2. National Response Plan, December 2004, and Notice of Change, May 2006
3. Federal Emergency Management Agency, www.fema.gov
4. FEMA Independent Study Program: IS-235 Emergency Planning Course found at https://training.fema.gov/is/courseoverview.aspx?code=IS-235.c
5. Guide for All-Hazard Emergency Operations Planning, FEMA, State and Local Guide (SLG) 101 September, 1996
6. Multi-Hazard, Identification and Risk Assessment: A Cornerstone of the National Mitigation Strategy, FEMA, first edition 1997
7. Code of Federal Regulations Title 44, Part 205 and 205.16.
8. Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.
9. Public Law 96-342, Improved Civil Defense 1980.
10. Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA).
11. Public Law 920 Federal Civil Defense Act of 1950, as amended.
12. Public Law 105-19 Volunteer Protection Act of 1997.
13. Telecommunications Service Priority program.
14. Robert T. Stafford Act (Public Law 93-208 as amended).
15. National Response Plan/Framework ESF 3
16. Federal Response Plan, ESF 9.
17. 29 CFR 1910.120, Hazardous Waste Operations and Emergency Response.
18. 40 CFR 300, National Oil and Hazardous Substances Pollution Contingency Plan.
19. 40 CFR Part 355 Emergency Planning and Notification.
20. FEMA Publication 262, Guide to Federal Aid in Disasters, April 1995.
21. National Interagency and State Mobilization Guides.
22. National Fire Protection Agency (NFPA) 1600.
23. National Emergency Management Institute.
24. National Fire Academy.
25. Incident Command System, ICS Operational System description (ICS-120-1), National Interagency Incident Management System.
26. National Search and Rescue Plan (U.S. Department of Defense Joint Publication 3-50.1).

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APPENDIX 4

Training, Drills, and Exercises

Training

1. **NIMS Training Requirements**
   a. All Federal, State, Tribal, and Local entities, Private Sector and Nongovernmental personnel with a direct role in emergency management and response must be NIMS and ICS trained. This includes all emergency services related disciplines such as EMS, hospitals, public health, fire service, law enforcement, public works/utilities, skilled support personnel, and other emergency management response, support and volunteer personnel, as follows:
      i. Entry Level (all staff)
         FEMA IS-700: NIMS, An Introduction to ICS
      ii. First Line, Single Resource, Field Supervisors
         IS-700, ICS-100 and ICS-200: Basic ICS or its equivalent
      iii. Mid-level Management: Strike Team Leaders, Division Supervisors, EOC Staff, etc.
         IS-700, IS-800 A, ICS-100, ICS-200
      iv. Command and General Staff; Area, Emergency and EOC Managers
         IS-700, IS-800.A, ICS-100, ICS-200, ICS-300* and ICS-400*
   b. Additional Specialized NIMS Training Requirements
      i. The National Fire Academy (NFA) offers a broad range of training that addresses key elements of NIMS within an all-hazard environment. The numerous command and control courses, for example, support provisions of the NIMS ICS. NFA also has courses that address incident-specific areas, including hazardous materials and terrorism emergency response and emergency medical services. NFA offers courses in preparedness planning, training and management as well as resident, field and self-study courses.
      ii. The NFA offers the following NIMS-required courses online:
         1) Q-462 ICS-100, Introduction to ICS for Operational First Responders
         2) Q-463 ICS-200, Basic ICS for Operational First Responders
            (They are located at: www.usfa.dhs.gov/training/
            For more information on the National Fire Academy, please click here:
            www.usfa.dhs.gov/training/nfa/)

2. **NIMS Compliance**
   a. Current NIMS Compliance activities are presented at the beginning of each fiscal year, (October 1st) and are expected to be completed by the end of the fiscal year (September 30th). The matrix identifying the FY 2007 NIMS Implementation Activities for State/Territory and Tribal/Local governments were made available on October 25, 2017. Each of these jurisdictions is expected to achieve their respective activities by October 31 of each year.

ICS in DHS – Recommendation for a Model Curriculum: ICS-100, ICS-200, ICS-300, ICS-400, ICS-402

DHS and the NIMS Integration Center support the National Wildfire Coordinating Group (NWCG) Incident Command System (ICS) curriculum revision project which reflects an All-Hazards approach to ICS. The curriculum is currently being revised to encompass the following ICS courses:

- ICS-100, Introduction to ICS
- ICS-200, Basic ICS
- ICS-300, Intermediate ICS
- ICS-400, Advanced ICS
- ICS-402, ICS Summary for Executives

DHS and FEMA course revisions are coordinated with and support the NWCG curriculum revision project.

The recommended target audience for each of the courses includes the following personnel:

ICS-100: Introduction to ICS
Entry level first responders (including firefighters, police officers, emergency medical services providers, public works on-scene personnel, public health on-scene personnel, and other emergency responders) and other emergency personnel that require an introduction to the basic components of the ICS.

ICS-200: Basic ICS
First line supervisors, single resource leaders, lead dispatchers, field supervisors, company officers, and entry level positions (trainees) on Incident Management Teams and other emergency personnel that require a higher level of ICS training.

ICS-300: Intermediate ICS
Middle management, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, and Multi-Agency Coordination System/Emergency Operations Center staff.

ICS-400: Advanced ICS
Command and general staff, agency administrators, department heads, emergency managers, areas commander, and Multi-Agency Coordination System/Emergency Operations Center managers.

ICS-402: ICS Summary for Executives
Elected officials, senior executive, senior managers, and agency administrators with a policy responsibility that do not have a specific ICS or Multi-Agency Coordination System function/role or responsibility.

APPENDIX 5

EMERGENCY SUPPORT FUNCTIONS

MERCER ISLAND DEPARTMENTS RESPONSIBILITIES MATRIX
Roles and Responsibilities In the Event of an Incident
The following responsibilities are for each department. This list is not all inclusive but includes critical responsibilities that are necessary for preparedness, response, and recovery of an emergency or disaster.

CITY DEPARTMENTS	1 - TRANSPORTATION	2 – TELECOMMUNICATIONS / INFORMATION SYSTEMS AND WARNING	3 – PUBLIC WORKS AND ENGINEERING	4 – FIREFIGHTING	5 – EMERGENCY MANAGEMENT	6 – MASS CARE, HOUSING, HUMAN SERVICES, SPECIAL NEEDS, PET SHELTERS	7 – RESOURCE SUPPORT – VOLUNTEER INFO.	8 – PUBLIC HEALTH AND MEDICAL SERVICES	9 – SEARCH & RESCUE	10 – HAZARDOUS MATERIALS	11 – AGRICULTURE AND NATURAL RESOURCES (FOOD & WATER)	12 – ENERGY	13 – PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY	14 – LONG TERM COMMUNITY RECOVERY	15 – EXTERNAL AFFAIRS/EXTERNAL AFFAIRS	20 – DEFENSE SUPPORT TO CIVIL AUTHORITIES	23 - DAMAGE ASSESSMENT	24 - EVACUATION AND MOVEMENT
All Departments	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Council															S			
City Manager's Office					JP													
Emergency Manager					JP													
Public Information Officer		SP													JP			
Liaison Officer					SP										SP			
City Attorney/Safety Officer					SP									SP				
Development Services Group			JP											P			P	
Finance							JP											
Public Works	P		JP								JP	P						SP
Parks and Recreation	SP					P												
Human Resources							JP											
Info & Geographic Services		P																
Fire				P	S			P	P	P								
Police		JP			JP				SP				P		JP	P		P
Youth and Family Services						SP		JP			JP							
Mercer Island Emergency Volunteers	S	S	S		S	S	S	S	S		S			S			S	S
Red Cross/ FEMA/ Homeland Security						S	S				S			S				S
School District	S	S				S	S		S								S	S

JP: Joint Primary Responsibilities   P: Primary Responsibilities   SP: Support Primary Responsibilities   S: Supporting Responsibilities

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EMERGENCY SUPPORT FUNCTION 1

TRANSPORTATION

PRIMARY DEPARTMENTS: Public Works Department
SUPPORT DEPARTMENTS: All Departments
                                 Mercer Island School District
                                 Mercer Island Parks Department
                                 Mercer Island Emergency Volunteers
                                 Private Transportation Services
                                 Public Transit Authorities
                                 Washington State Department of Transportation (DOT)

I.   INTRODUCTION

A.   Purpose

The purpose of Emergency Support Function (ESF) 1 is to provide for effective coordination and operations of all transportation services during emergency situations.

B.   Scope

1. The Public Works Department is designated as lead department for coordinating all transportation related activities within the City of Mercer Island.
2. The provision of transportation support includes:
   a. Coordinating transportation activities to supplement the efforts of Mercer Island departments with each other and other jurisdictions and or agencies.
   b. Establishing appropriate emergency notification and priority, mobilization, use, and/or allocation of transportation resources.
   c. Processing of all transportation requests, conducting infrastructure damage assessment, coordinating debris management, coordinating with Public Safety on marine traffic and island access routes, determining the priority of roadway restoration and recovery phase repair work, and coordination with all departments, local jurisdictions, and state and federal agencies.
   d. Participation in mitigation and preparedness activities

II.   POLICIES

A.   Transportation planning is directed towards satisfying two operational demands. The first is to ensure the integrity of the city's transportation infrastructure. The second is to coordinate and provide transportation assistance to other departments and jurisdictions, upon the direction of the Emergency Manager.

B.   The City of Mercer Island will perform emergency management functions within its jurisdictional boundaries as mandated by Washington State RCW 38.52.070.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards
1. A significant disaster may severely damage the transportation infrastructure.
2. Localized transportation systems and activities may be hampered by the damaged transportation infrastructure and disrupted communications.
3. Refer to the City of Mercer Island Hazard Mitigation Plan

B.   Planning Assumptions
1. The Mercer Island transportation infrastructure may sustain damage. The damage, dependent upon the integrity of the transportation network, will determine the effectiveness and efficiency of the response and recovery efforts.
2. Disaster response and recovery activities, which require the use of the transportation system, may be complicated.
3. Gradual clearing of access routes will permit a sustained flow of emergency relief efforts.
4. The established snow evacuation routes will be the designated transportation routes during an event.
5. The immediate need for a functional transportation system for response and recovery activities may exceed the capabilities the City of Mercer Island and possibly other jurisdictions, thus requiring assistance from the Mercer Island School District, The Mercer Island Volunteer Disaster Teams, King County and King County Metro, the state and federal government or other agencies, to supplement efforts.
6. Normal means of communications may not be available and repairs to communications networks could take days, weeks or months. Non-traditional means of communication must be established and used.
7. Critical city facilities are self-sufficient for at least seven days. The City of Mercer Island supports the efforts of employees to communicate with their families and return home as needed.

IV.   CONCEPT OF OPERATIONS

A.   General
1. In accordance with the Comprehensive Emergency Management Plan (CEMP), Basic Plan and this ESF, the Public Works Department is responsible for coordinating transportation activities and maintaining transportation infrastructure*.*
2. The Public Works Director or designee shall coordinate all operations from the Emergency Operations Center (EOC) if activated.
3. All city departments will support ESF 1 as requested.
4. When transportation requests exceed the capability of the city and with the approval of the Emergency Manager, the Public Works Department will coordinate transportation activities with the King County ECC, WSDOT and other responsible agencies as necessary.
5. Requests for assistance will be generated first through mutual aid agreements and / or the King County Regional Disaster Plan, King County RCECC and then forwarded to the WSDOT Emergency Operations Centers or state EOC.

B. Organization

1. The Public Works Department offices are located at 9601 SE 36th, Mercer Island, Washington and are responsible for maintaining the transportation infrastructure.
2. The Public Works Department is organized into four teams: Utility Team, Right of Way Team, Support Services Team and the Engineering & Capital Projects Team. These teams span the Operations, Planning and Logistics Sections of the Incident Command structure along with the supporting departments.
3. The Public Works Department coordinates with the Police Department which is responsible for all marine transportation activities surrounding Mercer Island on Lake Washington and contracted jurisdictions.

C. Procedures

1. As prescribed in the Public Works Call-Out Book and the Emergency Operations Center (EOC) Handbook and other supporting plans and documents.
2. Notifies all appropriate departments, agencies and affected individuals as soon as possible to provide early warning of system changes and roadway conditions.
3. Identifies the most efficient and effective method of operating the transportation system to appropriately respond to the emergency.
4. Organizes alternate means of transportation as necessitated by the condition of the emergency in coordination with the Mercer Island School District, Metro/King County Transit and other agencies and as part of King County Regional Disaster Plan.
5. Provides damage assessment of streets, overpasses, pedestrian/bicycle routes, traffic signals, other transportation facilities and tracks available equipment in conjunction with DSG.
6. Provides for emergency repair and restoration of city-owned transportation facilities and coordinates the repair of facilities owned by other agencies that are essential to the functions of the City's transportation network.
7. Coordinates operational strategies with City departments and the Washington State Department of Transportation (WSDOT), Washington State Patrol (WSP), and King County Department of Transportation Road Services Division, and others to ensure an integrated transportation system.
8. Coordinates additional resources of assistance that may be obtained through existing mutual aid agreements and/or contracts through private contractors.

D. Mitigation Activities

1. Ensure all personnel are briefed on known hazards.

E. Preparedness Activities

1. Develops and maintains the department's Call Out Book, procedures, and checklists in support of the City CEMP and EOC Handbook and other documents.
2. Coordinates and maintains a method of identifying available transportation resources with supporting city, county, state agencies, federal government, and private organizations as the city government liaison coordinator for ESF 1.
3. Develops and maintains a current inventory of transportation resources and other equipment.
4. Maintains liaison with all supporting city departments, local jurisdictions, King County Department of Transportation (KCDOT), the Washington State Department

of Transportation (WSDOT) and other agencies as necessary.

5. Provides access of all departmental documentation to the Emergency Manager.
6. Coordinates with Police and Fire to ensure operational readiness.
7. Coordinates with Police and Fire to maintain the EOC in a state of readiness.
8. Coordinates with Police and Fire in identifying available transportation capabilities.
9. Maintains adequate sandbags, barricades and other resources, replenishing stockpiles as required.
10. Establishes and maintains liaison with contractors and construction and equipment rental companies.
11. Develops contingency plans for detour routes and appropriate changes to traffic control devices in coordination with DSG and Police and Fire and other departments as needed to improve the safety and efficiency of the transportation network.

F.   Response Activities

1. Staffs the EOC for coordinating transportation related missions and damage assessment.
2. Determines the usable portion of the transportation system to coordinate and control emergency traffic in conjunction with the Police Department and when necessary the Washington State Patrol (WSP), State Military Department, and the Federal Highway Administration.
3. Coordinates transportation related missions in support of the City, local jurisdictions, county and state CEMPs.
4. Coordinates the mobilization of field personnel and equipment required for services as related to the city transportation system.
5. Coordinates the distribution and use of communications resources to personnel in support of citywide operational requirements in accordance with ESF 2, Telecommunications/Information Systems and Warning, providing resources are available.
6. Provides information via status reports to the EOC and the Public Information Officer during response and recovery activities.
7. Other supporting departments provide traffic, resource and transport support, purchasing and contracting.
8. Coordinates requests for assistance with the EOC, mutual aid, King County Regional Disaster Plan, King County ECC, state and federal agencies.

G.   Recovery Activities

1. Conducts, in coordination with DSG, inspections of the transportation systems and facilities.
2. Conducts, in coordination with DSG, detailed damage assessments of the transportation systems and facilities.
3. Coordinates and conducts with DSG the reconstruction and repairs of the city transportation system, including the designation of alternate routes in coordination with public and private agencies.
4. Coordinates with local jurisdictions, King County, state and federal agencies to provide support in accordance with the city, county and State CEMPs.
5. Contributes to the Damage Assessment Reports required by the State including the

forms DEM 129 and 130 and other required reports.
6. Contributes to the After-Action Report (AAR).

V.   RESPONSIBILITIES

A.   Primary Department - Public Works

1. Develops and maintains the department's Call Out Book, procedures, and checklists in support of the city CEMP and EOC Handbook and other documents.
2. Coordinates transportation activities in support of the City CEMP.
3. Coordinates the maintenance and repair of all signage and stop lights.

4. Primary Department for initial damage assessment, in coordination with DSG, on all city transportation infrastructures.
5. Conducts immediate field assessments in coordination with Police and Fire of the status of the street network and reports findings to the EOC if activated and other agencies as appropriate.
6. Takes immediate action as necessary to protect the public from unsafe conditions and implement detours and/or road closures as deemed appropriate, and as soon as possible, notifies the appropriate support departments and agencies.
7. Coordinates with Police and Fire or with the EOC if activated on the closing and opening of roads and coordinates activities required to accomplish this task.
8. Coordinates assessment with DSG of major structural damage to roads and bridges and oversees the contracting of design and repair if accomplished through outside services.
9. Coordinates with Police and Fire the assessment of damage to street facilities and transportation routes, and takes action to appropriately close or adjust the operation of those deemed unsafe.
10. Notifies Police and Fire, Mercer Island School District, Metro Transit, and other agencies of routes affected by partial to total road closures and detours.
11. Selects detour routes and makes appropriate changes to traffic control devices to improve the safety and efficiency of the transportation network.
12. Conducts minor street and structure repair as necessary.
13. Provides for the safe and effective operation of streets and walkways through the removal of debris.
14. Purchases and maintains inventories of equipment (signs, barricades, paint, sandbags, etc.) that are readily available to be used to respond to road closures, detour route markings, etc. To the extent possible, delivers this equipment to the site in a timely manner.

B.   Support Departments - All
1. Finance
   a. Coordinates contracts and purchases of supplies and equipment as requested by city departments.
   b. Coordinates city disaster funding obligations and requests, and prioritizes costs from appropriate funding sources.

2. **Development Services Group**
   a. Supports the Public Works Department by providing available resources including engineering support.
3. **Parks and Recreation**
   a. Supports the Public Works Department by providing available resources including vehicles and drivers.
4. **Mercer Island School District**
   a. Supports the Public Works Department by coordinating school buses for the movement or evacuation of people.
5. **Police Department**
   a. Coordinates with Public Works citywide emergency traffic control pursuant to emergency traffic regulations.
   b. Coordinates the use of available law enforcement resources to assist with special emergency or disaster requirements.
   c. Coordinates identification and mitigation of high hazard accident locations and safety concerns.
6. **Police Department- Police Marine Patrol**
   a. Provides loading, off-loading, and staging assistance, if resources are available, to support the Public Works Department's mission of coordinating marine transportation requests, in support of the city's effort to repair or restore the overloaded transportation infrastructure.
   b. Coordinates emergency movement or evacuation of people as requested.
7. **Other Departments and External Support Agencies - All**
   a. Provides the Public Works Department with the use of available equipment and personnel resources to assist, as requested, with emergency or disaster requirements.
   b. Notifies the Public Works Department of system deficiencies as soon as possible and makes recommendations for corrective action.
   c. Ensures adequate training is provided to respond to emergencies.
   d. Keeps records of all actions taken, including personnel tracking and all purchases relating to transportation issues.

VI. REFERENCES

A. CEMP Basic Plan
B. Public Works Department, Call Out Book.
C. Emergency Operations Center Procedures Manual.
D. 2015 Hazard Mitigation Plan
E. King County Regional Disaster Plan (RDP).
F. State of Washington CEMP, ESF 1.
G. Federal Response Plan, ESF 1.

VIII.   DEFINITIONS AND ACRONYMS

See CEMP Basic Plan, Appendices 1 and 2

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EMERGENCY SUPPORT FUNCTION 2

TELECOMMUNICATIONS / INFORMATION SYSTEMS AND WARNING

PRIMARY DEPARTMENTS: Police Department
Information and Geographic Services
City Communications Manager

SUPPORT DEPARTMENTS: All Departments
City Clerk
Mercer Island Radio Operators (MIRO)
National Weather Service (NWS)
National Oceanographic and Atmospheric
Administration (NOAA)
Other External Agencies

I.   INTRODUCTION

A.   Purpose

1. The purpose of Emergency Support Function 2 (ESF) is to organize, establish and maintain communication capabilities necessary to meet operational requirements of the City of Mercer Island in preparing for, responding to, and recovering from emergencies and disasters.

2. ESF 2 addresses the roles, responsibilities and procedures the City of Mercer Island will use in alerting and warning city officials and the general public of a potential or occurring emergency or disaster.

3. To provide guidance for organizing, establishing, and maintaining the telecommunications and information system capabilities necessary to meet the operational requirements of City departments in responding to, and recovering from, emergencies and disasters.

B.   Scope

1. The Police Department has been designated as the joint lead agency for coordinating all communications, and alert and warning of events (or pending events).

2. The Information and Geographic Services Department has been designated as the joint lead agency for providing service for telecommunications and information systems infrastructure. This includes managing the emergency computer data systems in place to respond to disasters electronically.

3. This ESF describes the coordination of actions to be taken to establish and maintain telecommunications, information systems, alert and warning support in preparation

for, response to, and recovery from an emergency or disaster which affects the community and operations of the City of Mercer Island.

4. Support for this ESF includes city furnished telecommunications (including contracted), state government furnished telecommunications (CEMNET), commercially leased communications, and telecommunications services provided under the National Response Framework.

5. These services are provided under the Federal Response Plan and the National Security Emergency Preparedness procedures for expediting service requirements covered under the Telecommunications Service Priority program.

6. This ESF describes the coordination of the departments' actions within the City of Mercer Island that need to be taken to establish and maintain communications and warning support in preparation for, response to, and recovery from an emergency or disaster which affects the population and government operations in the City of Mercer Island. It also addresses special considerations for communicating with segments of the population with limited English proficiency and those with access or functional needs.

7. The systems used include voice, data, internet, radio, or personal contact through voice, pictures, gestures, or by leveraging existing social networks. Specific procedures are addressed in the policy and procedure manuals of participating departments and agencies.

II. POLICIES

A. It is the policy of the City of Mercer Island to use normal communications and warning systems as much as possible during an emergency or disaster. The city aims to communicate emergency messages in a manner which can be understood by its population. The City of Mercer Island will prioritize available communications systems with life safety first, followed by critical government functions, the protection of property, the environment and the economy. In the event communication support is needed beyond available capabilities, the City of Mercer Island will request assistance through the King County Office of Emergency Management/Regional Communications and Emergency Coordination Center or directly to Washington State Emergency Management Division.

B. The CEMP, as described by this ESF, governs City telecommunications, information systems, alert and warning activities related to mitigating, preparing for, responding to, and recovering from emergencies or disasters.

C. The City of Mercer Island has developed in this ESF telecommunications, information systems, and alert and warning plans, and systems commensurate with the City emergency requirements and needs. The City of Mercer Island plans compliment the King County and Washington State plans with systems interoperable with the county and state systems when and where feasible.

D. The Information and Geographic Services Department will develop departmental telecommunications and information system contingency plans, disaster recovery/business resumption plans, and information system security plans

commensurate with the City's systems. Departmental standard operations guidelines (SOGs) or operations plans within each plan shall complement the city, county and state CEMP.

III.   SITUATION

A.   Emergency/Disaster Hazards and Conditions

The Basic Plan portion of this plan identifies the natural and technological emergencies or disasters the City of Mercer Island may experience that require full support of their communication systems.

The city's communications systems may be overwhelmed, damaged or destroyed by a natural or technological disaster when they are needed the most. As backup communication is limited, it will be necessary to assess, prioritize and allocate the use of all working systems.

1. Under normal circumstances, the City relies mainly on hard-wired and cellular telephone and radio communications for its communications transactions. The communication link with citizens and neighborhoods also happens through Mercer Island's Cable TV Channel 21, MIHS Radio Station 88.9 FM and the City's website: www.mercergov.org, and social media outlets. However, the City of Mercer Island is always subject to a variety of emergency or disaster events requiring dissemination of alert and warning and/or other emergency information to city, county, or state personnel and the community.
2. Emergency or disaster alert and warning may originate from any level of external government or other sources. Most weather forecasting resources are located within the federal government, the National Weather Service (NWS). This may include watches and alert and warnings for: floods, seismic sea waves (tsunami), avalanches, severe weather, volcanic eruptions, fixed nuclear facility incidents, hazardous material incidents, as well as earthquake confirmation notification.
3. The sudden and unexpected nature of a catastrophic event, such as an earthquake and its extensive damage, will result in numerous requests from all levels of government for services required to save lives, protect property, and preserve the environment and economy.
4. The City of Mercer Island and specifically the Police Department will require accurate and timely information on which to base their decisions and focus their response actions. Concurrently, widespread damage to commercial telecommunications facilities is likely. At a time when the need for real-time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent. All surviving telecommunications assets of the various levels of government, augmented by extra-regional assets, will be needed immediately to assure an expedient response to the needs of the victims of the event.
5. Refer to the City of Mercer Island 2015 Hazard Mitigation Plan

B. **Planning Assumptions**

1. The City of Mercer Island's primary concern will be with lifesaving responses and the restoration of vital city services necessitating the use of communication systems.
2. The City and county, in conjunction with the telecommunications industry, will accomplish as much restoration and reconstruction of telecommunications facilities as the situation permits.
3. Initial reports of damage may be fragmented, providing an incomplete picture on the extent of damage to telecommunications facilities.
4. There will be occasions when there may be no time or mechanism to provide alerts or warnings.
5. Weather and other environmental factors may restrict the ability to deploy mobile or transportable telecommunications equipment into the affected area.
6. Conditions following the event will necessitate the careful consideration of sites located for establishing staging areas, shelters, assistance centers, alternate operations centers, the Command Post(s), and communications to support activation.
7. The Mayor's Proclamation of Emergency will be requested and announced as the situation warrants.
8. A combination of warnings, including the Emergency Alert System (EAS) must be utilized. The Emergency Alert System (EAS) warning method is used in cooperation with King County OEM, local broadcasters and cable providers.
9. Communication systems are vulnerable, and depending on the nature of the disaster and the extent of damage, repairs to these systems may take months.
10. The 800 MHz radio system may be overwhelmed and unable to handle all public safety and emergency responder radio transmissions.
11. The City of Mercer Island would likely need to use multiple systems and approaches.
12. The nature of the incident may not allow the time to provide for warning.
13. Emergency information or warning relayed to the media is publicized at the discretion of the broadcasters.
14. The activation of the Emergency Alert System (EAS) can be requested by the City of Mercer Island, but the city is not an EAS warning point and does not control the use of that warning resource.
15. Following an emergency or disaster, people within Mercer Island will expect to be informed of the actions the City of Mercer Island is taking to protect life and property loss.
16. Reverse dial telephone notification systems databases will not include all telephone numbers of affected individuals.
17. Communication systems may not have sufficient capacity to handle the traffic generated by emergency conditions.
18. The city may be forced to rely on alternate communication systems when normal communication systems are overwhelmed or inadequate.
19. Not all warning and emergency notification messages will reach the intended audiences due to disruptions in communication systems.

20. Members of the community with limited English proficiency and those with access and functional needs will have additional difficulties in receiving and understanding warning and emergency notification messages if special efforts are not made to reach them.

21. Technological limitations may prevent communication with the public, including those with limited English proficiency and those with access or functional needs.

22. National Oceanic Atmospheric Association (NOAA) Weather Radio announces weather forecasts only. Weather warnings, watches and advisories are issued by the National Weather Service over the NOAA Weather Radio and other avenues.

23. Additional communication resources for the City of Mercer Island include EMNET (Comprehensive Emergency Management Network) - Two-way VHF radio system or contact with the State EOC at Camp Murray.

24. Mercer Island Radio Operators (MIRO) amateur radio volunteer group which is registered as both a RACES (Radio Amateur Civil Emergency Services) and ARES (Amateur Radio Emergency Services) group - Two-way communication via voice, limited continuous wave/Morse code, limited radio teletype, and packet using amateur radio frequencies.

25. NAWAS (National Warning System) - Federal landline warning system connecting the state warning network. The primary "drop" is located in King County Dispatch.

26. NORCOM – 9-1-1 public safety dispatch center.

27. Mercer Island will use the primary method EAS in some cases, the MIHS radio station, a public-address system of megaphones in police cars if necessary, door-to-door neighborhood canvassing and messages posted to social media sites, if available.

28. Use of message runners or couriers to convey written or verbal messages between locations if all communications are disrupted.

IV. CONCEPT OF OPERATIONS

A. General

1. Reliable telecommunications and information system capabilities are necessary at all levels of government for day-to-day communications, alert and warning of impending events, response and recovery operations, search and rescue operations, and coordination with other jurisdictions and public safety agencies. Such capabilities must be available to the City for operations from the primary or alternate EOC as well as at all department locations or specific selected locations because of existing conditions at the time of the emergency or disaster.

2. Emergency communication between the City of Mercer Island and other local jurisdictions and King County ECC, as well as with other state and federal agencies, can be provided through the Communications Centers (911) (the Public Safety Answering Point (PSAP)) and in some cases to the Emergency Manager, and others.

3. The City of Mercer Island Police Department can activate the EAS through the King County Sheriff's Office (KCSO) as primary. EAS operates through designated radio

and television stations and is intended to disseminate prompt alert and warning information concerning emergency or disaster events or situations.

4. The Emergency Manager in coordination with the Director of Information and Geographic Services may advise the City on the availability, selection, and use of telecommunications and information system capabilities during all four phases of emergency management.

5. The communications capabilities presently available at the City are:
   a. NORCOM PSAP located in Bellevue
   b. EPSCA 800 MHz Radio System (Secondary Voice) via City of Seattle.
   c. Commercial telephone including the City's private branch exchange (PBX) system, private line, leased line, regular telephone, cellular telephone, facsimile, email and the internet.
   d. Telephone services are provided by CenturyLink; CenturyLink has a contingency plan in place.
   e. Mercer Island Radio Operators (MIRO) amateur radio emergency communications.
   f. EAS is activated by KCSO Communications Center during an emergency as Primary Voice. Secondary EAS is State EMD.
   g. NAWAS, National Warning System, landline - voice, intra-state landline-voice. When receiving, primary is KCSO who will notify the Mercer Island Police and Fire Departments via their respective dispatch centers, Kirkland and Bellevue (911), secondary is City of Seattle.
   h. National Oceanic Atmospheric Association (NOAA) Weather Wire through ACCESS (A Central Computerized Enforcement Service System, landline - teletype).
   i. CEMNET (Comprehensive Emergency Management Network) two-way VHF radio systems for backup direction and control.

6. The communications capabilities presently available from county, state and federal are:
   a. EAS Relay Network (Public Safety radio and the broadcast industry). When sending from the Communications Centers (911) primary is KCSO, secondary is State EMD.
   b. CEMNET (Comprehensive Emergency Management Network) two-way VHF radio systems for backup direction and control.
   c. NAWAS (National Warning System), landline - voice, intra-state landline-voice. When receiving, primary is KCSO who will notify Mercer Island via Communications Centers (911), secondary is City of Seattle.
   d. National Oceanic and Atmospheric Association (NOAA) Weather Wire through A Central Computerized Enforcement Service System (ACCESS), which is a landline - teletype.
   e. State Agency Emergency Network, 800 MHz two-way radio system for back-up direction and control.
   f. SECURE (State Emergency Communications Using Radio Effectively), a point-to-point high frequency two-way radio system.

g. RACES (Radio Amateur Civil Emergency Services) and ARES (Amateur Radio Emergency Services) (two-way radio and/or packet systems via ham frequency bands).

h. FNARS (Federal Emergency Management Agency National Radio System), a high frequency radio system.

(1) The federal government, under the National Response Framework (NRF) and the National Security Emergency Preparedness procedures may, through the Federal Emergency Management Agency (FEMA), provide temporary emergency communications assistance to the City of Mercer Island, King County, and the state prior to or during an emergency or disaster.

B.   Organization

1. The City's telecommunications infrastructure is maintained by the Information and Geographic Services Department which is responsible for repairing and/recovering telecommunications infrastructure.

2. Police is primary agency for tactical communications response efforts and providing communications.

3. Information and Geographic Services provides telecommunications, network, and cable TV support to the City departments, City EOC, Joint Information Center (JIC), and department recovery teams.

4. The City's PIO coordinates the City's public information releases.

5. The PIO sets up and staffs the Joint Information Center (JIC).

6. The Police Department maintains the City EOC, and the coordination of city communications systems for warning the public in an emergency.

7. The City coordinates the use of the Emergency Alert System (EAS) through the King County Sheriff's Office. The City EOC can activate the local Emergency Alert System (EAS) plan through a Local Relay Network (LRN) that allows the local broadcast media to receive and disseminate the message if they so choose. The State EOC can activate the Emergency Alert System (EAS) either statewide or regionally through the State Relay Network (SRN).

8. If a warning or alert that affects the City comes in to the Mercer Island Police Records Center, a notification alert to city officials and department heads will commence.

9. The City of Mercer Island's dispatching is NORCOM PSAP for Police and Fire.

10. When the EOC is activated a Phone Bank is implemented to receive calls from residents within the City of Mercer Island.

11. Alternate communication methods include 800 MHz, conventional radio UHF, MIRO amateur (HAM) radio, CEMNET radio, and MIHS Radio Station 94.5 FM, regular telephones, cellular telephones, facsimiles, satellite telephones, Alert King County - Code Red, e-mail and social media; sites such as city accounts on Twitter, Facebook, and NextDoor; posters and A-Frame signage.

12. Neighborhood Information Centers are publicized locations where written messages can be posted for the public when electronic and media communications are unavailable.

13. Use of universal symbols to convey messages without words.

14. Leveraging community-based social networks, which may include word of mouth, email, social media, and other means of informal information sharing by the public.

15. Utilizing interpreters/translators to provide messaging that can be understood by significant segments of the population with limited English proficiency.

C.   **Procedures**

1. Incident Command procedures are dictated by the National Incident Management System.

2. Procedures detailing responsibility for and operation of emergency communications equipment are in the City of Mercer Island EOC procedures, maintained separately.

3. Procedures detailing the activation of warning systems are found in the City of Mercer Island EOC procedures, maintained separately.

4. **Mercer Island Radio Operators (MIRO)**. MIRO is composed of amateur radio operators/equipment of Amateur Radio Emergency Services (ARES) (two-way radio via ham frequency bands) and serves as a "tertiary" back-up communications system for direction, control, alert and warning, and coordination. Systems that can be employed by MIRO are (1) VHF two meter repeater, (2) UHF cross-band repeater, (3) VHF two-meter simplex, and (4) UHF 440 repeater. See Appendix 3 of this ESF and the MIRO Plan 2004. Amateur radio support, RACES, is also established and available at the State EOC. See the State of Washington, Radio Amateur Civil Emergency Services (RACES) Plan, November 1995 with changes.

5. **Emergency Alert System (EAS)**. This system provides emergency information to the public via local radio and television stations. It may be activated as primary by contacting the KCSO, then as secondary, the State EOC. See the State of Washington CEMP, ESF 2.

6. **Comprehensive Emergency Management Network (CEMNET)**. Serves as the "PRIMARY" back-up communications system for direction and control of emergency operations statewide. CEMNET is a low band VHF system employing twelve (12) remote mountaintop base stations. The 12 stations are operated and controlled at the State EOC through the Washington State Patrol microwave radio system. Channel assignment for Mercer Island is F1 - 45.20 MHz. See the State of Washington CEMP, ESF 2, Appendix 1, Tab B. MIRO supports and operates this radio system.

7. **National Warning System (NAWAS)**. The federal portion of the Civil Defense Warning System, used for the dissemination of warnings and other emergency information from the Federal Emergency Management Agency National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to the City of Mercer island, local jurisdictions and the state

concerning severe weather, earthquake, flooding, and other activities affecting public safety. See the State of Washington CEMP, ESF 2.

8. When an alert or warning is received via the Emergency Manager, notification will be made to appropriate staff.

D. Mitigation Activities

1. Establish a mitigation program for all city computer and communications systems to protect them from the effects of an emergency or disaster. Included in this program will be the seismic protection of all essential city computer and communications systems.
2. Explore new technologies designed to improve the reliability of communication systems.
3. Establish a mitigation program for all radio and wireless communications systems to protect them from the effects of an emergency or disaster.
4. Explore new technologies designed to improve the reliability of radio and wireless communication systems.
5. The EOC is equipped with an emergency generator. The generator is capable of supplying power for approximately 60 hours and is dependent upon the amount of fuel supply.
6. Extra radio batteries are rotated and kept charged.
7. The generator is capable of supplying power to vital services and is tested regularly. Fuel on hand is approximately 60 hours of diesel and oil. The Public Works Department will refuel every 56 hours or upon request.
8. There is a contingency plan for staff to also work off-site.

E. Preparedness Activities

1. The Police Department is responsible for the overall direction and control of communications related to the E-911 and 800 MHz radio system during a disaster or emergency situation. The City of Mercer Island's internal EOC frequency will be on the City 2 talk group. When conditions warrant, the EOC talk groups will be activated.
2. The Information and Geographic Services Department, for the City of Mercer Island, subscribes to the Government Emergency Telecommunications Service (GETS) (2005), which is offered by the Office of the Manager, National Communications Systems, to meet national security and emergency preparedness requirements by Federal, State and local government and other authorized users. GETS provides emergency access and specialized processing in local and long-distance telephone networks through a simple dialing plan and personal identification number. Subscriber cards (with instructions) are issued to Emergency Operations Center Team (EOCT) members and selected staff members and are available for use by members of the City's emergency management organization through those cardholders.

3. City Departments will maintain 800 MHz radios and batteries: Development Services Group (4), Parks and Recreation (1), Public Works (4), Police Department and Fire Department (6), and Youth and Family Services (1).

4. Mercer Island Emergency Volunteers will coordinate drills and exercises to test the capabilities of the MIRO volunteer radio nets and CEMNET checks.

5. Pre-stage relevant emergency messages and/or maps for the automated emergency notification system.

6. Maintain a resource list of translation/interpreter services.

F.   Response Activities

1. The EAS provides emergency information to the public via local radio and television stations. Police and Fire will coordinate activation. It may be activated as primary through the KCSO, then as secondary, the State EOC. See the State of Washington CEMP, ESF 2.

2. Notification of citizens regarding emergency information and instructions may be handled through the EAS, MIHS Radio Station 94.5 FM, door-to-door by uniformed City personnel, mobile public-address systems in patrol cars, or any other means available to the command agency at the time.

3. The Public Information Officer from the City Manager's Office, Fire Department and Police Department can send emergency public safety information through conventional methods such as e-mail, King County Alert – Code Red and broadcast fax to local media broadcasters. Once the initial warning is sent, the task of keeping the public informed of actions to take, to prevent injury or personal loss, lies with the PIO.

4. The National Warning System (NAWAS) is the primary system utilized by the Federal Government to disseminate warning information. Warnings received over NAWAS are received at the King County ECC Warning Point, which, in turn, disseminates the warning to local warning points. Alerts and warnings for the City of Mercer Island are received at the Office of Emergency Management, who in turn notifies local emergency personnel, staff and the public.

5. Weather advisories, watches, alerts and warnings are provided via teletype by the National Weather Service (NWS) and via email from rping.org. Messages will be monitored on a 24-hour basis and determined when to notify appropriate City personnel. The NWS (Seattle Office) is also capable of sending civil emergency notices to their network of weather radios at the request of local, public safety officials. The newer generation weather radios are self-activated when warnings are initiated.

6. The Emergency Manager will be notified in the event the EOC is to be activated.

7. The IGS Department will coordinate repair and restoration of telecommunications infrastructure in case of partial or total loss of local services.

8. MIRO volunteer radio nets may be activated as necessary to supplement the City's radio system capabilities by local amateur radio operators. The IC or EOC can activate the MIRO amateur radio operators when requested. MIRO will also be contacting the City and offering their emergency communication services.

9. Update and publish information to the emergency information web page if the necessary systems are accessible and operational.
10. Work together with the other city departments to develop content of warning messages.
11. Coordinate the communication strategy for reaching significant segments of the population with limited English proficiency.

G.   Recovery Activities
1. Primary and alternate alert and warning systems will be used to coordinate recovery activities.
2. Conduct damage assessments of department facilities and equipment, and initiate repairs and mitigation activities.
3. Activated telecommunications and information systems will continue to support recovery operations, as required.
4. Restore telecommunications and information system facilities and systems not used in response activities until full services are available to the City of Mercer Island.
5. Contribute to the Damage Survey Reports (DSRs) required by the state for the Public Assistance Program.
6. Departments will return to normal activities when resources are no longer needed to support recovery activities, and when normal systems and facilities are restored.
7. Contribute information to the After-Action Report (AAR).

V.   RESPONSIBILITIES

A.   Primary Departments
1.   Police and Fire
   a. Directs emergency communications support activities of the City.
   b. Maintains continuous preparedness and response communication capabilities through the contracted Public Safety Answering Point (PSAP), known locally as the Communications Centers (911), and other methods.
   c. The EOC, police and fire have priority systems that must be supported and/or restored.
   d. Advises EOC on status and capability of emergency communications system.
   e. Arranges additional communications capabilities when necessary.
   f. Establishes restoration priorities for emergency telephone and radio systems in conjunction with IGS.
   g. Activates MIRO volunteer amateur radio emergency communication networks when necessary.
   h. Recommends relocation or redistribution of radio resources used by City departments as necessary to most effectively maintain adequate communications in emergency situations.
   i. Disseminates alert and warning information received through EAS, the NWS and ACCESS, to directors and staff in accordance with the situation.
   j. Maintains coordination with the EAS and MIRO (ARES/RACES systems).

2. Information and Geographic Services

a. Overall responsibility for planning and coordinating the Information and Geographic Services program within the City.

b. Coordinates repair and restoration of telephone and/or computer systems. Priority order for telecommunication restoration activities:

    i. City Hall Network (If City Hall unavailable then MICEC Network)

    ii. PRI and PSTN connectivity

    iii. Internet Connectivity (City Hall: KC INET, Comcast, Satellite) (MICEC: Comcast)

    iv. EOC Operations

    v. Police, Fire, and Public Works servers and applications

    vi. City Manager, City Attorney, City Clerk servers and applications

    vii. Finance, Human Resources, Development Services servers and applications

    viii. All other department/city servers and applications

c. Secures equipment to mitigate against damage or failure.

d. Coordinates use and distribution of loaned cell phones during disasters.

e. Maintains the City's subscription to the Government Emergency Telecommunication Service (GETS) (to be determined).

B. Support Departments - All

1. Provides telecommunications and information system staff and system/equipment assistance, as available and in accordance with the department's primary mission.

2. Provides internal telecommunications and information system support to the City and to return the city to its day-to-day activities following an emergency or disaster.

3. Assures that communications systems can be utilized from or to the EOC and mobile facilities.

4. Maintains operation of radio equipment owned or used by the City including any contract agreements.

5. Trains personnel in proper radio protocol, including limiting communications during emergencies and yielding to Departmental Command Center communications.

VI. RESOURCE REQUIREMENTS

The City of Mercer Island and other supporting organizations should develop and make available, when necessary, the requisite personnel and equipment to fulfill roles and responsibilities identified in this ESF. As a minimum, all departments should expect to sustain immediate operations for seven (7) days and have other resources programmed for use up to fourteen (14) days.

VII. REFERENCES

A. CEMP Basic Plan

B. City of Mercer Island EOC Manual.

C. City of Mercer Island Hazard Mitigation Plan 2015
D. State of Washington, Radio Amateur Civil Emergency Services (Races) Plan, November 1995 with changes.
E. King County Regional Coordination Framework (RCF).
F. State of Washington CEMP, ESF 2.
G. State of Washington, Chapter 38.52 RCW.
H. State of Washington, Information Services Board, Department of Information Services, Information and Technology Policy Manual.
I. Federal Response Plan, ESF 2.
J. Civil Preparedness Guide (CPG) 1-14: Principles of Warning and Criteria Governing Eligibility at National Warning System (NAWAS) Terminals.
K. Civil Preparedness Guide (CPG) 1-16, titled: National Warning System Operations.

VIII. DEFINITIONS AND ACRONYMS

A. CEMP Basic Plan, Appendices 1 and 2
B. Emergency Alert System (EAS)
C. PSAP Accessible Radio Nets
D. Communication Organization Chart
E. Significant segment of the population means 5% of the total population of the city, or 1000 persons, whichever is smaller.
F. Limited English proficiency populations refers to language groups who self-identify as not speaking English very well.
G. Access and functional needs includes those people who may have specific needs related to the emergency incident. In the context of this ESF, this includes those members of community who are blind, visually impaired, deaf, and/or have experienced hearing loss.

APPENDIX 1

EMERGENCY ALERT SYSTEM (EAS)

I.   SCOPE

This plan provides guidelines for activating the EAS in the Central Puget Sound Region, which includes the counties of Island, Jefferson (east portion), Kitsap, Snohomish, King and Pierce.

II.   POLICY

It is the policy of all participating agencies to activate the EAS in order to alert and warn residents of life-threatening emergencies. The EAS will be utilized only when time limitations or incident severity prohibits information distribution to the media by normal channels. Further instructions and information to the public will be disseminated to the media by the originating agency or by the affected jurisdictions using normal channels.

III.   CONCEPT OF OPERATIONS

The decision to activate the EAS for weather-related incidents will generally be the responsibility of the National Weather Service. For localized non-weather related incidents, the affected county will be the designated authority for activating the EAS. Within each county, specified jurisdictions may be authorized to activate EAS as identified by local plans.

If an event has a regional impact that affects more than one county, the county where the incident originated will coordinate all EAS messages. If the incident begins in one county and then moves to another county, either of those jurisdictions may initiate an EAS message but the message should be coordinated by both agencies. Should an incident affect more than two counties in the Central Puget Sound Region, requests for EAS activation will be coordinated with Washington State Emergency Management. In cases where multiple jurisdictions are affected, one EAS message should be sent that provides guidance to all populations affected by the incident.

A.   Request for Activation

1. When the emergency manager or highest ranking official at the scene of an incident determines that an EAS message must be initiated to save lives, they will contact the authorized individual from their jurisdiction who has authority to request activation of EAS. The Police Department is responsible and will coordinate with the City PIO who will contact the KCSO as the authorized EAS agency. If the local EAS activation KCSO, or alternate (if designated in local plans), cannot be contacted, EAS activation may be requested through Washington State EMD.

2. It is the responsibility of the agency initiating the EAS message to confirm the incident with a reliable source (dispatch center or emergency manager). If the City

of Mercer Island EOC is activated the Emergency Manager approves and coordinates with the City PIO to implement. Many broadcast stations will automatically air all EAS messages and have no mechanism to confirm or edit information. It is critical that the agency sending the alert authenticates the information before transmission to broadcasters.

3. It is recognized that emergency situations that require the use of EAS are time critical and public notification must be done immediately, however, the EAS message must be clear and provide direction. Messages must include the following information:

- The name and title of the person delivering the message
- What will happen, when it will happen, and where it will happen
- Geographic area affected (if multiple jurisdictions affected, include all)
- Emergency protection measures for the public
- If evacuation is required, identify the hazard area and specify desirable transportation routes or direction of travel for evacuees
- Reassurance that officials are addressing the incident
- A statement encouraging people to avoid using telephone systems for the first few hours except for life-threatening emergencies
- Advise the public to listen to their local news radio station for more emergency information. KIRO radio (710 AM) is identified as the Local Primary Station for the Central Puget Sound Local Area but MIHS Radio 88.9 FM will provide specific Mercer Island Information.

4. The PIO will identify a point of contact that is currently available for questions from the media. Personnel will also be available to handle inquiries from the public or other agencies. It might be appropriate to establish a Joint Information Center for media inquiries and a citizen hotline to address inquiries from the public.

B.   Notification of Affected Agencies

Notification of affected jurisdictions and government officials will occur simultaneously with the sending of the EAS message whenever possible. There will be times when warning the public is time critical and the EAS message will be sent before other notifications are made. In addition to affected jurisdictions, notification includes Washington State Emergency Management. A request will be made for Washington State Emergency Management to notify other counties to advise of the activation of EAS. The method of notification may include, but is not limited to, telephones, radios, computers, ACCESS, and NAWAS.

APPENDIX 2

CITY OF MERCER ISLAND COMMUNICATIONS CHART

Purpose: Identifies methods of communication between personnel with designated tasks and the EOC. Specific personnel will be assigned to work in the EOC as available, or will be on-call. It is important that the City establish more than one method of communication with field personnel who are checking systems, in case the primary method fails. The chart below shows methods of contacting the EOC. Note: MISD UHF and City UHF are not compatible systems (except for Fire to MISD UHF).

EOC COMMUNICATIONS - DO NOT PUBLISH

Method	#, talk group, freq.	Comments
Phone - Police	NORCOM 911 or 425-577-5656	MI Police Sergeant: 206-999-2621 MI Records Center – 206-275-7610 Hours: 8:00am-5:00pm M-F
Phone - Fire	NORCOM 425-577-5656 FAX: 425-452-7873	Public#: Fire Business Line (Station 91) 206-275-7607
Phone – City Hall	206-275-7600	Direct to EOC, when EOC activated. Do not use individual staff #'s/ voice mail. It could be days before they are checked. If power available, numbers as usual.
Pagers/Cell #'s	As assigned, or reassigned	
FAX Alternate:	206-275-7941 Police (CH) 206-275-7663 City. Mgr. (CH) 206-275-7970 Fire (F)	
800 MHz Radio Talk Groups (3 radios located in Police, and all Fire programmed w KC COMM,OPS,EM 1)	MI CITY MI PW 1 MI PW 2 MI-DISP F-DISP 2 KC EOC-COMM KC EOC-OPS KC EM 1 (3-South,5-Seattle)	Monitored by Records Center, or designee when EOC activated. MI's general city talk group. MI's general primary Public Works talk group MI's tactical OPS Public Works talk group Mercer Island Police / Records Center Mercer Island Fire VIA Bellevue PSAP King County EOC Common for hailing Tactical Emer. Mgmt. (KC EOC Operations) Tactical Regional Emer. Mgmt. (Zone 1=MI)

Method	#, talk group, freq.	Comments

Conventional Radio	UHF Emer. Ops. Repeater
	  458.325mhz
	    (Mobile Xmit Freq.)
	  453.325mhz (Mobile Rcv Freq.)
	    PL 141.3hz
	UHF Maint. Dept. Repeater
	  458.250mhz
	    (Mobile Xmit Freq.)
	  453.250mhz (Mobile Rcv Freq.)
	    PL 141.3hz
	VHF Simplex
	  154.190mhz (PL 103.5hz)
		City of Mercer Island Emergency Operations.
		    Monitored by EOC when activated.
		
		Public Works Department Frequencies
		
		Mercer Island Fire Conventional Frequency

<u>MISD</u>: Mercer Island School District
 	
(See Emergency Contact info for MISD – Pink Book)
	UHF Repeater
	  468.375mhz
	    (Mobile Xmit Freq.)
	  463.375mhz (Mobile Rcv Freq.)
	    PL DPL .032
	800 MHz (4)
	<u>KIMH</u> (88.9 FM)
		School District repeater frequency used for transportation and school Emergency OPS.
		(MISD cannot talk to City via UHF, Fire can talk to MISD)
		4 programmed
		MISD Radio KIMH 24/7 – on air for public broadcast, TBA; 230-6329

Amateur Radio MIRO	147.160 MHz Simplex VHF Repeater, +0.6 MHz offset, with a CTCSS tone of 146.2 Hz Alt: 147.440 Simplex VHF	Monitored when HAM EOC is activated HAM EOC Room Phone # - 206-275-7630
Low Band	CEMNET 45.20 (Channel 1)	Hailing to State EOC, State talk group, monitored when EOC open, by HAMS.
Emergency Manager 6/24/08 Updated	Jennifer.franklin@mercergov.org 206-275-7905 206-940-2962 MIEOC@mercergov.org	Jennifer Franklin, Emergency Manager Primary Internet address to the EOC when open (server based)

APPENDIX 3

MERCER ISLAND RADIO OPERATORS (MIRO)

Mercer Island Radio Operators (**MIRO)** is a group of amateur radio operators who volunteer to provide emergency communication support for Mercer Island Emergency Management in case of a disaster. Amateur Radio Operators (aka Hams) are licensed by the Federal Communications Commission. MIRO was founded in 1993 under the name Mercer Island Amateur Radio Emergency Net. Currently 44 members actively participate in monthly meetings, the Mercer Island Emergency Net, and other drill and public service activities. There are MIRO members living in most Island neighborhoods.

MIRO members volunteer under the authority of the Mercer Island Emergency Management, administered by the Emergency Manager. MIRO members are registered Emergency Workers specializing in Emergency Communications, pursuant to WAC 118-04-080. The group is also loosely affiliated with the Amateur Radio Emergency Service (ARES) of King County.

MIRO conducts a practice on-the-air Mercer Island Emergency Net on the second Thursday of every month at 7:00 PM Pacific time on the 2-meter repeater (see below). All licensed amateur radio operators are invited to check in on the Net. A monthly meeting of the group is held on the third Thursday of every month at 7:00 PM at Fire Station 91, the North End Mercer Island Fire Station. All interested Mercer Island residents are welcome to attend.

Besides member-owned radio equipment, MIRO volunteers maintain a digital infrastructure using the Winlink 2000 system for transmission of e-mail messages. In addition, dedicated installations for emergency communications are maintained at the following locations:
- Emergency Operations Center (EOC). Located at City Hall, the EOC facility provides both voice and digital communications to provide message handling for City officials. This facility provides communications at the island-wide, county and state level.
- Community Center at Mercer View (CCMV). CCMV is the community's primary shelter facility. MIRO members recently installed an emergency communications facility for voice and digital communications.
- Fire Stations. Voice amateur radio transceivers are installed at each of the two Mercer Island fire stations (FS 91 and 92).
- Water Reservoir. MIRO operates two repeater installations at this facility to provide island-wide communications:
  - 2-meter band. 147.160 MHz, + offset, CTCSS tone 146.2 Hz.
  - 70-centimeter band. 440.150 MHz, + offset, CTCSS tone 103.5 Hz.

Under the Mercer Island Emergency Volunteer plan, MIRO assigns volunteer members to staff the EOC, CCMV, and other communications facilities and to act as communicators for the various Mercer Island Emergency Volunteer teams during times of emergency. Persons seeking additional information or who would like to participate are asked to contact the MIRO Chair.

APPENDIX 4

COMMUNICATIONS AND WARNING CHART

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                    ┌─────────────────────────────┐
                    │ Communications Centers (911)│
                    │ Public Safety Answering Point│
                    │           (PSAP)            │
                    │        Primary Voice        │
                    │   Secondary Warning Point   │
                    └─────────────────────────────┘
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| EAS KCSO Primary | | MI EOC | | NAWAS #1 Local Primary Warning Point KCSO Comm Center 800 MHz Radio Network / NAWAS #2 EPSCA 800 MHz to Seattle Secondary Voice |

| EAS State EOC Secondary | | | | ACCESS NWS Seattle 162.55 MHz NWS Puget Sound 162.425 MHz Rebroadcast to EAS |

| ON-SCENE IC | Police | Fire | City Departments |

| Regional Public Information Network (RPIN) (via internet) | Mercer Island Radio Operators (MIRO) (ARES) 147.60 MHz primary repeater 147.440 simplex VHF alternate 146.2 CTCSS State EMD 146.82 through KC ARES repeater | SAR VHF 145.11 MHz King County SAR with Local EOC contact |

| CEMNET to State EMD F1 - 45.20 MHz up to 5 Mobiles Squak Mt. F1 Mercer Island |

APPENDIX 5
Limited English Proficiency Communications Resources

Federal LEP Resources

www.LEP.gov – This website of the U.S. Department of Justice Civil Rights Division is a clearinghouse for a wide range of LEP-related resources for federal agencies, recipients of federal funds, users of federal programs and federally assisted programs. Included on this website are LEP guidance for recipients of federal funding (look for your primary funding agency), links to demographic data, federal agency LEP plans, and more.

- Title VI of the Civil Rights Act of 1964, 42 USC 2000d et. seq.
  - https://www.justice.gov/crt/title-vi-1964-civil-rights-act
- Presidential Executive Order 13166, *Improving Access to Services for Persons with Limited English Proficiency*, August 11, 2001.
  - https://www.gpo.gov/fdsys/pkg/FR-2000-08-16/pdf/00-20938.pdf
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended, 42 USC 5151
  - http://uscode.house.gov/view.xhtml?req=granuleid:USC-prelim-title42-section5151&num=0&edition=prelim
- U.S. Department of Homeland Security Title VI regulations against national origin discrimination, 6 CFR part 21.
  - https://www.ecfr.gov/cgi-bin/text-idx?SID=ac08958ad1eeaba2855706e63fdcf796&mc=true&node=pt6.1.21&rgn=div5
- *Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons*, Department of Homeland Security, April 18, 2011
  - https://www.gpo.gov/fdsys/pkg/FR-2011-04-18/pdf/2011-9336.pdf
- *Guidance to State and Local Governments and Other Federally Assisted Recipients Engaged in Emergency Preparedness, Response, Mitigation, and Recovery Activities on Compliance with Title VI of the Civil Rights Act of 1964*, U.S. Departments of Justice, Homeland Security, Housing and Urban Development, Health and Human Services, and Transportation, August 2016.
  - https://www.justice.gov/crt/file/885401/download
- *Tips and Tools for Reaching Limited English Proficient Communities in Emergency Preparedness, Response, and Recovery*, U.S. Department of Justice, Civil Rights Division, August 2016.
  - https://www.justice.gov/crt/file/885391/download
- *I Speak language identification cards, US Census Bureau*
  - https://www.lep.gov/ISpeakCards2004.pdf

State LEP Resources
- Washington Law Against Discrimination, RCW 49.60
  - http://app.leg.wa.gov/RCW/default.aspx?cite=49.60

- Washington State Civil Rights Act, RCW 49.60.400
  - http://app.leg.wa.gov/RCW/default.aspx?cite=49.60.400
- Governor Executive Order 17-01, *Reaffirming Washington's Commitment to Tolerance, Diversity and Inclusiveness*, February 23, 2017
  - http://governor.wa.gov/sites/default/files/exe_order/eo_17-01.pdf
- SSB 5046 – *Emergency Notices – Limited English Proficient Populations*, Chapter 312, 2017 Laws
  - http://lawfilesext.leg.wa.gov/biennium/2017-18/Pdf/Bills/Session%20Laws/Senate/5046-S.SL.pdf#page=1

Data sources for locations of LEP populations:
Note: Make sure to read disclaimers provided for the data so you know the origin of the data and its limitations. And, make sure to document which data source(s) are used to make decisions on languages into which emergency public information is translated.

- State Office of Financial Management (languages spoken by county; use 2016 data)
  - http://ofm.wa.gov/pop/subject/default.asp.
- Modern Language Association (languages spoken by county, available from the language map)
  - https://apps.mla.org/map_data.
- State Department of Health's Washington Tracking Network health information portal (LEP data by county and census tract, by number of people and percentage of population)
  - https://fortress.wa.gov/doh/wtn/WTNPortal/#!q0=1085.
- State Commission on Asian Pacific American Affairs (county data on Asian and Pacific Islander populations)
  - http://capaa.wa.gov/data/population.

- Local health departments / districts that serve LEP populations
  - http://www.doh.wa.gov/AboutUs/PublicHealthSystem/LocalHealthJurisdictions.
- U.S. Environmental Protection Agency Environmental Justice Screening Tool (demographic indicators)
  - https://www.epa.gov/ejscreen.

Translation and Interpretation Service Providers:
Translation services are for the written word. Interpretation services are for the spoken word.
- Vendors available through State Master Contracts (fee involved).
  Any jurisdiction which has signed a no-cost Master State Usage Agreement with the State Department of Enterprise Services (DES) can use the master contracts listed below. You can check on whether your organization has signed an agreement here. The benefit of using a master contract is that vendors already have been vetted and their pricing structure approved through a request for proposal process run by DES. Information on how to contact vendors, schedule work, and vendor invoicing are part of the master contract documents.

It is highly recommended that your organization becomes familiar with the master contracts and contacts potential vendors in advance of when the organization might use them.

- o *Written translation services – Contract #04312*.
  - https://fortress.wa.gov/ga/apps/ContractSearch/ContractSummary.aspx?c=04312.

  Category 6: General Use. Note – Not all vendors provide service after normal business hours (M-F, 8a-5p); those that do may require additional set up in advance. Contact vendors for additional information.

  Category 9: Disaster Preparedness. Note – All vendors agree to provide service within a four-hour window on a 24 hour a day basis once a job is accepted; see notes on pricing sheet for exceptions. Be aware that using services under this category of work will cost more than under Category 6 of the contract.

- o *In-person interpretation services – Contact #03514*.
  - https://fortress.wa.gov/ga/apps/ContractSearch/ContractSummary.aspx?c=03514

- o *Telephone-based interpretations. Contract #05614*.
  - https://fortress.wa.gov/ga/apps/ContractSearch/ContractSummary.aspx?c=05614.

  Note: Vendors on this contract are available on a 24-hour, 7-days-a-week basis.

- o *Sign-language interpretation – Contract #08114*.
  - https://fortress.wa.gov/ga/apps/ContractSearch/ContractSummary.aspx?c=08114.

  The Department of Social and Health Services (DSHS) Office of the Deaf and Hard of Hearing administers state-wide contracts for sign language interpreter services.

- *DSHS list of independent sign language contractors for state agencies*, and their hours of availability (some available 24-hours, 7 days-a-week basis) (fee involved)
  - o https://www.dshs.wa.gov/altsa/odhh/contractor-wa-state.

  Contact individual translator / interpreter on availability after normal business hours.

- DSHS list of *Certified/Authorized Interpreters and Translators* (fee involved)
  - o https://fortress.wa.gov/dshs/dshsltc/MyReports/Search.aspx

  Contact individual translator / interpreter on availability after normal business hours.

- *Washington State Courts Interpreter Program* (fee involved)
  - o http://www.courts.wa.gov/programs_orgs/pos_interpret/

  Contact individual interpreter on availability after normal business hours.

- *Washington State Coalition for Language Access*
  - o http://www.wascla.org/directory/ (fee involved).

  Contact individual translator / interpreter on availability after normal business hours.

State Comprehensive Emergency Management Plan's LEP Communications Plan
This plan is used to develop strategies to communicate with LEP communities during state emergency response and disaster recovery operations.

- http://mil.wa.gov/uploads/pdf/PLANS/wa-esf-15-app-1-lep-comm-plan-7-27-16-final.pdf

A template for a local LEP communications plan is available by contacting Mark Stewart at the Washington Military Department, mark.stewart@mil.wa.gov, 253-512-7703.

<u>Contacts:</u>

Rafael Estevez, Limited English Proficiency Project Coordinator, Washington Emergency Management Division, rafael.estevez2@mil.wa.gov, 253-512-7138.

Mark Stewart, Communications Consultant / State Emergency Support Function 15 Lead, Washington Military Department, mark.stewart@mil.wa.gov, 253-512-7703.

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EMERGENCY SUPPORT FUNCTION 3

PUBLIC WORKS AND ENGINEERING

PRIMARY DEPARTMENT: Public Works

SUPPORT DEPARTMENTS: Developmental Services Group
MI Emergency Volunteers
King County Emergency Coordination Center
WA State EOC
WA State Department of Transportation
Puget Sound Energy
WA State Department of Ecology
Environmental Protection Agency
Army Corps Of Engineers

I.   INTRODUCTION

A.   Purpose

The purpose of Emergency Support Function (ESF) 3 is twofold:

1.   To provide Public Works and engineering support to assist the City of Mercer Island in meeting needs related to response and recovery, and;

2.   To provide for the restoration or demolition of unsafe structures, debris and wreckage clearance, temporary repair of essential facilities, restoration and repair of utilities, and the inspection of facilities for structural conditions and safety. ESF 3 includes emergency activities for solid waste, wastewater treatment, water supply (including potable water and ice) and surface water management. Refer to Appendix 7 - Mercer Island Debris Management Plan.

B.   Scope

1.   The Public Works Department is designated as lead department for coordinating all public works activities within the City of Mercer Island. Support includes:

a.   Technical advice and evaluations.
b.   Engineering services.
c.   Construction management and inspection.
d.   Emergency and/or streamlined permitting and inspections.
e.   Emergency contracting.
f.   Emergency repair of water and sewer facilities.
g.   Provision of potable water.
h.   Provision of emergency power.

Activities within the scope include:
a.   Participation in mitigation and preparedness activities.
b.   Participation in needs and damage assessment immediately following an event.

    c.   Emergency clearance of debris to allow for reconnaissance and rapid assessment of the damaged areas and passage of emergency personnel and equipment for lifesaving, life protection, and health and safety purposes during response activities.

    d.   Removal of debris from public streets and roads.

    e.   Temporary repair or replacement of emergency access routes. Routes include damaged streets, roads, bridges, waterways, and any other facilities necessary for passage of rescue personnel.

    f.   Emergency restoration of critical public facilities including temporary restoration of water supply, pumping and sewer systems.

    g.   Emergency demolition or stabilization of damaged structures and facilities. These damaged structures are designated by the City as immediate hazards to the public health and safety, or as necessary to facilitate the accomplishment of life saving operations.

    h.   Emergency contracting to support public health, water quality and safety.

    i.   Assisting Development Services Group in building damage assessment (ATC-20).

    j.   Technical assistance including structural inspection of private residences, commercial buildings, and structures, as resources permit.

    k.   Assisting in the preparation of status reports or situation reports (SitReps), Preliminary Damage Assessments (PDAs), and other documents as required.

    l.   Supporting other ESFs as outlined in the City of Mercer Island Comprehensive Emergency Management Plan (CEMP).

II.   POLICIES

A.   The City of Mercer Island provides public works services to lands, facilities and utilities under City jurisdiction. Response to private property problems is done when a City facility, such as a culvert, is causing the problem or when life or public health is threatened. Response outside of the City is facilitated through the City EOC, King County ECC, and/or mutual aid, on a case-by-case assessment.

B.   Emergency response actions include steps to minimize or eliminate risk to endangered species covered under the Endangered Species Act Section 7 or their habitat to the greatest extent possible.

C.   Emergency related projects may require an environmental impact study or permit before final project approval. In some emergency situations environmental review and permits may be waived or orally approved as per the following:

    1.   State Environmental Policy Act (SEPA - Environmental Review) WAC 197-11-880.

    2.   Hydraulics Act (Hydraulics Permit) RCW 75.20.100.

    3.   Forest Practices Act (Application for Forest Practices) RCW 76.09.060(2).

    4.   Shorelines Management Act (Shorelines Permit) WAC 173-27-040. Flood Control Zones by State (Permit for Improvement) RCW 86.16.180.

Non time-critical actions affecting archaeological/historical protected areas should be coordinated with the State Office of Archaeology and Historic Preservation.

D.　　The Public Works and engineering activities shall be done in coordination with all departments and agencies having supporting roles and authority within the City to provide these related services.

Regulations shall be adhered to including:

1.　　All applicable provisions of Mercer Island City Code.
2.　　All model codes and related standards adopted by the Mercer Island City Code, as amended by the City of Mercer Island.
3.　　RCW 43.155.065 Emergency public works projects, and
4.　　Other applicable codes and policies.

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

F.　　Permitting fees and normal inspection procedures stay in effect following a disaster unless otherwise directed by the Mayor.

G.　　The Development Services Group is responsible for initial inspection, of its City-owned facilities and conveyances or to those agencies where there are contractual agreements to manage facilities.

III.　SITUATION

A.　Emergency/Disaster Conditions and Hazards

1.　　An emergency or disaster may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged and be partially or totally inoperable.
2.　　A large event may affect the lives of many response personnel and prevent them from performing their prescribed emergency duties. Similarly, equipment in the immediate area of impact may be damaged or inaccessible.
3.　　Sufficient local resources may not be available to meet emergency requirements. Mutual aid, King County Regional Disaster Plan (RDP), state and federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient, and effective response and recovery from the event.
4.　　Refer to the current City of Mercer Island Hazard Mitigation Plan

B.　Planning Assumptions

1.　　All local Mercer Island resources will be utilized before other external resources are requested.
2.　　Access to the event area is dependent upon the establishment of ground, air, and water routes. Activities related to emergency road repairs and closures, debris, snow, and ice clearance are addressed in ESF 1 Transportation. Rapid

assessment of the incident area is made to determine critical response issues and emergency response priorities. Response is coordinated through the City EOC. Information is gathered, compiled, and emergency assistance is coordinated at the City EOC.

3. Debris clearance and emergency road repairs will be given priority to support immediate lifesaving emergency response activities.

4. Rapid damage assessment of the event area will be made to determine critical response time and potential workload.

5. Emergency environmental waivers and legal authority may be granted by the state to dispose of materials from debris clearance and demolition activities. The City of Mercer Island will obtain the required waivers and clearances if and when applicable.

6. Significant numbers of personnel with engineering and construction skills and construction equipment will be available from outside the event area but not necessarily available within the first three days or longer.

7. Support departments will perform tasks under their Departmental standard operating guidelines (SOGs) or operational plans as applicable, in addition to tasking received under the authority of the City CEMP and other applicable documents.

8. Previously inspected structures will require re-evaluation if after-shocks occur following an earthquake.

9. Refer to the current City of Mercer Island Hazard Mitigation Plan

10. Normal means of communication may not be available and repairs to communication networks could take days, weeks, or months. In those situations, non-traditional means of communication are established and used.

11. Critical City facilities are self-sufficient for at least seven days. Because government agencies may be overwhelmed by a disaster, on duty employees may be on their own for the first hours or even days after an event. The City will support the efforts of employees to communicate with their families and return home as needed. City departments will perform tasks under their own authorities as applicable, in addition to tasks received under the authority of this Plan.

12. Basic needs such as water, wastewater, refrigeration, and emergency electrical power may be not be available with the loss of public services. ESF 3 is responsible for facilitating communication and coordination of emergency temporary restoration of these services.

13. There may be a lack of resources, or the ability to obtain resources, and the City's emergency services could be impaired.

14. Environmental reviews may be necessary. Compliance issues may arise with environmental rules and regulations administered by local government and federal agencies. City authorities and private organizations are responsible for obtaining required waivers and clearances.

IV.   CONCEPT OF OPERATIONS

A.   General

1. The Public Works Department and Development Services Group will actively support response and recovery activities.
2. Close coordination using Incident Command System (ICS) teams will be maintained with all departments to determine potential tasks.
3. The priority of tasks will be determined by the Emergency Operations Center Team (EOCT).
4. The ESF 3 will coordinate with and provide damage information to ESF 5, Information Analysis and Planning for overall damage assessment.

B.   Organization

1. The Public Works Department and Development Services Group are responsible for the coordination of this ESF.
2. Public Work is responsible to provide maintenance and engineering assistance, as resources permit, to meet City needs related to emergencies and disasters.
3. Coordination will be implemented by using the Incident Command System (ICS) with ESF 3 functionally integrated.

C.   Procedures

1. When the immediate life safety needs of the employees are met, personnel will assess the department to determine what resources are needed, and the department operational status. An initial status report will be sent to the City EOC concerning the status of employees, equipment, resources, and facilities.
2. Rapid Damage Assessments plus Preliminary Damage Assessments (PDAs) will be a priority. Emergency repairs of City owned facilities and structures will follow. Repairs will be based upon critical needs as determined by the EOC, or as follows:
   a. Buildings that house critical response units or staff.
   b. Roads, streets or bridges that act as main evacuation routes.
   c. Public facilities that serve or may need to serve as shelters.
   d. Facilities providing essential services to the public (water, sewer, etc.).
   e. Facilities used or needed to provide for emergency public information.
   f. Debris clearance on City right-of-way.
3. Command Centers and Field Command Posts may be established for the coordination of field operations.
4. The Command Center Commanders shall provide regular status reports and provide timely reports regarding emergency public information to the EOC.
5. Co-location of field command posts will be the preferred method of field operations when multiple departments/agencies have field command posts established.
6. Communications between the Command Center Commanders and the EOC shall be through established channels.

D.   Mitigation Activities

1. **Primary Department – Public Works**

a.   Implement hazard mitigation in the development of policy, issuing of permits and the design and construction of city facilities, including water and sewer facilities and structures. This mitigation program will include the designation of methods to support emergency power sources for city wells, sewer pumping stations and fuel supplies necessary to operations.

b.   Mitigate emergencies and disasters through engineering, building and land use codes, and inspections of buildings and structures.

c.   Identify opportunities to lessen the effects of future emergencies or disasters and make them known to all city departments or other organizations that could be impacted.

d.   Provide staff preparedness training that focuses on the office, home, and family, and vehicles, for emergencies or disasters.

e.   Identify and mitigate the effects of hazards at home and in the work place to minimize damage, injury, and disruption following an event.

f.   Ensure that field personnel have proper protection and equipment available in advance of an event.

E.   **Preparedness Activities**

1.   **General Activities:**
     Ensure personnel and equipment are protected from the effects of disasters by:

a.   Staff and resources performing the functions of data collection and reporting, information analysis, damage assessment, and development of emergency proclamations, as needed.

b.   Staff generating the appropriate reports forwarded to the City EOC as required.

c.   Leadership staff developing Incident Action Plans based on operational objectives.

d.   Staff participating in planning activities throughout the year as well as exercises at least yearly.

2.   **Primary Departments – Public Works**

a.   Develops policies and procedures for emergency response and recovery personnel deployment and communications activities.

b.   Maintains liaison with county and state support agencies.

c.   Trains engineering staff in emergency procedures.

d.   Trains staff for Post-Earthquake Safety Evaluation of Buildings (ATC-20 training).

e.   Develops, maintains, and distributes an electronic roster of architects, engineers, and contractors, and an inventory of equipment and supplies that can provide support during emergencies or disasters.

f.   Develops, maintains, and distributes a phone notification list and communications process for rapid contact of key department and support personnel.

g.   Conducts periodic training and exercises and participates in citywide drills and exercises.

3. Support Departments – All

Takes actions necessary to assure their staffs are prepared to accomplish their internal agency response and recovery activities for ESF 3, PDAs and status reports.

F. Response Activities

1. Primary Departments – Public Works and DSG

a. Provide personnel for PDAs and execute initial damage estimates on City public utility facilities, roads, buildings and other City owned facilities as a member of the PDA Team, as resources permit.

b. Provide trained personnel to conduct post-earthquake safety evaluation of buildings. Coordinate with support agencies to supply requested services and resources.

c. Coordinate contracts with the Finance Department of architects, engineers, contractors, and equipment suppliers to provide requested services and equipment.

d. Coordinate the mobilization of personnel and equipment required for engineering services that support the transportation infrastructure.

e. Conduct inspections of the City's transportation infrastructure and facilities.

f. Maintain reconstruction and repairs to the City public utility facilities (water, sewer, pumping stations and storm drains) and transportation infrastructure.

g. Provide flood control, debris removal from streams and ponds, and assessment and condition reports for flood control facilities such as drainage, and sanitary sewage systems.

h. Designate alternate transportation routes in coordination with the Police Department.

i. Coordinate with other local water and sewer connection purveyors, as appropriate, to identify and resolve issues where regional and local facility operations could affect one another.

j. Provide potable water.

k. Provide bulldozers, trucks, and other heavy equipment in an emergency or disaster.

l. Notify appropriate citywide department support groups.

m. Identify support departments who may need to supply subject-matter expertise to the department.

n. Establish communication with appropriate city departments and the City EOC.

o. Upon detection of a water supply or wastewater incident, make an internal assessment of the situation. If it is determined that the event is of regional significance, inform the King County ECC of the situation in coordination with the City EOC.

p. Maintain operations of the public water, water storage, pumping, and distribution systems.

q. Maintain operations of the public sewer collection pumping systems and assist in meeting public sanitation needs and control sewage pollution to the environment.

r. Coordinate with the Seattle Water Department and appropriate water purveyors and report to the City EOC.

s. Communicate health and environmental issues to the City EOC.

t. Address solid waste and debris management issues including:
1) Staging areas;
2) Mutual aid agreements;
3) Review of available resources;
4) Review of contracts already in place;
5) Requirements of regulatory agencies; monitoring data;
6) Contamination implications (i.e. biomedical, radioactive); and
7) Identifying locations/facilities that can accept contaminated waste.
8) For the complete plan, see the Debris Management Plan Appendix 7

u. Maintain passable vehicular circulation on priority routes.

v. Maintain operation of fuel equipment and ensure adequate fuel supply for city owned vehicles and equipment.

w. Provide damage assessment for city property, water, sewer, street and city owned equipment.

x. Provide for priority restoration of critical facilities.

y. Provide information related to emergency public information through the City EOC regarding matters of public health and hazards related to damaged facilities.

z. Provide for or contract for major recovery work, debris clearance, and/or services as appropriate.

aa. Coordinate repair operations with outside agencies as appropriate.

bb. Recommend emergency ingress/egress for responders, including access points to emergency responders.

3. **Support Departments – All**
a. **Development Services Group – Primary in windshield survey and damage assessment teams**
1) Assures safety compliance for response and recovery activities.
2) Verifies licenses of professional and technical personnel assisting in response and recovery activities.
3) Executes assigned ESF 3 missions.
4) Provides SitReps to the EOC.
5) Provides damage assessments, ATC-20 and reports to the EOC.
6) Utilizes designated support departments.

a. **Information and Geographic Services**
1) Provide communications abilities for phone and networks.
2) Provide data hardware and applications availability.

b. **Finance**
1) Specifies and communicates funding of the emergency response and recovery activities.
2) Activates emergency contracting procedures.
3) Assists in contracting with architects, engineers, contractors, and equipment suppliers to provide requested services and equipment as requested.
4) Maintains fiscal controls, accounting, and timekeeping for mission assignments.
5) Assures there is physical and fiscal closure on response and recovery activities.

c. **Parks and Recreation**
1) Tasks personnel, as necessary, to accomplish support responsibilities.
2) Provides initial non-fire-related emergency or damage assessment reports on City facilities and City park property.
3) Participates on ICS Teams to conduct inspections of parks and City owned facilities and lands, as well as other City facilities damaged by an emergency or disaster.

d. **Police and Fire Departments**
1) **General**
   i. Reports EOC activation to King County ECC and the State EMD and requests a State mission number.
   ii. Provides PDAs to KC ECC.
   iii. Coordinates with local jurisdictions and King County to maximize the use of available regional assets and identifies resources required from outside the City.
   iv. Provides SitReps to King County ECC and the State EOC.
   v. Implements the Joint Information Center (JIC) if necessary.
   vi. Executes assigned ESF 3 missions.

2) **Emergency Manager**
   i. Supports the EOC.

3) **Fire Department**
   i. Provides support in debris removal, emergency protective measures, and utility restoration when appropriate.
   ii. Provides support in establishing on-scene command posts.
   iii. Provides support in evacuating citizens from potential landslides or environmental hazard areas as appropriate.

       4)   **Police Department**

           i.   Participates in the conduct of initial damage assessment estimates and reports to the EOC.

           ii.   Supplements City emergency communications.

           iii.   Supplies limited power generation.

           iv.   Provides transportation of key personnel.

           v.   Provides security of facilities and facility property.

           vi.   Provides security, as requested.

       5)   **Police Marine Patrol**

           i.   Investigates spills and pollution causes.

           ii.   Monitors water contamination and reports assessment to the EOC, if activated.

4.   **Support Agencies: External**

    a.   **King County Office of Emergency Management**

        1)   Provide support and resource allocation for the City of Mercer Island Public Works response and recovery activities, when requested.

    b.   **Washington State DOT**

        1)   Reconstruct, repair, and maintain the State transportation systems.

        2)   Notify the City of Mercer Island EOC as to the status of the state transportation systems through the City of Mercer Island.

        3)   Coordinate with the City of Mercer Island EOC on the designation of alternate transportation routes.

        4)   Provide personnel to be part of the preliminary damage assessment (PDA) team for the City of Mercer Island transportation systems and facilities, when requested.

    c.   **Puget Sound Energy**

        1)   Provide damage assessment evaluations to the City of Mercer Island Public Works Dept. and the City EOC, to include identification of outages, main breaks and their locations, and probable restoration times on the utility systems within the City of Mercer Island's jurisdiction.

    d.   **Army Corps of Engineers, Environmental Protection Agency, and Washington State Department of Ecology provide regulatory information, technical and resource support for the City of Mercer Island Public Works Department response and recovery activities**

G.   **Recovery Activities**

    1.   All departments continue with response and recovery activities until completed.

    2.   The specific recovery actions following an emergency or disaster will be determined by the event.

3. Any requests for external agency personnel, equipment or materials should be coordinated through the ECC as part of the King County Regional Disaster Plan activation.
4. Additional resources or assistance may be obtained through contracts with private firms.
5. Coordinate with private utilities/businesses responsible for electricity, natural gas, telephone, cable and waste management through the EOC as necessary.
6. Maintain operations or repairs of the public water storage, pumping, and distribution systems.
7. Provide documentation of costs incurred for the disaster efforts of Public Works activities.
8. Implement mitigation processes as required to support essential services.
9. Resume normal working activities.
10. Train personnel on new business processes, as necessary.
11. Create After Action Reports and Lessons Learned.
12. Update this Plan and the department's emergency operations plan.

VI. RESOURCE REQUIREMENTS

A. Mercer Island EOC Procedures Manual
B. Public Works, Departmental Standard Operating Guidelines (DSOG) - *Call Out Book*

VII. REFERENCES

A. CEMP Basic Plan
B. Public Works, DSOG - Call Out Book
C. Mercer Island Debris Management Plan
D. 2015 Hazard Mitigation Plan
E. King County Regional Disaster Plan (RDP)
F. Washington State CEMP, ESF 3
G. Federal Response Plan, ESF 3

VIII. DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2

IX. APPENDIX

Summary of Mutual Aid Agreements
Intrastate Mutual Aid Agreements

APPENDIX 1

SUMMARY OF MUTUAL AID AGREEMENTS
Intrastate Mutual Aid Agreements

A mutual aid agreement provides the framework under which participating agencies may coordinate resources and maximize federal funding reimbursement during and after disasters/emergencies. For localized emergencies, such as a hazardous materials spill, it is desirable to have an agreement with nearby agencies in order to minimize response time. For regional disasters, such as an earthquake, it is desirable to have an agreement with agencies outside of the affected area.

The following agreements provide that balance of close-by and distant participants:
1. Public Works Emergency Response Mutual Aid Agreement for Signatory Agencies in the State of Washington (PWMAA),
2. Northwest Mutual Group Agreement (NWMAG), and
3. King County Regional Disaster Plan (RDP).

Under either agreement, all personnel, resources and services would be provided voluntarily and at the sole discretion of the furnishing agency. No obligation to render aid would exist and refusal or failure to provide aid requested by another party shall not result in any liability for the party that did not provide such aid. Reimbursement by the borrower to the lender would be at the lender's current pay, equipment and materials rates, plus transport and handling charges if applicable, or as per written regulations in the document.

The first three agreements are wholly separate yet have the potential for having some common participants. All public works agencies in Washington State are eligible to participate in PWMAA. PWMAA is fairly simple because it is confined to Washington State and therefore was written under the precepts of State law. Large public works agencies in the States of Washington, Oregon and Idaho are eligible to participate in NWMAG. NWMAG is more detailed because it has to conform with the laws of three States.

The decision to loan or borrow resources under these agreements would be approved by the Director of Emergency Services or the City Manager or his/her designee after consultation with the City Attorney's Office and the Finance Department.

EMERGENCY SUPPORT FUNCTION 4

FIREFIGHTING

PRIMARY DEPARTMENTS: Fire Department
SUPPORT DEPARTMENTS: Police Department
Public Works Department
Developmental Services Group (DSG)
NORCOM – 911 Center
King County Mutual Aid/Automatic Aid Agencies
Puget Sound Energy
King County Office of Emergency Management
Washington State Department of Transportation

I.   INTRODUCTION

A.   Purpose

The purpose of this Emergency Support Function (ESF) is to establish guidelines for the organizational framework that will effectively provide for the coordination of fire resources, and, to effectively assign such equipment and manpower to locations where needed, in a prioritized manner, and to provide for effective operations at the scene during emergencies or disasters.

B.   Scope

Firefighting involves the organization and management of fire scene activities. This includes the resource assistance of other agencies through mutual aid agreements and the statewide mobilization plan.

For the purpose of this ESF, fire service is considered fire suppression and control. Other life-safety responses are detailed in other ESF's.

This ESF (4) addresses fire suppression and control activities that are expected to overwhelm existing fire suppression capabilities for the City of Mercer Island.

1.   The Mercer Island Fire Department is the primary agency for all fire service, EMS and rescue activities.

2.   Firefighting involves:
   a.   Management and coordination of firefighting activities.
   b.   Detection and suppression of fires on city and private property.
   c.   Provision of personnel, equipment, and supplies in support of city and other local jurisdictions involved in urban and urban interface firefighting and light search and rescue operations.

3.   Specific EMS, rescue and recovery actions following an emergency or disaster will be determined by the event.

II.   POLICIES

A.   The processes and procedures established in the Fire Department Standard Operating Guidelines shall be followed in responding to an emergency or disaster.

B.   All activations of and within ESF 4 will be conducted in accordance with the National Incident Management System (NIMS), and the National Response Framework (NRF), and will utilize the Incident Command System (ICS).

C.   Priority shall be given to life-safety, property conservation, and environmental/economic considerations, in that order.

D.   When the Mercer Island Fire Department has exhausted all resources through automatic/mutual aid agreements, one or more of three (3) established fire resource plans may be activated. These three (3) plans consist of the King County Fire Resource Plan, the South Puget Sound Regional Fire Defense Plan and, the Washington State Fire Services Mobilization Plan (RCW 38.54.030).

E.   The Mercer Island Emergency Operations Center, if activated, will be informed when resources are reasonably anticipated to be exhausted and will communicate critical resource updates to the Policy Group when policy level decisions are required for the continued management of the incident.

III.   SITUATION

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

1.   Under the best of circumstances, the management of firefighting, EMS and rescue operations can be complex, often involving hundreds of people and several different federal, state, and local jurisdictions and agencies. Fires, rescues or EMS incidents resulting from or independent of, but coincident with, a catastrophic earthquake or other disaster will place extraordinary demands on available resources and logistics support systems.

2.   A significant natural, man-made or technological event may result in many urban fires. Ignition sources, of little concern under normal conditions, could cause hundreds of fires during and after an earthquake. The damage potential from fires in urban areas during and after a major earthquake exceeds that of all other causes.

3.   Urban fire departments not incapacitated by an earthquake will be totally committed to emergency responses involving fires, rescues and EMS incidents in urban areas. Under the worst conditions, these fires may have the potential to spread rapidly, causing extensive damage, and posing a serious threat to life, property, and the environment.

4.   Disasters such as earthquakes may create simultaneous rescue situations caused by structural and geologic integrity issues taxing the ability of fire personnel to respond to EMS or rescue incidents.

5.   Available firefighting and mutual aid resources may be difficult to obtain and utilize because of massive disruption of communications, transportation, utilities, and water systems.

6.   Refer to the City of Mercer Island 2015 Hazard Mitigation Plan

B. Planning Assumptions

1. Urban fires or rescue situations may result from or occur coincident with an earthquake or as the result of another significant event.

2. Landline communications may be interrupted. Radio communications may be relied upon heavily and will be through established channels. If the 800 MHz system fails, backup communications systems such as VHF, 800 MHz site, line-of-site radio channels and amateur radio may be needed.

3. Wheeled-vehicle access may be hampered by such occurrences as falling trees and power lines, bridge failures and landslides, making wheeled vehicle travel to the emergency/disaster scenes extremely difficult or impossible.

4. Agencies which commonly support large fire suppression operations (automatic/mutual aid, fire mobilization, police, public works, the Department of Ecology, the American Red Cross, etc.), will receive many fire and non-fire related requests, rendering these type resources unavailable.

5. Support normally given by electric, gas and water utility companies may be hampered by the magnitude of an incident and may not be available to respond. Additionally, a utility failure such as a disruption of firefighting water supply will compound or add to the size of the incident.

6. Availability of fire service personnel may be limited due to injuries, family issues or limited access to the work location. First arriving recalled staff may be assigned to initial first response for emergencies.

7. All departments will support this ESF as necessary.

IV. CONCEPT OF OPERATIONS

A. General

1. The Fire Department will manage and coordinate firefighting, EMS and rescue activities.

2. Actual firefighting or rescue operations will be managed using NIMS.

3. Established firefighting processes, and procedures, as listed in the Fire Department *Standard Operating Guidelines (SOGs), WAC 296-305*, and other associated regulations and standards will be used in support of firefighting activities.

4. Responsibility for situation assessments and determination of resource needs lies primarily with the Emergency Manager in coordination with the City EOC, Zone 1 local jurisdiction Emergency Operations Centers (EOCs), King County ECC and the State.

5. Requests for Assistance (RFAs) for firefighting assistance and resources will be transmitted from the EOC and escalated to Zone 1 local jurisdiction Emergency Operations Centers (EOCs), and if need be to the King County RCECC and the state.

6. Situation and damage assessment information will be transmitted through established fire channels and directly to the EOC.

7. The Fire Department will be operational on a 24-hour basis for the duration of

the incident or as needed.

8.   All communications will be through established channels and procedures.

9.   The Police Department will support the Fire Department during fires and rescue incidents from emergencies and disasters.

B.   Organization

1.   King County is divided into three (3) Zones. The City of Mercer Island is located within Zone 1. The King County Fire Resources Plan (separately published document) provides for the coordination of countywide fire resources during localized emergencies.

2.   The Washington State Fire Services Resource Mobilization Plan provides for the coordination of statewide and interstate fire resources during localized emergencies.

3.   During localized emergencies expanding beyond the City limits of Mercer Island but within Zone 1, the Zone 1 Fire Coordinator shall coordinate the zone-wide allocation of incoming fire resources.

4.   The firefighting, EMS and rescue activities of the city will be accomplished according to the Fire Department Standard Operating Guidelines (SOGs), and the EOC Handbook. These activities will be supported by the City EOC.

5.   The National Incident Management System (NIMS) will be executed and integrated with support from all City departments.

6.   The Fire Department shall serve as the Fire Department Operations Section in ICS when the EOC activates.

7.   Command posts may be established for the coordination of field operations.

8.   Co-location of command posts will be the preferred method of field operations when multiple departments/agencies have command posts established in a Unified Command (UC).

C.   Procedures

1.   In an emergency or disaster, the *Fire Department's Standard Operating Guidelines (SOGs)* will be implemented and other plans and documents as necessary.

2.   The notification method used to mobilize off-duty personnel shall be by telephone or pager. Backup notification shall be by emergency public information procedures covered in existing policies.

3.   The Fire Chief or his/her designee shall provide direction and control over department resources and coordination with the EOC. Department personnel shall operate according to specific directives, department standard operating guidelines (SOGs) and by exercising reasonable personal judgment when unusual or unanticipated situations arise and command guidance is not available.

4.   On-scene management of emergencies will follow the National Incident Management System (NIMS) and the Incident Command System (ICS) as published by the National Emergency Management Institute and the National Fire Academy.

5.   The Emergency Manager shall provide regular status reports to the EOC.

6.   The coordination of resources and requests for assistance will normally be

through the EOC.

7.	Requests for Assistance (RFAs) from King County shall be through the EOC Logistics Section. The King County Fire Service Coordinator shall coordinate the distribution of incoming fire resources in major emergencies involving areas greater than a single Fire Zone.

8.	Coordination for Zone 1 activities is through the King County Zone 1 Coordinator and the King County ECC. Communications for this coordination will normally be between the City Mercer Island EOC and King County EOC.

**D.	Mitigation Activities**

**1.	Primary Agency - Fire Department**

a.	Local businesses and organizations including city facilities shall submit Building Fire Safety Plans as required under the Fire Inspection Program.

b.	The Fire Code Official shall manage and enforce the Fire Prevention Program and Fire Codes including but not limited to:

1)	Administers the operation of the Community Risk Reduction Office, including the enforcement of all applicable federal, state, and local fire and life safety codes.

2)	Develops and prepares amendments to fire and building codes, reflecting solutions to latest trends and advances in building construction.

3)	Organizes fire and life safety inspections of all applicable occupancies and fire protection systems and appliances.

4)	Oversees the investigation of all fires.

5)	Provides plan review services for all new construction and tenant improvements.

6)	Reviews zone changes, lot divisions and devises solutions to diverse land development projects.

7)	Maintains the fire management data processing systems for the preservation of records and of fire prevention programs.

c.	Public Education and Training:

1)	Annual inspections of commercial occupancies for life safety and fire hazards are periodically done based on existing policies.

2)	Fire Department provides fire safety information starting at the earliest ages feasible, continuing through senior citizens.

3)	Continual education and implementation by fire personnel of the latest information, techniques, and programs for the prevention of injuries, and prevention of fires and reduction of property damage as a result of natural or man-made causes.

4)	CPR and First Aid are taught on an ongoing basis.

5)	Emergency preparedness programs are delivered through the Emergency Preparedness Coordinator.

**2.	Support Departments:**

a.	**General: All Departments:** Support the Fire Department as requested.

b.	**Developmental Services Group:** Coordinate with the Fire Department on all requested building plans.

E. **Preparedness Activities**

    1. **Primary Department - Fire Department**

       a. Coordinates ESF 4, Firefighting, of the City Comprehensive Emergency Management Plan (CEMP).

       b. Trains personnel in firefighting using established standards.

       c. Develops a list of resources, which includes apparatus, equipment, personnel and supply sources.

    2. **Support Departments – All**

       a. Provides personnel for sandbagging, evacuation assistance, and other emergency or disaster work.

       b. Develops and maintains departmental standard operating guidelines (SOGs) or operational plans for managing response and recovery activities in relation to this ESF.

F. **Response Activities**

    1. **Primary Department – Fire Department**

       a. Provides fire suppression and control, and immediate life safety services within City of Mercer Island.

       b. Coordinates urban search and rescue services.

       c. Provides 24-hour response to any hazardous substance occurrence.

       d. Provides and coordinates firefighting assistance to other organizations and to local jurisdiction fire organizations, as requested per mutual aid agreements, under the terms of existing or future agreements and the City's CEMP.

       e. Implements the King County Fire Resources Plan when appropriate.

       f. Participates in the implementation of the Washington State Fire Services Resource Mobilization Plan when appropriate.

    2. **Support Departments**

       a. **Police Department:** Coordinates urban search & rescue services.

       b. **Communications Office:** Provides the Public Information Officer or Joint Information Center (JIC) support during response and recovery activities as requested by the Fire Department. The Communications Office will operate under a Joint Information System (JIS), when established at the regional level.

       c. **Finance Department:**

          1) Assists by providing resource logistics, including sourcing and procurement, distribution, and replacement of equipment.

          2) Supports in tracking incident costs and documenting and maintaining administrative records.

       d. **Public Works**

          1) Transports available water tanks to selected sites for potable water as requested.

          2) Provides available road repair equipment as requested.

          3) Provides operational support with equipment, staff trained in the use of the equipment, traffic control, and control utilities.

    e. **Parks and Recreation:** Provides shelter for emergency or disaster victims, including the coordination of the transportation to the shelter.

    f. **Youth & Family Services:** Provides services as necessary for those families displaced by the event.

    g. **Developmental Service Group:** In an earthquake Developmental Services Group performs preliminary damage assessments (PDA) – Windshield Survey and reports finding to the EOC.

G.   **Recovery Activities**

    1.   **Primary Department – Fire Department**

        a. Contributes to the Damage Assessment Reports required by the state including the forms DEM 129 and 130 (located in the EOC Handbook) and other required reports as necessary.

        b. Contributes to the After Action Report (AAR).

        c. Provides regular reports and information regarding operational and resource needs to the City EOC.

        d. Coordinates the documentation and reporting of emergency disaster-related expenditures to qualify for state or federal reimbursement.

    2.   **Support Departments - Internal**

        a. **General**:

           1) Coordinates with the Emergency Operations Center Team (EOCT) the preparation of After Action Reports.

           2) Supports the recovery effort.

        b. **Finance**:

           1) Coordinates the requests for funding for mitigation and recovery activities following a fire.

           2) Distributes Federal Emergency Management Agency (FEMA/DHS) funds, if made available.

           3) Coordinates and prioritizes fire-related budget requests and awards of expenses.

           4) Coordinates purchase orders for resources.

        c. **Communications Office**: Provides Public Information Officer or Joint Information Center (JIC) support during response and recovery activities as requested by the Fire Department.

        d. **Parks and Recreation:** Coordinates with Community Organizations Active in Disasters (COAD) agencies.

    3.   **Support Agencies: External**

        a. King County Fire Service Coordinator – Coordinates the county-wide allocation of fire resources during regional emergencies through the King County ECC when activated.

        b. King County Zone 1 Coordinator – Coordinates the zone-wide allocation of fire resources during regional emergencies through the Eastside Communications Center or the Zone Coordination Center when activated.

V. RESPONSIBILITIES

A. **Primary Department - Fire Department**
Manage and support firefighting activities, emergency medical services (EMS), and rescue activities.

B **Support Departments: All City Departments, Mutual & Automatic Aid Agencies, ARES, Utility Companies**
Support firefighting activities in the City consistent with this ESF.

VI. RESOURCE REQUIREMENTS

A. Primary and support departments will provide the required personnel, facilities, and equipment to support activities.

B. Local jurisdiction, regional, and national fire suppression resources may be required. The specific resources available are listed in the appropriate mobilization guides. Support organizations exist at each level of government to provide these assets.

VII. REFERENCES

A. CEMP Basic Plan
B. Fire Department SOGs.
C. City of Mercer Island CEMP, ESF 9.
D. City of Mercer Island EOC Procedures Manual.
E. King County Regional Disaster Plan (RDP).
F. King County CEMP.
G. King County Fire Resources Plan.
H. Washington State CEMP.
I. Washington State Fire Services Resource Mobilization Plan.
J. National Interagency and State Mobilization Guides.
K. National Fire Protection Agency (NFPA) 1600.

VIII. DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendix 4.

EMERGENCY SUPPORT FUNCTION 5

EMERGENCY MANAGEMENT

JOINT PRIMARY DEPARTMENTS: Police Department – Emergency Manager
City Manager
SUPPORT DEPARTMENTS: All Departments
External Agencies

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) 5 is to collect, analyze, estimate damages, prepare and disseminate shared information about a potential or actual emergency or disaster. This ESF provides guidance in reporting information to the City Emergency Operation Center (EOC) including local jurisdictions, county and state agencies to enhance the response and recovery activities of the City of Mercer Island. The goal is to ensure that the efforts of the City government in this area are coordinated, efficient and effective.

B. Scope

1. The City Manager and the Emergency Manager is the joint primary lead for ESF 5 and are responsible for the management of information received in the City EOC.
2. This ESF is applicable to all departments, agencies and other organizations that report information to the City EOC during activation. It is applicable to all other entities in that they have a requirement to provide situation reports (SitReps) when their businesses or organizations are affected by an event within the City of Mercer Island.
3. Serves as support for all city departments and community agencies involved in the disaster, across the spectrum of incident management from prevention to response and recovery.

II. POLICIES

A. All City departments are required to keep the EOC informed of their readiness, needs, and situation.
B. Damage assessments are critical to recovering costs.
C. Reports and paperwork generated are collected and organized with a compilation and analysis of the reports made and an after-action report (AAR) prepared by the Emergency Manager.
D. The Emergency Manager will facilitate each department in making their reports.
E. The Emergency Manager, or his/her designee, has the responsibility to develop and maintain the emergency management plan and program for the City, and such other duties as may be assigned by the Police Chief and/or City Manager.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards

See the City of Mercer Island's Hazard Mitigation Plan for a description of potential hazards effecting the City of Mercer Island.

B.   Planning Assumptions

1.   Reporting from each department is sent as soon as possible to the activated City EOC with an initial status report by voice, radio, email, or fax and thereafter according to the agreed upon Incident Action Plan (IAP). SitReps, preliminary damage assessments (PDAs), and other reports are sent as required.

2.   Early in the course of the incident little information may be available and the information received in the City EOC from local citizens may be vague and inaccurate.

3.   The central source of information gathering is the City EOC in order to compare and determine the validity of information.

4.   Documentation of all information is standardized on ICS forms and reports. (See the Mercer Island EOC Procedures manual located on the share drive/ EM_Public)

5.   Reporting to the state or county as the incident matures.

6.   Information collected provides a basis for:

   a.   Developing and revising City EOC operational objectives.

   b.   Briefing City EOC representatives, policy staff, and elected officials.

   c.   Development of City EOC Incident Action Plans guiding response and recovery actions.

   d.   Allocation of resources.

   e.   Requests for assistance and proclamations.

   f.   Overall damage assessment.

IV.   CONCEPT OF OPERATIONS

A.   General

1.   The City of Mercer Island is organized under the concepts of the Incident Command System (ICS).

2.   The Emergency Manager assigns staff to the management positions on the Operations, Planning, Logistics, and Administration Sections and coordinates the efforts of other ESFs.

3.   The departments and volunteer emergency workers located in the City EOC work to meet the information requirements of the City EOC. These may include receiving or running periodic reports to or from departments, field staff, section chiefs, and local citizens. Essential information includes:

   ▪   Boundaries of the disaster area and political jurisdictions impacted

   ▪   Number of dead or injured persons

   ▪   Social/economic/political impacts

   ▪   Status of communications systems

   ▪   Status of transportation systems

- Hazard type and hazard specific information
- Access routes/points to disaster area
- Status of operational facilities in the disaster area
- Shelters
- Weather data
- Status of critical facilities
- Status of reconnaissance activities (air and ground)
- Status of key personnel
- Status of ESFs
- Status of disaster/emergency proclamation(s)
- Major activities/issues of ESFs
- Resource needs/shortfalls
- Overall priorities for response
- Status of forthcoming activities
- Status of donations
- Historical information

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

B. Organization

1. During a disaster proclamation, the Emergency Manager is responsible for managing operations within the Emergency Operation Center.

2. **Organizational Structure**: this ESF is established in accordance with the National Incident Management System (NIMS). ESF 5 supports the general staff functions of the overall emergency management organization described in the NIMS: command operations, planning, logistics, and administration. In accordance with NIMS, the size of the event will determine the actual number of personnel and functions that are staffed. In some small incidents, one person may handle several functions.

3. **Command:** ESF 5 includes the command function (Command Staff and Section Chiefs) and provides support with senior staff by providing incident action planning, information, administrative, logistics, and financial support functions. The Emergency Manager acts with the authority of the Mayor and City Council.

4. **Operations:** ESF 5 assigns the Operations Section Chiefs to coordinate the efforts of the ESFs within their area of responsibility and initiates and manages the mission assignment process.

5. **Planning:** ESF 5 assigns the Planning Section Chief. ESF 5 provides for the collection, evaluation, dissemination, and use of information regarding the incident and the status of resources. The Planning Section is responsible for the entire Incident Action Planning process. This includes preparing and documenting incident priorities, establishing the operational period, and

        developing contingency, long-term, demobilization, information technology systems services and other plans related to the incident, as needed.

6.   **Logistics:** ESF 5 assigns the Logistics Section Chief for managing the Finance Branch, the support branch and the service branch. Logistics is responsible for control and accountability of supplies and equipment, resource ordering; delivery of equipment, supplies, and services; resource tracking; facility location and operations; transportation coordination; and administrative services to include employee and volunteer tracking.

        Finance Branch monitors funding requirements and incident costs.

C. Procedures

1. Procedures are implemented using the following plans and guidelines:
   a. Emergency Operation Center Emergency Operations Plan (EOP) (City EOC Procedures Manual).
   b. Departmental Standard Operating Guidelines (DSOGs).
   c. Departmental Continuity of Operation Plans (COOP).
   d. City of Mercer Island Comprehensive Emergency Management Plan (CEMP).
   e. Other documents and plans as required.
2. Departments report the following information to the City EOC: situation status, resource status (personnel, equipment and facilities), preliminary damage assessment (PDAs), and projected needs.
3. All data comprised of forms and reports are posted to the Department's Event Logs, which in turn help create the periodic press releases and SitReps.
4. The collection and dissemination of written reports are accomplished from the City EOC and approved by the Unified Commander (Director of Emergency Services) before distribution.
5. Briefings are held periodically by the Emergency Manager, PIO or other designees at designated intervals to update personnel and the public on response and recovery activities.
6. Working meetings are held throughout the emergency or disaster to set objectives, assignments, and tactics. Outcomes of these meetings aid in the compiling of the SitReps.
7. Information and reports collected by the City as part of an emergency or disaster may be released as public information only with the approval of the Emergency Manager, or designee.

D. Prevention and Mitigation Activities

1. **Joint Primary Departments: City Manager and Emergency Manager**
   a. Creates various maps with Information and Geographic Services (IGS) to support mitigation activities for the City's Hazard Mitigation Plan.
   b. Provides information and expertise in hazard mitigation and planning for preparedness.
   c. Prepares and maintains all requirements for this ESF.
2. **Support Agencies:**
   a. **General: All Departments**

1) Identifies opportunities to lessen the effects of future emergencies or disasters and makes them known to the Police Department – Emergency Manager.
2) Supports all mitigation planning efforts and activities with personnel, expertise, supplies and equipment.

E.   Preparedness Activities

1.   **Primary Agency: Police Department – Emergency Manager**
   a. Prepares and updates standardized reporting formats according to the ICS and, if necessary, special formats requested by county, state or federal agencies.
   b. Creates and updates the City's Damage Assessment forms to be used by inspectors in the PDA in post-earthquake or other events.
   c. Places requests for procurement for display boards, computers and any other necessary equipment needed.
   d. Oversees the Mercer Island Emergency Volunteer workers program.

2.   **Support Agencies:**
   a. **General: All Departments**
      1) Prepares departmental reporting templates per standardized forms.
   b. **City Attorney**
      2) Prepares a standard template for the Mayor's Proclamation of Emergency.
   c. **City EOC**
      3) Establishes all reporting requirements and procedures.

F.   Response Activities

1.   **General**
   a. Notify the King County ECC and State EMD of any activation or demobilization of the Mercer Island City EOC.
   b. Upon activation of the City EOC, a call-out is conducted to each city department to inform them of the activation (see the City EOC Procedures Manual).
   c. Department Directors provide staffing to the City EOC depending on the emergency or disaster or at the request of the Emergency Manager.
   d. Department Directors, or their designees, report the following information to the City EOC: situation status, resource status (personnel, equipment and facilities), preliminary damage assessment, and projected needs.
   e. The City EOC Planning Section compiles disaster information into a SitRep and sends the report to King County EOC and the State Emergency Operations Center (EOC) with a reasonable account of the situation. The information is updated throughout the emergency or disaster.
   f. Upon activation of the City EOC the local proclamation of emergency and any request for assistance (RFA) is sent in the most expedient means possible (telephone, radio, facsimile, e-mail) to the King County ECC and State EOC.
   g. Activate the Emergency Volunteer network, if warranted by situation.

h. Any request for assistance (RFAs) from state or federal agencies or requests beyond the purview of ordinary mutual aid agreements or the King County Regional Disaster Plan, will be sent to the State EOC.

2. **Primary Agency: City Manager and Emergency Manager**
   a. Manages the City emergency response and coordinates with other jurisdictions and non-governmental agencies as needed.

3. **Support Agencies:**
   a. **General: All Departments**
      1) Reports information to the City EOC regarding situation status, resource status (personnel, equipment and facilities), preliminary damage assessment, and projected needs.
      2) Analyzes the information specific to their department IAP and makes recommendations to the Emergency Manager on actions to be taken.
      3) Makes requests of field staff for special information.
   b. **Human Resources**
      1) Initiates city department notification call-out as necessary, until City EOC or other staff can assume responsibility.
   c. **City Attorney's Office**
      1) Prepares the Mayor's Proclamation of Emergency and any necessary amendments.
   d. **Emergency Operation Center (City EOC)**
      1) Provides information to local jurisdictions, King County EOC and State EOC on the status of personnel, facilities, equipment and programs, as necessary.
      2) Ensures notification of initial City EOC activation, or demobilization, and subsequent local declaration of emergency and SitReps are sent to King County ECC and Washington State EMD every four (4) hours (or upon request) as long as missions to save lives and to protect property are continuing, or more often if a significant finding occurs.
   e. **Development Services Group (DSG)**
      1) Collects and displays the information provided to and requested from the City EOC staff and field operations.
      2) Analyzes the information provided and shares with the General and Command staff.
      3) Analyzes the information provided and posts recommended action strategies to display boards and geographical information systems (GIS).
      4) Manages paperwork flow in the City EOC.
      5) Supports the City EOC in the collection, analysis, reporting, displaying and sharing of information, including the use of geographical information systems (GIS), about potential or actual emergencies that could affect the City of Mercer Island.
      6) Coordinates and prepares periodic SitReps.

7) Requests special information from all field commanders, departments, local jurisdictions, volunteer organizations, and other agencies as directed by the Emergency Manager or designee.

8) Sends copies of SitReps signed and released by the Emergency Manager to all positions in the City EOC and field commanders as well as the King County ECC and State EOC at designated time intervals established by the Emergency manager as long as missions to save lives or to protect property are continuing.

9) Windshield survey

G. **Recovery Activities**

1. **Primary Agency: City Manager and Emergency Manager**

   a. Overall responsibility for directing, controlling, collection, analysis, and sharing of information about potential or actual emergencies or disasters that could affect the City.

   b. Ensure that proclamations and timely operational SitReps are forwarded to the King County ECC and the State EOC as required.

2. **Support Agencies:**

   a. **General: All Departments**

   1) Continue to provide information to the City EOC staff, as necessary.

   2) Review and revise reporting procedures and formats, as necessary.

   b. **Development Services Group (DSG)**

   1) Prepare SitReps, as required.

   2) Continue to gather and disseminate information, as necessary.

   3) Ensure that proclamations and timely operational SitReps are forwarded to King County ECC and State EOC as required.

   4) Provide information guidance on all ICS forms and instructions to all city departments for the retention of information and supporting data and procedure for forwarding operational reporting information to the City EOC.

   5) Review and revise reporting procedures and formats, as necessary.

   6) Prepare documents, if necessary for the Emergency Manager to terminate Proclamations of Emergency or demobilize City EOC activation.

   7) Collect and prepare reports required to support requests for assistance (RFAs).

   8) Prepare, submit, and track all documentation necessary for federal and state reimbursement of Presidential declared disasters.

V.   RESPONSIBILITIES

A. **Primary Agency: City Manager and Emergency Manager**

1. Coordinate the collection, evaluation, documentation and dissemination of information regarding potential or actual emergencies or disasters that could affect the City of Mercer Island.

2. Provide emergency management staff to the City EOC.

B.   Support Agencies: Internal/External

1.   Support the City EOC in the collection, evaluation and dissemination of information in regards to potential or actual emergencies or disasters that could affect the City of Mercer Island.

2.   Provide personnel to the City EOC as assigned and/or as requested.

VII.   REFERENCES

A.   CEMP Basic Plan.

B.   City of Mercer Island EOC Procedures Manual.

C.   2015 Hazard Mitigation Plan

VIII.   TERMS AND DEFINITIONS

See Appendix 1 (Definitions), and Appendix 2 (Acronyms), of this Plan.

EMERGENCY SUPPORT FUNCTION 6

MASS CARE, EMERGENCY ASSISTANCE, HOUSING AND HUMAN SERVICES

PRIMARY DEPARTMENTS: Parks and Recreation
SUPPORT PRIMARY: Youth and Family Services
SUPPORT DEPARTMENTS: All Departments
                                    Mercer Island School District (MISD)
                                    American Red Cross (ARC)
                                    Mercer Island Emergency Volunteer Disaster Teams
                                    External Agencies

I.   INTRODUCTION

A.   Purpose

The purpose of this Emergency Support Function (ESF) is to coordinate efforts to provide sheltering, feeding, and emergency first aid following an emergency or disaster requiring response assistance, to operate a Mass Care Shelter system to collect, receive, and report information about the status of victims and assist with family reunification within the City of Mercer Island, and to coordinate bulk distribution of emergency relief supplies vital to the delivery of services, to victims following an emergency or disaster. Additionally, this ESF covers the inclusion of pet shelters as well. For specifics and the detailed plan for long term sheltering/housing and pet evacuation and sheltering, see the shelter manual located at S:\EM_Public\CEMP

B.   Scope

1. The Parks and Recreation Department has been designated as the lead department for coordinating all Mass Care Community Shelter activities within the City of Mercer Island. Youth and Family Services, has been designated as primary support to Parks and Recreation ESF 6. Youth and Family Services are primary lead with ESF 11, Food and Water. Youth and Family Services are primary lead for ESF 8 Mental Health Services as well. The City of Mercer Island Parks Department will work with local non-governmental organizations (NGOs) such as the American Red Cross (ARC) in an effort to facilitate delivery of mass care services within the City of Mercer Island. Human Resources will facilitate registration and will provide food to staff working in the Mercer Island EOC and to Mercer Island Emergency Volunteers.

2. Initial response activities will focus on meeting urgent needs of victims on a mass care basis. Recovery assistance, such as temporary housing, loans and grants for individuals under the traditional disaster assistance programs of the Federal Emergency Management Agency (FEMA) and other federal agencies' initial recovery efforts, may commence as response activities are taking place. Likewise, the provision of the customary American Red Cross (ARC) disaster services of emergency assistance and additional assistance will be considered based on the needs of the

victims, the situation, and available resources. As recovery activities are introduced, close coordination will be required between those federal agencies responsible for recovery activities, and NGOs providing recovery assistance.

3. The ARC independently provides mass care to disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United States Congress, Act of January 5, 1905, and the Disaster Relief Act of l974 (P.L. 93-288, as amended by the Stafford Act of 2000, and 2006).

4. Department of Homeland Security/FEMA assumes primary agency responsibility under the National Response Plan/Framework (NRF) to coordinate federal response assistance to mass care response of state and local jurisdictions, and the efforts of other NGOs, including ARC relief operations.

5. Mass Care includes:

    a. Shelters (to include provisions for special needs victims as well as pets (see Appendices attached to this ESF). The provision of emergency shelter for victims includes the use of designated shelter sites in existing structures, creation of temporary facilities such as tent cities, or the temporary construction of shelters, and use of similar facilities outside the affected area, should evacuation be necessary. Mercer Island currently has one fully supplied shelter site, one additional shelter site identified needing supplies, and supplies for a pet shelter site, location to be determined.

    b. Feeding: the provision for feeding victims and emergency workers through a combination of fixed sites, mobile feeding units, and bulk food distribution. Such operations will be based on sound nutritional standards and will attempt to include provisions for meeting dietary requirements of victims with special dietary needs.

    c. Emergency First Aid: Emergency first aid services are provided to victims and workers at mass care facilities and at designated sites within the affected area. This emergency first aid service is supplemental to emergency health and medical services established to meet the needs of the victims.

    d. Disaster Welfare Information: Disaster Welfare Information (DWI) regarding individuals residing within the affected area will be collected and provided to immediate family members outside the area though a Disaster Welfare Information (DWI) System. Disaster Welfare Information (DWI) will also be provided to aid in reunification of family members within the area who were separated at the time of the event.

    e. Bulk Distribution of Emergency Relief Items – CPODS: Sites will be established within the affected area for distribution of emergency relief items. The bulk distribution of these relief items will be determined by the requirement to meet urgent needs of victims for essential items.

6. The Mercer Island Community Shelter will be established and operated according to Department of Homeland Security/FEMA guidelines, training, and the documentation required for the ARC to assist with shelter responsibilities, as available.

7. No information will be released about status of a victim without consent and approval by the Mercer Island EOC Emergency Manager. The Mercer Island EOC and the King County Medical Examiner's Office will decide the best method and or mechanism to inform outside family members about a fatality.

8. The initial provision for emergency assistance will be considered based on the priority needs of the victims, the situation, accessibility of Mercer Island, and available resources. ARC will coordinate with WAVOADs additional support services.

9. As recovery activities are introduced, close coordination will be required between each department, local jurisdictions, county and State and those federal agencies responsible for recovery activities, and voluntary agencies providing recovery assistance, including the ARC.

II.   POLICIES

A.   Parks and Recreation is the lead department for coordinating all ESF 6 Mass Care Community, Pet Shelter and special needs activities.

B.   ESF 6 will be implemented and coordinated through the EOC.

C.   Upon request, resources will be used as available from City, MISD, the private sector, before activating the voluntary agencies, and King County RDP, King County ECC, state EOC, and federal agencies.

D.   Services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.

E.   Information disseminated about those injured, deceased or remaining within the affected area will be by approval of the Director of Emergency Services.

F.   Disaster Welfare Information (DWI), consisting of those persons identified on shelter lists, National Disaster Medical System (NDMS) casualty lists, and any further information made available by the State Emergency Operations Center (EOC), local jurisdiction EOCs, and hospitals, but not limited to these sources, will be collected and made available to immediate family members within or outside the affected areas.

G.   An initial moratorium, not to exceed 48 hours, is issued to allow activation of the Disaster Welfare Information (DWI) System and determination of the affected area.

H.   Information about those injured and remaining within the affected area will be limited to that provided by local medical care units to the Disaster Welfare Information (DWI) System.

I.   Information on casualties evacuated from the affected area to other medical facilities will be restricted to that provided by the National Disaster Medical System (NDMS) tracking capability. The listing of incident related deaths will be limited to officially confirmed fatalities.

J.   Federal communications support agencies identified in Federal ESF 2 - Communications will be tasked with transmitting information to the Disaster Welfare Information (DWI) Center. Fatality lists are not to be transmitted via amateur radio or the ARC 47.42 MHZ system.

K.   The Disaster Welfare Information (DWI) operation is to be discontinued as soon as practical after recovery operations.

III. SITUATION

A. Emergency / Disaster Conditions and Hazards

1. The magnitude of damage to structures and lifelines could rapidly overwhelm the capacity of City of Mercer Island resources to assess the event and respond effectively to basic and emergency human needs. Damage to communications systems, roads, buildings, and more, could hamper emergency response efforts. The movement of emergency supplies could be seriously impeded if the SeaTac International Airport was affected. Many professional registered Emergency Workers and others who normally would help during an event could be incapacitated due to the emergency, and unable to reach their assigned posts. City of Mercer Island, local and county jurisdictions, state and emergency operations facilities could be severely damaged or inaccessible.

2. In a catastrophic event, hundreds of victims could be forced from their homes, depending on such factors as time of occurrence, area demographics, building construction, and existing weather conditions. There could be large numbers of dead and injured. Thousands of family members may be separated immediately following a sudden impact event, with children in school and parents at work. Large numbers of transient populations defined as workers at Mercer Island businesses, tourists, students, foreign visitors may be affected. Over eleven percent of Mercer Island's population speak two main foreign languages and interpreters may be needed.

3. The uniqueness of the City being on an island creates additional challenges for staff and family members. Most City personnel live off island and may not be able to get to Mercer Island. Most citizens work off island creating an immediate need for parents and children to receive information about each others safety and to return to Mercer Island.

4. The City of Mercer Island would have difficulty managing and operating a Community Shelter if an event occurred at night or on the weekend. To this end we have created the Mercer Island Emergency Volunteer registered Emergency Worker program.

5. The Mercer Island Emergency Volunteer Disaster Teams are an important component of Mercer Island's emergency preparedness. The volunteer response teams consist of 15 different teams that are tasked with meeting at a predesignated place after a disaster in order to augment the efforts of City staff. These teams are prepared to support most ESFs, if needed: ESFs 1, 2, 3, 5, 6, 7, 8, 9, 11, 14, Annex A & B, damage assessment and evacuation respectively. Specifically to ESF 6, the Shelter, Child Care, Elder Care, Disaster Mental Health, Disaster Medical and Ham teams will provide assistance to staff.

6. For procedures on Animal Shelters, see Appendix 1 to this ESF.

7. For procedures on assistance with special needs victims, see Appendix 2 to this ESF.

8. Refer to the current City of Mercer Island Hazard Mitigation Plan and the Mercer Island Shelter Operations Manual.

B. **Planning Assumptions**

1. Planning for ESF 6 is based on a worst-case scenario in which an event occurs without warning at a time of day that will produce widespread building damage necessitating the temporary relocation of victims to a Community Shelter. Only those citizens with dire needs would require a Community Shelter location.

2. The primary shelter location is the Community Center at Mercer View. A secondary site at Islander Middle School has been designated but not yet supplied. The location for the Pet Shelter is under development. If these facilites are compromised it might be necessary to use MISD facilities or private facilites. The City must coordinate with MISD or the private entity for co-use of the facility as a Community Shelter. Refer to list of potential shelter sites

3. Mass Care Community Shelter facilities should receive priority consideration for structural ATC-20 inspections to ensure safety of occupants.

4. The nature and extent of the event requires a planned, immediate, and automatic response from Parks and Recreation with cooperating supporting departments, MISD, registered Emergency Workers, other volunteer organizations, and the private sector.

5. Parks and Recreation with Mercer Island Emergency Volunteer registered Emergency Workers will provide shelter, feeding, and emergency first aid services, if possible. The plan is to provide these services without external support for at least the first seven days, or however long resources dictate, following the onset of the event.

6. The impacts of the emergency or disaster may necessitate the provision of emergency food, water, shelter, clothing, childcare, health and mental health care for disaster victims and pets, as well as crisis and mental health support for City staff and volunteers.

7. The magnitude of the event may require the operation of long term shelters or housing relocation services.

8. Sheltering and feeding activities may be required to accommodate a large number of victims for seven days or longer after the onset of the event.

9. Some dire need victims may go to Mass Care Community Shelter. Others may find shelter with friends and relatives, and many victims may remain with or near their damaged homes.

10. Many of the injured or more seriously injured may be transported, if safely possible, to a local first aid treatment location or hospitals outside the event area respectively.

11. Medical clinics and disaster medical registered Emergency Workers may be so over taxed that accurate record keeping on individuals may be compromised, however it is still necessary to attempt to gain as much accurate information as possible.

12. Surviving telephone service into and within the event area may be either inadequate or prioritized to emergency uses to the extent that it will be unable to handle citizen inquiries.

13. Loss of connectivity with the mainland should the I-90 bridge be damaged may limit or prevent most services.

14. The restoration of communication systems, disrupted by damages and overloads, may take weeks.
15. Mass Care Community Shelter operations and logistical support requirements should be given high priority by departments and supporting organizations.
16. Large numbers of spontaneous volunteers in the affected area will require City Human Resources to register them as Emergency Workers, and they will be assigned to duty stations in accordance with the EOC needs.
17. The Emergency Operations Center Team (EOCT) will coordinate ESF 6 planning activities to ensure an appropriate immediate and automatic response.
18. A formal ESF 6 organizational structure is in place to support the efforts of Non-Governmental Organizations (NGOs) and government agencies, provide feeding, shelter, emergency first aid stations, bulk distribution centers, and to provide Disaster Welfare Information (DWI) in the incident area within 48 hours after the activation of the State EOC
19. The Disaster Welfare Information (DWI) system should be capable of responding to one million disaster welfare inquiries, from around the world, within 30 days of the onset. These inquiries will relate to persons who are residents of the affected area, as well as transients such as foreign and domestic tourists, business travelers, students, and their immediate families, etc. In addition, the system must provide information needed to reunite family members separated at the time of the incident.

IV.   CONCEPT OF OPERATIONS

A.   General

1. Parks and Recreation has been designated the primary department responsible for managing the activities of ESF 6, and Youth and Family Services is designated as support primary to Parks and Recreation. If all local resources and private sector are overwhelmed or exhausted, Mercer Island EOC can activate mutual aid, the King County Regional Disaster Plan (RDP), and state and federal agencies designated to support the ESF 6 mission.
2. The EOC is responsible for notifying supporting departments and organizations that an event has occurred that requires staffing the EOC.
3. Requests for assistance will be recommended by Parks and Recreation and forwarded to the EOC. Parks and Recreation will work directly with coordinating department counterparts to provide the needed support, as identified.
4. Direction for support of ESF 6 will originate from the EOC.
5. Support organizations will be notified and expected to provide 24-hour representation, as necessary. Support representatives will have sufficient knowledge of the capabilities and resources of their departments, organizations and agencies, with appropriate authorities to commit resources to the response and recovery effort.

6. Upon notification of the staffing of the EOC and activation of ESF 6, the EOC will inform ESF 6 lead and support departments and organizations of the activation, and share information about what has occurred including initial response actions.

7. ARC or Washington volunteer support agencies will notify their local representatives to report to the appropriate locations as designated in their plans or at the request of the EOC.

8. ARC upon request and if available, may assume, manage, and support established Mercer Island Community Shelters and would provide related services needed by displaced populations.

9. All supplies or equipment used must be documented for accounting and resupply needs.

B.   Organization

    1.   City of Mercer Island

        a.   Parks and Recreation will activate its departmental SOGs or operational plans to implement Community Shelter site(s) depending on the size of emergency or disaster, in coordination with the EOC.

        b.   EFS 7 Resource Support will be coordinated and provided by the Human Resources Department, City Managers Office and Finance.

        c.   ESF 11 Food and Water will be coordinated and provided by Youth and Family Services.

        d.   ESF 8 Health and Medical Services will be coordinated and provided by Fire EMS with assistance from Youth and Family Services.

        e.   The Human Resource Manager will manage and track the assignment of City workers to disaster relief efforts in cooperation with other City lead departments and for the registration of emergent volunteers as Emergency Workers and the assignments in coordination with the EOC, as specified in WAC 118-04-200.

    2.   King County Department of Natural Resources and Parks (DNRP) – Recreation Division

    King County DNRP is responsible for mass care for unincorporated King County. For local jurisdictions the King County RDP may activated.

    3.   State Level Response Structure

        a.   The State-level response structure is initially composed of representatives at the FEMA Region X Regional Response Center (RRC) and representatives on the Emergency Response Team A (ERT-A) element. When fully operational, the State-level response structure includes the State JFO element and the State EOC.

        b.   The State EOC will coordinate federal resources to support mass care response activities. This element will channel requests for assistance to the ARC relief operation and other voluntary agencies for action and exchange information with these organizations.

        c.   Support agency liaisons will be available to state ESF 6 units at the JFO, as necessary, and available on a 24-hour basis for the duration of the incident.

      d.   ESF Liaisons will be identified and deployed by state ESF 6 JFO element. Public Affairs and Congressional Affairs liaisons will be identified and deployed.

  4.   **National Level Response Support Structure**

      a.   The national ESF 6 will operate under the direction of FEMA and the Department of Homeland Security.

      b.   The State EOC will coordinate federal resources to support mass care response activities. This element will channel requests for assistance to the ARC relief operation and other voluntary agencies for action and exchange information with these organizations.

      c.   In the event of a Presidential Disaster Declaration, additional assistance may become available to eligible individuals. This may include low-interest loans, housing grants, food stamps, disaster counseling, and unemployment benefits. These services are normally available through a teleregistration process coordinated by the Federal Emergency Management Agency (FEMA).

      d.   Representatives of agencies designated to support ESF 6 will be available on a 24-hour basis for the duration of the emergency response period.

C.   **Procedures**

Parks and Recreation Mass Care Community Shelter operations and management and departmental SOGs or operational plans will be implemented in accordance with this ESF.

D.   **Mitigation Activities**

  1.   **Primary Department – Parks and Recreation**

      a.   Reconfirms with DSG possible helicopter landing sites and GPS coordinates, and updates and maintains the list in the EOC procedures manual.

      b.   Creates departmental SOGs or operational plans to support this ESF.

  2.   **Support Primary – Youth and Family Services**

Creates departmental SOGs or operational plans to support this ESF.

  3.   **Support Departments – All**

Develop departmental SOGs or operational plans to support this ESF.

E.   **Preparedness Activities**

  1.   **Primary Department – Parks and Recreation**

      a.   Develops departmental SOGs or operational plans consistant with FEMA and the Department of Homeland Security as well as ARC's Mass Care Community Shelter operations, management and training.

      b.   Coordinates with Youth and Family Services, ARC and MI emergency volunteers for assistance.

      c.   Identifies safe routes of travel to and from the predesignated possible shelter sites.

      d.   Inventories emergency shelter supplies and replenishes when necessary.

     e.   Coordinates and executes training, drills, and exercise activities with appropriate departments and support agencies on an ongoing basis to conform to FEMA/ Homeland Security guidelines.

  2.   **Support Departments – All**

    a. **Human Resources**

       1) Updates procedures for processing registered Emergency Workers as initially developed by the Emergency Manager.

       2) Maintains, updates, and resupplies mobile registered Emergency Worker's registration kits initially developed by the Emergency Manager.

       3) Coordinates the registration of Emergency Workers. Works with MI Emergency Volunteers assisting in this administrative job.

       4) Participates in training, drills, and exercises to support Mass Care Community Shelter operations with Parks and Recreation.

    b. **Fire Division/DSG**

      Ensures building safety plans of the designated shelters are in place with appropriate fire safety equipment on site.

  4.   **Support Agencies**

    a. **General**

      Coordinates anticipated response and recovery activities in accordance with support to ESF 6 functions.

    b. **Mercer Island Emergency Volunteers**

      Consist of 15 Emergency Worker disaster response teams:

       1)   Animal Shelter

       2)   Child Care

       3)   Communications: HAM Radio Operators

       4)   Damage Assessment/Windshield Survey

       5)   Disaster Medical

       6)   Disaster Mental Health

       7)   Faith Community

       8)   Neighborhood Preparedness (includes businesses)

       9)   Registration

      10) Resource Inventory

      11) Search and Rescue

      12) Senior Care

      13) Shelter

      14) Transportation

      15) Well Operation/CPOD

F.   **Response Activities**

  1.   **Primary Department – Parks and Recreation**

     a.   Coordinates overall citywide operations and shelter management in accordance with FEMA / Homeland Security Guidelines.

     b.   Coordinates required mass care services and tracks victim status.

     c.   Coordinates feeding sites, potable water and ice with ESF 11.

    d.   Youth and Family Services (YFS) coordinates and provides meals at fixed feeding locations and provides mobile feeding, as required.

    e.   Coordinates bulk emergency relief items, as needed.

    f.   Coordinates shelters, pet shelters and emergency first aid stations.

    g.   Coordinates transportation and needed supplies.

    h.   Coordinates communications between shelters, feeding sites, emergency first aid stations, and relief operation locations.

    i.   Provides supplies such as cots, blankets, as needed, from emergency supply container inventories.

    j.   Coordinates mass care activities with support agencies, ARC, NGO and other volunteer WAVOAD organizations, as present.

2.   Support Primary – Youth and Family Services

    a.   Provides food supplies to the EOC and Community Shelter or other sites.

    b.   Supplies food for meals at fixed feeding locations and provides mobile feeding, as required.

    c.   Supplies potable water and ice with assistance from the Public Works Department.

    d.   Supplies bulk emergency relief items, or receives donations via the Thrift Shop and ARC.

    e.   Coordinates transportation and receiving of needed supplies.

    f.   Assists with Community Points of Distribution (CPOD).

3.   Support Departments – All

    a. General

    All departments will support this ESF as requested and or according to their assigned ESF functions.

      1)   Human Resources

        i.   Human Resources executes SOGs or operational plans for processing Emergency Workers.

        ii.   Maintains four mobile Emergency Worker's registration kits.

        iii.   Registers spontaneous volunteers as Emergency Workers and assigns them to their duty station in accordance with the EOCT's needs.

        iv.   Signs in and out Emergency Workers for assignment or demobilization to or from their duty location.

      2)   Public Information Officer

        i.   Disseminates Community Shelter availability and locations.

        ii.   Assures that appropriate information is disseminated to the local citizens.

    b. Fire Department

    Provides fire suppression and emergency medical services at shelters or food services areas.

    c. Public Works

      1) Coordinates disposal of waste and solid waste from shelters.

      2) Assists in identifying safe routes of travel for shelter staff and the transport of supplies.

      3) Assists in crowd control operations with temporary traffic control measures and barricades.

d. Police Department

      1) Assists in providing emergency communications between shelters and the EOC.

      2) Provides security at shelters and other City sites as reqested in support of ESF 6.

      3) Provides crowd and traffic control as requested.

      4) Assists in identifiying and assessing safe routes of travel to and from possible or established shelter site(s).

4. Support Agencies

      1) Coordinates anticipated planned response activities in accordance with support to ESF 6 functions.

      2) Supports response activities consistent with the mission and capabilities.

G.   Recovery Activities

1.   Primary Department – Parks and Recreation

      1) Supports recovery activities consistent with the mission and required follow up to predisaster readiness.

      2) Restocks and replenishes supplies to predisaster conditions.

2.   Support Primary – Youth and Famiy Services

      1) Supports recovery activities consistent with the mission and required follow up to predisaster readiness.

      2) Restocks and replenishes supplies to predisaster conditions.

3.   Support Departments – All

Supports recovery activities consistent with the mission and required follow up to predisaster readiness.

4.   Support Agencies

      1) Coordinates planned recovery activities in accordance with directives.

      2) Supports recovery activities consistent with the mission and required follow up to predisaster readiness.

V.   RESPONSIBILITIES

A.   Primary Department – Parks and Recreation

1. Lead department in EFS 6 Mass Care on Mercer Island.
2. Manages the operations of the emergency Mass Care Community Shelters in coordination with supporting departments.
3. Provides staff and supplies to manage pet shelters.
4. Coordinates efforts of local organizations, ARC, WAVOAD, and others as appropriate to support mass care operations.
5. In recovery, coordinates with FEMA to establish Disaster Assistance Centers (DACs) in support of individual recovery efforts.

B. **Support Primary – Youth and Family Services**
1. Takes support primary lead in the administration and execution of ESF 6 and 8.
2. Develops and assists in implementing plans that utilize volunteer groups to identify and assist "special needs" for individuals in their homes and senior care facilities that may need assistance or shelter in an emergency or disaster.
3. Supports Parks and Recreation in setting up emergency shelters and transporting "special needs" individuals to designated shelter sites as necessary.
4. Supplies mass care sites with needed food and water.
5. Develops emergency, safety, and evacuation plans for facilities under department management, including the Mercer Island Thrift Shop.
6. Manages, trains, and coordinates the citizen Community Mental Health Response Team Committee in concert with Emergency Management.

C. **Support Departments – All**
1. **General**
   a. Supports the EOC in the accomplishment of ESF 6 roles and activities.
   b. Provides staff to assist with Mass Care Community Shelter operations, as requested.
2. **Human Resources**
   a. Manages the administration of staff and registered Emergency Workers.
3. **Public Information Officer**
   a. Coordinates the dissemination of public information concerning mass care and individual assistance with ARC, local jurisdictions, King County ECC, state and federal government agencies.
   b. Ensures that EOC approved information is disseminated to the public during response and recovery.
4. **Development Services Group**
   a. Provides ATC 20 building safety inspections of a possible Community Shelter location prior to activating ESF 6.
5. **Information and Geographic Services**
   a. Assists with computer and/or telephone services in shelters.

D. **Support Agencies**
1. **General**
   a. Coordinates planned and anticipated response and recovery activities in accordance with their directives.
   b. Supports response activities consistent with their mission and capabilities.
2. **Mercer Island Emergency Volunteers**
   a. Support ESF 6 as previously stated.
3. **Local American Red Cross (ARC)**
   The following are standard services that the American Red Cross stands ready to offer in statewide or large regional disasters:
   a. Sheltering – Work through the ESF 6 Coordinator to open temporary mass care congregate shelters where residents will find comfort with a hot meal, recovery information, emergency supplies and a place to rest. Support other

shelters run by government or community partners with supplies and feeding, if resources permit.

b. Feeding – Work through the ESF 6 Coordinator to provide emergency feeding for persons in shelters and those returning to their homes, either at fixed sites or through mobile delivery of food appropriate for the situation and population being served. The American Red Cross will coordinate with state ESF 6 for assistance when voluntary contributions do not meet the level of needed services. Requests may be in the form of direct financial assistance, reimbursement for services, and or an agreement to purchase necessary commodities to fulfill the needs of impacted residents.

c. The American Red Cross and other Voluntary Organizations Active in Disasters coordinate with state level ESF 6 to meet the needs of persons returning to their homes after a disaster.

d. Welfare Information – The American Red Cross Safe and Well Website is always available. Promotion of the site is triggered by one or more of the following:

   1) Mass fatalities or injuries
   2) Disaster is catastrophic in scope
   3) Large scale evacuations
   4) Widespread power outages
   5) Affected area has a large number of residents with access or functional needs
   6) Considerable media coverage

   The Safe and Well Website is a tool for the general welfare inquiry, that is, the inquiry on someone in the affected area who does not have a health or mental health condition. The American Red Cross is committed to client privacy. A successful search result provides only the registrant's name, a date/time stamp, and the safe and well messages that the registrant chose using check boxes. No personal or location information is shown.

e. American Red Cross trained caseworkers meet with each person individually to determine how he/she was affected by the disaster and the course of recovery to best meet his/her immediate needs. American Red Cross caseworkers work closely with the state ESF 6 Coordinator through the American Red Cross government liaison to ensure persons affected by the disaster have access to all available resources.

f. American Red Cross disaster mental health professionals on relief operations provide psychological triage; crisis intervention; psychological support; instrumental support (i.e., taking action in support of an individual); advocacy (i.e., an intervention made on behalf of an individual and intended to benefit the person or cause being supported); problem solving; and referrals.

g. American Red Cross Disaster health professionals are available in shelters for emergency first aid, medical assessment, triage and replacement of emergency medications. American Red Cross Disaster Health Services teams

meet these needs through item distribution, financial assistance or referrals to community partners. In the event of other unforeseen events or situations in which human suffering is involved, the American Red Cross will coordinate with appropriate government and non-government partners to provide mass care, including shelter, feeding, first aid, and other assistance to address basic human needs as resources are available to assist.

4. Private Sector Volunteer Organizations, and Others

a. Supports mitigation and disaster preparedness concepts of self-sufficiency for seven plus days on Mercer Island.

b. Provides resources to assist in the response and recovery phases of emergency or disaster operations.

c. Participates as members of Mercer Island Emergency Volunteers.

d. Participates and supports drills and exercises and by including the City in business and industry activities.

VI. RESOURCE REQUIREMENTS

1. The city will provide space, telephones, and limited administrative support at the EOC for ARC, WAVOAD, and liaison personnel.

2. The support agencies may provide phone representatives, on a 24-hour basis, to the EOC and shelter locations.

3. Support organizations or agencies are responsible for their own vehicles, transportation, and supplies.

4. Available undamaged facilities may be augmented by large tents, as available.

5. Personnel resources will include Parks and Recreation, Youth and Family Services staff, Mercer Island Emergency Volunteers, volunteers such as members of ARC, WAVOAD and private organizations and businesses, if available. Specially skilled individuals will be identified from among these groups.

VII. REFERENCES

1. CEMP Basic Plan
2. City of Mercer Island Shelter Operations Manual to include long term shelter/housing plan and animal shelter plan. Refer to ESF 24 for pet evacuation.
3. 2015 Hazard Mitigation Plan
4. King County Regional Disaster Plan (RDP), ESF 6.
5. Washington State CEMP, ESF 6.
6. The National Response Framework, ESF 6, dated April 1992.
7. Disaster Relief Act of 1974, (P.L. 93-288, as amended by the Stafford Acto of 1988).
8. American Red Cross. See national website at www.redcross.org, and local at www.seattleredcross.org.

VIII. DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2

IX. APPENDICES

1. Attachment 1, MISD Container locations
2. Appendix A, Pet Shelter
3. Appendix B, Procedures for Special Needs Victims - detailed outline of sheltering and responding to people with disabilities

ATTACHMENT 1
SCHOOL AND PRIVATE EMERGENCY SUPPLY CONTAINERS, GENERATORS
AND WATER BUFFALO SITES

Location Site	Resource
Mercer Island Community & Event Center (supplies are in cage in the gym)	Shelter Supplies 1 Generator
North Fire Station	2 Mobile Generator Trailers
Mercer Island City Hall (supplies are by Dive Team Locker under DSG)	Staff Supplies 1 Fixed Generator
Public Works Building	Staff Supplies
Mercer Island High School	2 Containers (Student Supplies)
Islander Middle School	3 Containers (Student Supplies) 1 Container (Shelter Supplies)
Island Park Elementary School	1 Container (Student Supplies) 1 generator
West Mercer ElementarySchool	1 Container (Student Supplies) 1 generator
Lakeridge Elementary School	1 Container (Student Supplies) 2 Generators 1 Water Buffalo
Jewish Community Center	1 Container (JCC Supplies)
St Monica's School	1 Container (St. Monica's Supplies) 3 Generators

APPENDIX A
PET SHELTER POLICY

U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472

FEMA

OCT 2 4 2007

MEMORANDUM FOR:	FEMA Regional Administrators Regions I - X
ATTENTION:	Disaster Assistance Division Directors
FROM:	Carlos J. Castillo Assistant Administrator Disaster Assistance Directorate
SUBJECT:	Disaster Assistance Policy DAP9523.19 Eligible Costs Related to Pet Evacuations and Sheltering

The purpose of this memorandum is to announce the issuance of the attached final Disaster Assistance Policy DAP9523.19, Eligible Costs Related to Pet Evacuations and Sheltering. This policy identifies the expenses related to State and local governments' emergency pet evacuation and sheltering activities that may be eligible for reimbursement following a major disaster or emergency declaration.

If you have any questions about this policy, please contact Lu Juana Richardson, Public Assistance Division, via email at LuJuana.Richardson@dhs.gov, facsimile (202) 646-3304, or phone (202) 646-4014.

Attachment

www.fema.gov

FEMA
DISASTER ASSISTANCE POLICY

DAP9523.19

I. TITLE: Eligible Costs Related to Pet Evacuations and Sheltering

II. DATE: OCT 2 4 2007

III. PURPOSE:

The purpose of this policy is to identify the expenses related to State and local governments' emergency pet evacuation and sheltering activities that may be eligible for reimbursement following a major disaster or emergency declaration.

IV. SCOPE AND AUDIENCE:

This policy is applicable to all major disasters and emergencies declared on or after its date of issuance. It is intended to be used by FEMA personnel involved in making eligibility determinations under the Public Assistance Program.

V. AUTHORITY:

Sections 403 and 502 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), 42 U.S.C. 5170b, 42 U.S.C. 5192; the Pets Evacuation and Transportation Standards Act (PETS Act) of 2006, P.L. No. 109-308, § 4, 120 Stat. 1725 (2006); and 44 CFR §§ 206.223(a), 206.225(a).

VI. BACKGROUND:

On October 6, 2006, the PETS Act was signed into law, amending Section 403 of the Stafford Act. Section 403, as amended by the PETS Act, authorizes FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency.

VII. POLICY:

    A. Definitions:

       1. <u>Household Pet</u>. A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not

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DISASTER ASSISTANCE POLICY

DAP9523.19

include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.

　　2.　Service Animal[1].　Any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items.

　　3.　Congregate Household Pet Shelters.　Any private or public facility that provides refuge to rescued household pets and the household pets of shelterees in response to a declared major disaster or emergency.

　　B.　**Eligibility.**　State and local governments that receive evacuees from areas declared a major disaster or an emergency may seek reimbursement for eligible pet rescue, sheltering, and evacuation-support costs.

　　1.　State and local governments outside the designated disaster area may seek reimbursement under mutual aid protocols through the affected and supported state(s).　(44 CFR § 206.223(a)(2)).

　　2.　State and local governments are the only eligible applicants for sheltering and rescuing household pets and service animals.　Contractors or private nonprofit (PNP) organizations that shelter or rescue household pets and service animals cannot be reimbursed directly as an applicant.　However, contractors and PNPs can be reimbursed for sheltering and rescuing household pets and service animals through a state or local government, provided a written statement from an eligible applicant is presented in which the applicant verifies that the contractor or PNP is performing or has performed sheltering or rescuing operations on the applicant's behalf and the expenses are documented.

　　C.　**Household Pet Rescue.**　State and local governments may conduct rescue operations for household pets directly or they may contract with other providers for such services.　Eligible costs include, but are not limited to, the following:

　　1.　Overtime for regular full-time employees.

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[1] Department of Justice, Americans with Disabilities Act (ADA), 42 USC 1201 et seq, implementing regulations at 28 CFR § 36.104.

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DISASTER ASSISTANCE POLICY

2. Regular-time and overtime for contract labor (including mutual aid agreements) specifically hired to provide additional support required as a result of the disaster.

3. The use of applicant-owned or leased equipment (such as buses or other vehicles) to provide eligible pet transportation to congregate pet shelters may be reimbursed according to 44 CFR § 206.228(1)(a) (does not include operator labor). The cost of leasing equipment for this purpose may also be eligible for reimbursement.

D. **Congregate Household Pet Sheltering.** State and local governments may conduct sheltering operations for pets directly, or may contract with other sheltering providers for such services. Eligible Category B congregate pet sheltering costs may include, but are not limited to, the *reasonable* costs for:

1. Facilities.

- Minor modifications to buildings used for congregate household pet sheltering, if necessary to provide increased capacity for the accommodation of shelterees' household pets.
- Facility lease or rent.
- Increase in utility costs, such as power, water, and telephone.
- Generator lease and operation (but not purchase).
- Shelter safety and security.
- Shelter management.
- Shelter and crate/cage cleaning.

2. Supplies and Commodities. Eligible items are those needed for, and used directly on, the declared disaster, and are reasonable in both cost and need. Examples include:

- Food, water, and bowls.
- Crates/Cages.
- Pet transport carriers.
- Animal cleaning tables and supplies.
- Medication for animal decontamination and parasite control to ensure that the animal is not a health threat to humans or other animals.

3. Eligible Labor. If the regular employees of an eligible applicant perform duties in direct support of congregate pet sheltering operations, any overtime pay related to such duties is eligible for reimbursement. However, the straight-time pay of these employees is not eligible. Regular-time and overtime for contract labor, including mutual aid agreements,

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DISASTER ASSISTANCE POLICY

DAP9523.19

specifically hired to provide additional support required as a result of the disaster or emergency is also eligible for reimbursement.

4. <u>Equipment</u>. The use of applicant-owned or leased equipment (such as buses, trucks, or other vehicles) to provide eligible pet evacuation or sheltering support may be reimbursed according to 44 CFR §206.228(1)(a) (does not include operator labor). The cost of leasing equipment may also be an eligible expense for reimbursement.

5. <u>Emergency Veterinary Services</u>. For the purposes of screening the health of household pets and service animals, and assessing and treating minor illnesses and injuries, congregate pet shelters may be staffed with emergency veterinary teams. The following costs related to the provision of emergency veterinary services in a congregate pet sheltering environment are eligible for reimbursement:

- Veterinary diagnosis, triage, treatment, and stabilization.
- Provision of first aid, including materials (bandages, etc.).
- Medicine.
- Supervision of paid and volunteer veterinary staff.
- Vaccinations administered to protect the health and safety of congregate shelter and supporting emergency workers including but not limited to tetanus and hepatitis.
- Vaccinations administered to protect the health and safety of congregate shelter pets for transmissible or contagious diseases including but not limited to bordetella/kennel cough.

6. <u>Transportation</u>. Transportation of evacuees' household pets and service animals to congregate shelters from pre-established pickup locations is an eligible expense when the means of transportation used is the most cost-effective available.

7. <u>Shelter Safety and Security</u>. Additional reimbursable safety and security services may be provided at congregate pet shelters, based upon need.

8. <u>Cleaning and Restoration</u>. The costs (to the Applicant) to clean, maintain, and restore a facility to pre-congregate pet shelter condition are eligible.

9. <u>Removal and Disposal of Animal Carcasses</u>. The costs (to the Applicant) to remove and dispose of animal carcasses in a safe and timely manner and in compliance with applicable laws and regulations are eligible.

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DISASTER ASSISTANCE POLICY

10. <u>Cataloging/Tracking System for Pets</u>. The reasonable costs (to the Applicant) for tracking animals at congregate pet shelters for the purposes of reuniting them with their owners are eligible.

E. **Service animals.** Service animals will be sheltered with their owners in congregate shelters.

F. **Length of Operation.** Costs of sheltering/caring for household pets will no longer be eligible for FEMA reimbursement when the pet owner transitions out of Section 403 emergency sheltering.

VIII. ORIGINATING OFFICE: Disaster Assistance Directorate (Public Assistance Division).

IX. SUPERSESSION: This policy supersedes all previous guidance on this subject.

X. REVIEW DATE: Three years from date of publication.

Carlos J. Castillo
Assistant Administrator
Disaster Assistance Directorate

VET CLINICS AND STABLES

Mercer Island Veterinary Clinic	2448 – 76th Ave. SE #107 Mercer Island, WA 98040	206 232-0333
Dr. Glen Howard Dr. Evan Crocker	*Available Facilities*: Kennels for approx. 25 pets; large supply of food; pet pharmacy	

Alpine Animal Shelter	888 NW Sammamish Rd Issaquah, WA 98029	425 392-8888
Available Facilities: Kennels (shelter is usually full)		

Island Cats Veterinary Hospital	3024 – 78th Ave. SE Mercer Island, WA 98040	206 232-2837
Available Facilities: Kennels for approx. 14 cats; supply of food; no shelter available for dogs		

Mercy Vet	2707 – 76th Ave. SE Mercer Island, WA 98040	206 232-7667
Jacqueline S. Sehn DVM *Available Facilities*: Limited space; 2 Kennels; approx. 30 small cages; use only as last resort		

Animal Hospital of Factoria	4205 Factoria Blvd. SE Bellevue, WA 98006	425 746-3373
Dr. Shlomo Freiman *Available Facilities*: Cats & dogs boarding only		

Aerowood Animal Hospital	2975 156th Ave SE Bellevue, WA 98007	425-746-6557

Stables

MI Saddle Club	8635 SE 68th Street Mercer Island, WA 98040	206 232-7538

APPENDIX B
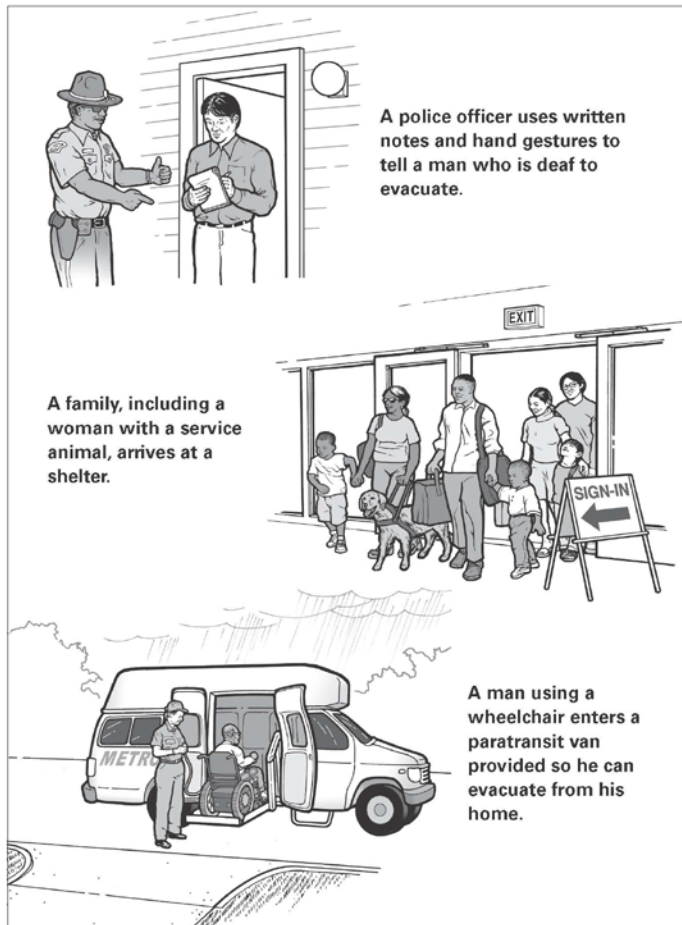**POLICY FOR PEOPLE WITH SPECIAL NEEDS**

U.S. Department of Justice
Civil Rights Division
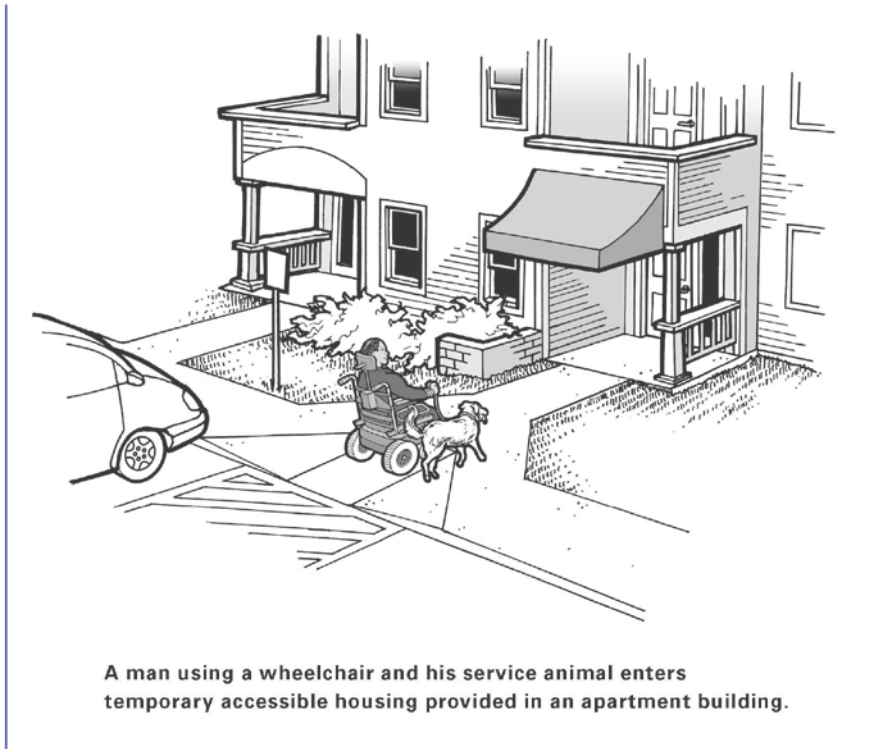*Disability Rights Section*

An ADA Guide for Local Governments

Making Community Emergency Preparedness and Response Programs Accessible to People with Disabilities

One of the most important roles of local government is to protect their citizenry from harm, including helping people prepare for and respond to emergencies. Making local government emergency preparedness and response programs accessible to people with disabilities is a critical part of this responsibility. Making these programs accessible is also required by the Americans with Disabilities Act of 1990 (ADA).

A police officer uses written notes and hand gestures to tell a man who is deaf to evacuate.

A family, including a woman with a service animal, arrives at a shelter.

EXIT

SIGN-IN

A man using a wheelchair enters a paratransit van provided so he can evacuate from his home.

RETURNING HOME (continued)

A man using a wheelchair and his service animal enters temporary accessible housing provided in an apartment building.

CONTRACTING FOR EMERGENCY SERVICES

Many local governments provide emergency services through contracts with other local governments or private relief organizations. These entities may not fully understand the role they need to play in meeting your obligation to provide accessible emergency services.

Action Steps: Contracting for Emergency Services

Make sure that contracts for emergency services require providers to follow appropriate steps outlined in this document. Review the terms of these contracts on a regular basis to ensure that they continue to meet the accessibility needs of people with disabilities. Provide training to contractors so that they understand how best to coordinate their activities with your overall accessibility plan for emergency services.

11

U.S. Department of Justice
Civil Rights Division
Disability Rights Section

An ADA Guide for Local Governments

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A police officer uses written notes and hand gestures to tell a man who is deaf to evacuate.

A family, including a woman with a service animal, arrives at a shelter.

A man using a wheelchair enters a paratransit van provided so he can evacuate from his home.

PLANNING

If you are responsible for your community's emergency planning or response activities, you should involve people with disabilities in identifying needs and evaluating effective emergency management practices. Issues that have the greatest impact on people with disabilities include:

- notification;
- evacuation;
- emergency transportation;
- sheltering;
- access to medications, refrigeration, and back-up power;
- access to their mobility devices or service animals while in transit or at shelters; and
- access to information.

In planning for emergency services, you should consider the needs of people who use mobility aids such as wheelchairs, scooters, walkers, canes or crutches, or people who have limited stamina. Plans also need to include people who use oxygen or respirators, people who are blind or who have low vision, people who are deaf or hard of hearing, people who have a cognitive disability, people with mental illness, and those with other types of disabilities.

Action Steps: Planning

Solicit and incorporate input from people with different types of disabilities (e.g. mobility, vision, hearing, cognitive and other disabilities) regarding all phases of your emergency management plan including:

- preparation;
- notification;
- response; and
- clean up.

NOTIFICATION

Many traditional emergency notification methods are not accessible to or usable by people with disabilities. People who are deaf or hard of hearing cannot hear radio, television, sirens, or other audible alerts. Those who are blind or who have low vision may not be aware of visual cues, such as flashing lights. Warning methods should be developed to ensure that all citizens will have the information necessary to make sound decisions and take appropriate, responsible action. Often, using a combination of methods will be more effective than relying on one method alone. For instance, combining visual and audible alerts will reach a greater audience than either method would by itself.

2

NOTIFICATION (continued)

Action Steps: Notification

Provide ways to inform people who are deaf or hard of hearing of an impending disaster if you use emergency warning systems such as sirens or other audible alerts.

When the electric power supply is affected, it may be necessary to use several forms of notification. These might include the use of telephone calls, auto-dialed TTY (teletypewriter) messages, text messaging, E-mails, and even direct door-to-door contact with pre-registered individuals.

A woman who is deaf reads a captioned evacuation notice on her television.

Also, you should consider using open-captioning on local TV stations in addition to incorporating other innovative uses of technology into such procedures, as well as lower-tech options such as dispatching qualified sign language interpreters to assist in broadcasting emergency information provided to the media.


A police officer uses hand gestures and a printed note to tell a woman who is deaf that she needs to evacuate her home.

3

EVACUATION

Individuals with disabilities will face a variety of challenges in evacuating, depending on the nature of the emergency. People with a mobility disability may need assistance leaving a building without a working elevator. Individuals who are blind or who have limited vision may no longer be able to independently use traditional orientation and navigation methods. An individual who is deaf may be trapped somewhere unable to communicate with anyone because the only communication device relies on voice. Procedures should be in place to ensure that people with disabilities can evacuate the physical area in a variety of conditions and with or without assistance.

Action Steps: Evacuation of People with Disabilities

Adopt policies to ensure that your community evacuation plans enable people with disabilities, including those who have mobility, vision, hearing, or cognitive disabilities, mental illness, or other disabilities, to safely self-evacuate or to be evacuated by others. Some communities are instituting voluntary, confidential registries of persons with disabilities who may need individualized evacuation assistance or notification. If you adopt or maintain such a registry, have procedures in place to ensure its voluntariness, guarantee confidentiality controls, and develop a process to update the registry. Also consider how best to publicize its availability. Whether or not a registry is used, your plan should address accessible transportation needs for people who use wheelchairs, scooters, or other mobility aids as well as people who are blind or who have low vision.
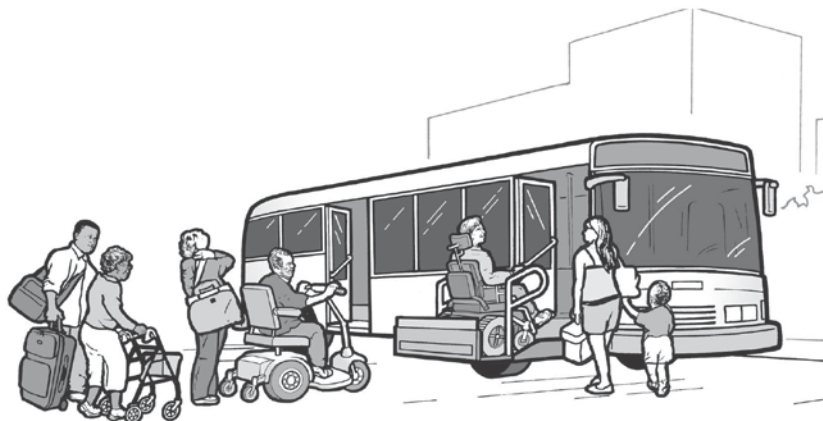
A transit bus equipped with a wheelchair lift is used to evacuate individuals and families.

4

EVACUATION (continued)

Both public and private transportation may be disrupted due to overcrowding, because of blocked streets and sidewalks, or because the system is not functioning at all. The movement of people during an evacuation is critical, but many people with disabilities cannot use traditional, inaccessible transportation.

Action Steps: Evacuation with Accessible Vehicles

Identify accessible modes of transportation that may be available to help evacuate people with disabilities during an emergency. For instance, some communities have used lift-equipped school or transit buses to evacuate people who use wheelchairs during floods.


A lift-equipped school bus is used to evacuate an individual using a wheelchair and her family.

5

SHELTERING

When disasters occur, people are often provided safe refuge in temporary shelters. Some may be located in schools, office buildings, tents, or other areas. Historically, great attention has been paid to ensuring that those shelters are well stocked with basic necessities such as food, water, and blankets. But many of these shelters have not been accessible to people with disabilities. Individuals using a wheelchair or scooter have often been able somehow to get to the shelter, only to find no accessible entrance, accessible toilet, or accessible shelter area.

Action Steps: Accessible Shelters

Survey your community's shelters for barriers to access for persons with disabilities. For instance, if you are considering incorporating a particular high school gymnasium into your sheltering plan, early in the process you should examine its parking, the path to the gymnasium, and the toilets serving the gymnasium to make sure they are accessible to people with disabilities. If you find barriers to access, work with the facility's owner to try to get the barriers removed. If you are unable to do so, consider another nearby facility for your community sheltering needs.
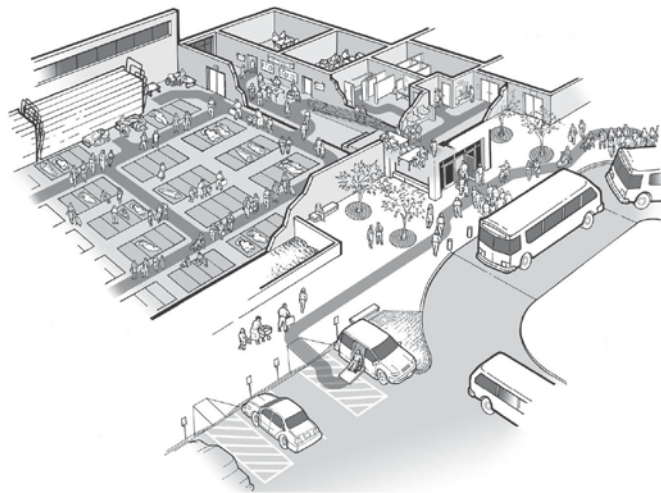
A shelter with accessible features including parking,
drop-off area, entrance, toilet rooms, and sleeping areas.

Until all of your emergency shelters have accessible parking, exterior routes, entrances, interior routes to the shelter area, and toilet rooms serving the shelter area; you should identify and widely publicize to the public, including persons with disabilities and the organizations that serve them, the locations of the most accessible emergency shelters.

6

SHELTERING (continued)

Shelter staff and volunteers are often trained in first aid or other areas critical to the delivery of emergency services, but many have little, if any, familiarity with the needs of people with disabilities. In some instances, people with disabilities have been turned away from shelters because of volunteers' lack of confidence regarding the shelter's ability to meet their needs. Generally, people with disabilities may not be segregated or told to go to "special" shelters designated for their use. They should ordinarily be allowed to attend the same shelters as their neighbors and coworkers.

Action Steps: Input on Shelter Planning and Staff Training

Invite representatives of group homes and other people with disabilities to meet with you as part of your routine shelter planning. Discuss with them which shelters they would be more likely to use in the event of an emergency and what, if any, disability-related concerns they may have while sheltering. Develop site-specific instructions for your volunteers and staff to address these concerns.

A shelter worker helps a person onto a cot using a portable lift provided by the shelter.
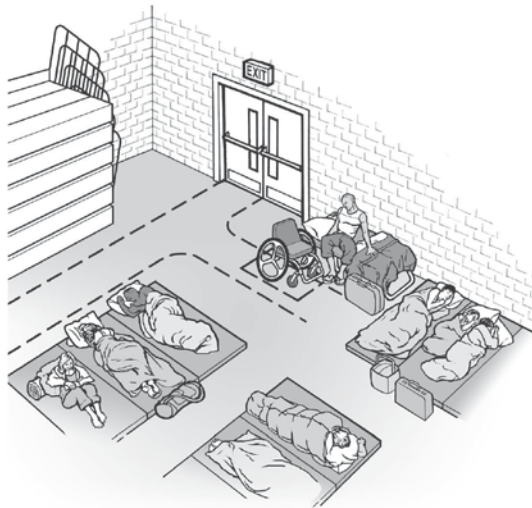
A individual who uses a wheelchair sits on a cot that is placed against a wall. The height of the bed and the wheelchair seat are of similar height making it possible for this person to transfer from the wheelchair to the bed.

A shelter worker helps a man transfer onto a cot.

7

SHELTERING (continued)

Many shelters have a "no pets" policy and some mistakenly apply this policy to exclude service animals such as guide dogs for people who are blind, hearing dogs for people who are deaf, or dogs that pull wheelchairs or retrieve dropped objects. When people with disabilities who use service animals are told that their animals cannot enter the shelter, they are forced to choose between safety and abandoning a highly trained animal that accompanies them everywhere and allows them to function independently.

Action Steps: Service Animals

Adopt procedures to ensure that people with disabilities who use service animals are not separated from their service animals when sheltering during an emergency, even if pets are normally prohibited in shelters. While you cannot unnecessarily segregate persons who use service animals from others, you may consider the potential presence of persons who, for safety or health reasons, should not be with certain types of animals.

A man using a wheelchair arrives at a shelter with his family and service animal.
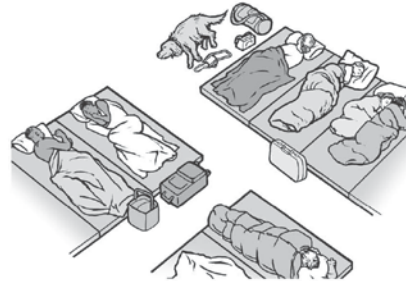
A woman has a service animal lying on the floor next to her cot.

Individuals whose disabilities require medications, such as certain types of insulin that require constant refrigeration, may find that many shelters do not provide refrigerators or ice-packed coolers. Individuals who use life support systems and other devices rely on electricity to function and stay alive and, in many cases, may not have access to a generator or other source of electricity within a shelter.

8

SHELTERING (continued)

Action Steps: Medications, Refrigeration, and Back-up Power

Ensure that a reasonable number of emergency shelters have back-up generators and a way to keep medications refrigerated (such as a refrigerator or a cooler with ice). These shelters should be made available on a priority basis to people whose disabilities require access to electricity and refrigeration, for example, for using life-sustaining medical devices, providing power to motorized wheelchairs, and preserving certain medications, such as insulin, that require refrigeration. The public should be routinely notified about the location of these shelters. In addition, if you choose to maintain a confidential registry of individuals needing transportation assistance, this registry could also record those who would be in need of particular medications. This will facilitate your planning priorities.

A person using a wheelchair picks up medication at the shelter.

People who are deaf or hard of hearing may not have access to audible information routinely made available to people in the temporary shelters. Individuals who are blind or who have low vision will not be able to use printed notices, advisories, or other written information.

Action Steps: Communications

Adopt procedures to provide accessible communication for people who are deaf or hard of hearing and for people with severe speech disabilities. Train staff on the basic procedures for providing accessible communication, including exchanging notes or posting written announcements to go with spoken announcements. Train staff to read printed information, upon request, to persons who are blind or who have low vision.

A shelter worker reads printed information to a woman who is blind.

9

RETURNING HOME

The needs of individuals with disabilities should be considered, too, when they leave a shelter or are otherwise allowed to return to their home. If a ramp has been destroyed, an individual with a mobility impairment will be unable to get into and out of the house. In case temporary housing is needed past the stay at the shelter, your emergency response plan could identify available physically accessible short-term housing, as well as housing with appropriate communication devices, such as TTY's, to ensure individuals with communication disabilities can communicate with family, friends, and medical professionals.

Action Steps: Planning

Identify temporary accessible housing (such as accessible hotel rooms within the community or in nearby communities) that could be used if people with disabilities cannot immediately return home after a disaster if, for instance, necessary accessible features such as ramps or electrical systems have been damaged.
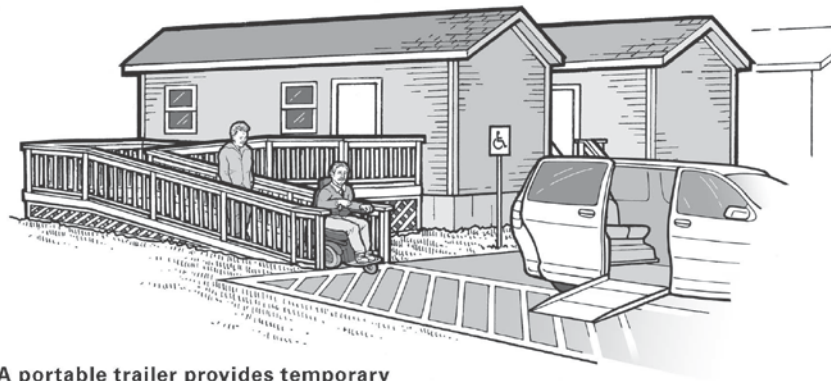
A portable trailer provides temporary accessible housing for an individual who uses a wheelchair and his family. In addition to accessible features inside, the trailer also has an accessible entrance, accessible parking, and the trailer is located on an accessible route to other site features in the mobile home park.

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EMERGENCY SUPPORT FUNCTION 7

RESOURCE SUPPORT

PRIMARY DEPARTMENTS: Human Resources
            Finance
SUPPORT DEPARTMENTS: All Departments
            Mercer Island Emergency Volunteers
            Mercer Island School District (MISD)
            External Agencies

I. INTRODUCTION

A. Purpose

The purpose of this Emergency Support Function (ESF) is to provide personnel, logistical, and resource support following an emergency or disaster. This ESF provides for the effective prioritization, utilization, and conservation of available local resources within the City of Mercer Island.

B. Scope

The Human Resources and Finance Department are lead departments for coordinating all resource support for the City of Mercer Island. Resource support involves the provision of personnel, services, commodities, and facilities to the City during the response and recovery phases of an emergency or disaster. This includes but is not limited to: emergency supplies, equipment, office supplies, contracting services, transportation services, and personnel required to support emergency activities. The Finance Department will manage the identification and procurement of other resources, either governmental or from the private sector, as needed. The Human Resources Department will manage essential human resource activities in the City, knowing that it may become necessary to reallocate how City personnel, volunteer registered Emergency Workers, equipment, vehicles, materials and facilities are utilized and coordinated through the EOC, as needed.

II. POLICIES

A. The City of Mercer Island will operate under existing authorities and regulations.
B. To the maximum extent possible, the continued operation of a free market economy using existing distribution systems will be utilized.
C. Whenever possible, voluntary controls are preferred. The public, through extensive public information programs, will be encouraged to cooperate with emergency resource management measures imposed by the City.
D. Mandatory controls on the allocation, utilization or conservation of resources can be used when necessary for the continued protection of public health, safety and welfare.
E. It is the policy of the City of Mercer Island that mandatory controls will only be placed when necessary and will be removed as soon as possible.

F.   The City will operate under existing authorities and regulations for the procurement of resources. Although, in order to carry out its resource support responsibilities effectively, the City of Mercer Island will make provisions for the development and administration of policies, programs, and measures for the management of resources under its jurisdiction in times of emergency or disasters

G.   The City of Mercer Island adheres to RCW 38.52.070 which states "each political subdivision, in which any disaster occurs, has the power to enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property, and providing emergency assistance to the victims of such disaster. Each political subdivision is authorized to exercise the powers…without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements), including, but not limited to, budget law limitations, requirements of competitive bidding and publication of notices, provisions pertaining to the performance of public works, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials, the levying of taxes, and the appropriation and expenditures of public funds."

H.   Spontaneous volunteers will show up and be available to help during any emergency or disaster. These volunteers must be registered as Emergency Workers per chapter 38.52 RCW and chapter 118 WAC. Appropriate personal information will be obtained from volunteers for the purpose of documenting his/her assigned activities, and to meet State law concerning Emergency Workers. See Appendix 1, Emergency Worker Standards and Registration of this ESF.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards

1.   In an emergency or disaster, the City of Mercer Island is responsible for the management of available local resources and logistical support necessary to health and safety.

2.   A significant emergency or disaster may severely damage and limit access to the resource infrastructure.

3.   See the CEMP, Basic Plan, and the 2015 Hazard Mitigation Plan

B.   Planning Assumptions

1.   Following an emergency or disaster, there may be a need to provide resources, goods, and services to the affected areas.

2.   The City's support of the response to the emergency or disaster may be severely impacted.

3.   No guarantee of a perfect response system is expressed or implied by this ESF. The City of Mercer Island will make every reasonable effort to respond based on the situation, information and resources available at the time of the emergency or disaster.

4. The management and logistics of resource support is highly situational and is dependent upon the situation itself, resource accessibility, transportation systems available, and location of vendors and suppliers.

5. Resources may be exhausted due to the impact of multiple emergencies or disasters. Extraordinary measures may have to be taken in order to re-supply City departments.

6. Fundamental resources such as water, food, first aid, shelter, sanitation supplies, fuels, and tools may be needed. The City of Mercer Island does not have sufficient supplies and equipment on hand for long-term use.

7. Disaster recovery may be limited by the inability of the general citizenry to be self-sufficient for more than seven days without additional supplies of food, water, medical and shelter resources. There may be shortages of critical drugs and medicines at medical facilities or pharmacies due to limited storage capacities.

8. Due to the unique situation of the City being located on an island, medical needs may be severely hampered including access to drugs, medical doctors, and external hospital support.

9. Personal preparedness is a responsibility of citizens and local organizations and the City staff.

10. MISD and the City have an agreement to share fuel, transportation, mass feeding, generators, allow a Community Shelter at Islander Middle School, and will coordinate with others as signatory to the King County Regional Coordination Framework (RCF).

11. Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.

12. Transportation to affected areas may be cut off due to damage to roads, bridges, and other transportation means.

IV. CONCEPT OF OPERATIONS

A. General

1. This ESF will be implemented upon notification of a potential or actual major emergency or disaster. Implementation will be the mechanism through which it provides support activity to all other ESFs. Actions undertaken will be coordinated with all departments through the EOC.

2. The City will commit all resources necessary to protect lives and property and to relieve suffering and hardship.

3. Should the emergency be of such magnitude that all local resources are committed or expended, immediate requests for outside assistance will be made by the Emergency manager or designee to neighboring jurisdictions via the RDP, King County, and the state.

4. Needs for resources will be submitted to the EOC and coordinated by each department, field staff and Incident Command System (ICS) team in alignment

with the National Incident Management System (NIMS) and National Response Framework.

5. Responsibilities for administering individual resource programs will be assigned to existing departments within the City, with the utilization of private businesses if appropriate.

B. Organization

1. Resource needs will be coordinated through the City EOC and will be the focal point of all resource management for the City government.

2. The Emergency Manager is responsible for overall resource coordination and utilization in the EOC.

3. The Finance and Human Resources Departments are the primary leads for the management of resources and services.

4. The Director of Finance is the lead for inventory, allocation, utilization, and conservation of resources necessary to respond to and recover from major emergencies.

5. The Human Resources Director is the lead for essential human resource activities in the City.

6. Spontaneous volunteers will be registered as Emergency Workers by Human Resources and will be assigned to duty through the EOC. See Appendix 1, Emergency Worker Standards and Registration of this ESF.

7. Requests from departments and field staff for additional assistance should be coordinated by the Human Resources Director and the EOC.

8. City departments, although retaining responsibility for the day-to-day supervision of their work force, should coordinate their personnel needs with the Human Resources Director.

9. Since non-essential services and activities may be postponed during an emergency or disaster, City employees may be required to work either overtime or "out of class", and shall be compensated in accordance with existing rules and bargaining unit agreements. Requirements of the Fair Labor Standards Act (FLSA) shall apply.

10. Departments will utilize their personnel, equipment and supplies to the maximum extent possible including use of personnel not assigned emergency responsibilities before mutual aid is requested.

11. It may be necessary to hire temporary contract employees to meet staffing requirements.

12. Additional personnel, equipment and supply resources may be obtained through existing mutual aid agreements with schools, private businesses and others.

C. Procedures

1. All resource requests will be received and processed through the EOC.

2. Resource requests will be evaluated by the Finance Director and assigned a mission number, and then assigned to the proper ICS Sections for completion of the task.

3. Management of any resource may involve the following processes:
   a. Evaluating the supply and the need for a particular resource.

b. Determining the current and long-term needs of available resources.

c. Taking actions necessary to channel resources for use in essential activities.

d. Ensuring the most effective use of existing and potential supplies of the resource, while considering the future supply.

e. Evaluating and amending policies, programs, and measures to meet new emergency needs and conditions.

4. It will be the responsibility of the Finance Department to track the status of mission requests through to completion.

5. Existing department procedures for purchasing during an emergency or disaster will be followed in accordance with RCW 43.19.200.

6. Spontaneous volunteers will be registered as Emergency Workers and provided identification and assignments appropriate to their qualifications, and administrative details, in accordance with WAC 118-04.

D. Mitigation Activities

1. Joint Primary Departments

a. Human Resources

1) Works with Finance and support departments to establish and review departmental roles and responsibilities for preparedness, and for providing resource support during the response and recovery phases of an emergency or disaster.

2) Creates and participates in emergency management ESF 7 training at the City, local jurisdiction, state, and federal levels.

b. Finance. Purchases appropriate liability and property insurance.

2. Support Departments - All

a. Develops departmental standard operating guidelines (SOGs) or operational plans to identify internal resource needs and to identify resources that can be provided to other City departments and mutual aid agreements during response and recovery phases of an emergency or disaster event.

b. A needs assessment for internal and external resources should include, but is not limited to, the following:

1) Identifies essential personnel and staffing for internal and external support requirements.

2) Identifies emergency supplies needed for personnel.

3) Identifies essential records, equipment, and office supply needs.

4) Maintains equipment inventory list by category.

5) Identifies essential office space requirements.

6) Identifies leasing requirements for City-owned or City-leased facilities.

7) Identifies additional transportation requirements in support of an emergency or disaster.

8) Identifies and prioritizes all internal activities and ones that may require Finance Department assistance in an emergency or disaster.

        c. Safety Officer / City Attorney. Provides technical assistance about potential liability issues and safety concerns.

    3. Support Agencies

        a. MISD. Identifies essential MISD service priorities.

E. Preparedness Activities

    1. Joint Primary Departments

        a. Human Resource and Finance Departments

            1) Identifies, develops, creates, and prioritizes an inventory list for essential services and resource requirements in an emergency or disaster in support of ESF 7.

            2) Participates in emergency management training, drills, and exercises at the City, local jurisdiction, state, and federal levels.

        b. Human Resources

            1) Coordinates a back-up plan for staffing the EOC in the event that designated staff are unavailable to respond due to event timing and or conditions.

            2) Assists the EOC and other departments in identifying and assigning employees and registered Emergency Workers to assist in response and recovery.

            3) Updates SOGs or operational plans for Emergency Worker registration and recruitment, and maintains the four mobile registration kits that the Emergency Manager initially developed.

        c. **Finance**

            1) Identifies, develops, creates, and prioritizes a departmental inventory list for essential services and resource requirements in an emergency or disaster.

            2) Develops resource management SOGs or operational plans.

            3) Develops procedures in coordination with the City Manager's Office to expedite emergency leasing requirements for City-owned or City-leased facilities and or equipment.

            4) Participates in emergency management training, drills, and exercises at the City, local jurisdiction, state, and federal levels.

            5) Establishes and maintains liaison with Mercer Island Emergency Volunteers Resource Volunteer Lead, MISD, private sector and government resource providers.

    2. Support Departments – All

        a. Identifies, develops, and prioritizes an inventory list for essential services and department resource requirements for an emergency or disaster.

        b. Develops departmental guidelines and training that increase capabilities to respond and recover from emergencies and disasters.

        c. Creates and participates in internal coordinated emergency management training, drills, and exercises to further develop understanding of roles and responsibilities of departments in relation to ICS, organizations and / or agencies during an actual event.

3. **Support Agencies**
   a. **General**
      a. Identifies, develops, creates, and prioritizes an inventory list for essential services and resource requirements for an emergency or disaster.
      b. Participates in emergency management training, drills, and exercises to further develop understanding of roles and responsibilities of agencies or divisions during an actual event.
   b. **Mercer Island Emergency Volunteers**
      a. The Emergency Manager works with the Mercer Island Emergency Volunteer teams with expertise in the following areas: Disaster Medical, Disaster Mental Health, Damage Assessment/Windshield Survey, Resource Inventory, Transportation, Search & Rescue, Registration, Emergency Well/CPOD, Sheltering, Child Care, Senior Care, Communications - HAM Radio Operators, Neighborhood Preparedness, Faith Community, and Animal Shelter Care.
      b. Refer to EOC Manual as well as the Mercer Island Emergency Volunteer Manual for further information.

F. **Response Activities**
   1. **Joint Primary Departments**
      a. **Finance Director**
         a. Recommends economic stabilization measures, such as the coordinated rationing of food, water, petroleum, and other essential items.
         b. When necessary, requests liaison representatives to the EOC from the MISD, other local facilities, and private organizations as advisors on use and distribution of resources.
         c. Coordinates, with Public Works, the allocation of appropriate motor vehicles to the City EOC personnel and other departments on a priority basis during an emergency or disaster.
         d. Assures that City work site conditions are in compliance with City standards. Coordinates the allocation, utilization and/or conservation of resources.
         e. Provides supplemental purchasing and contracting support for goods and services.
         f. Assesses the impacts of the emergency on available resources and identifies repairs, public works projects, and replenishment needs.
         g. Coordinates the documentation and reporting of emergency disaster related expenditures to qualify for state or federal reimbursement.
         h. Documents and submits claims of employees and volunteers registered as Emergency Workers on the appropriate forms.
      b. **Human Resources Director**
         a. Shall designate an EOC representative to maintain liaison with spontaneous volunteers, organizations, and registered Emergency Workers, and assists in responding to the needs of City employees.

b. Shall designate an EOC representative to coordinate employee and personnel needs.

c. Assists with personnel issues during an emergency or disaster at the EOC.

d. Assures that any site selection and personnel areas meet the City's work place safety standards in support of this ESF.

2. **Support Departments – All**

a. **General**

a. Assists in the coordination, management, distribution and conservation of supplies and resources necessary for City government emergency operations.

b. Makes available and provides resource support services, personnel, equipment, technical support services, information, and advisory assistance to the EOC as requested.

c. Provides personnel and equipment for emergency or disaster work in support of this ESF.

b. **Safety Officer / City Attorney**

Assists Finance Department with listing disaster expenditures.

c. **City Council**

Makes policy, adopts and enacts ordinances and motions to place economic controls in effect.

d. **Development Services Group**

a. Coordinates with Parks and Recreation on the relocation of City-owned offices, buildings, and facilities under the department's control, and acquisition of new space, as necessary.

b. If necessary, assists with office relocation in leased office space, not under the department's control, if resources permit.

e. **Public Works**

a. Provides personnel for sandbagging, evacuation assistance, barricade crews, and other emergency or disaster work.

b. Provides heavy equipment such as bulldozers, and trucks.

c. Provides road access to and from the affected areas to the staging areas.

d. Provides appropriate motor vehicles to the City EOC personnel, and other departments on a priority basis during an emergency or disaster.

f. **Parks and Recreation**

a. Makes park facilities available as assembly, relocation, and dispatch areas for emergency or disaster operations, mass care, and temporary housing.

b. Provides shelter for emergency or disaster victims at pre-designated possible mass care Community Shelter facilities, as possible.

g. **Public Information Officer**

a. Provides Public Information Officer support to the EOC.

b. Coordinates with Public Safety PIOs.

c. Implements a public information and public education strategy that clearly defines the resource support needs of the City and how citizens can support the program.

        d. Hosts, in conjunction with the EOC, all dignitaries visiting the emergency or disaster site.

   h. Police

      a. Provides personnel for security, barricading, evacuation assistance, and other emergency or disaster work.

      b. Prioritizes mission requirements in support of ESF 7, and potentially other ESFs, activated by an emergency or disaster.

      c. Provides communications links for resource support and services, as requested.

      d. Coordinates with City PIO.

      e. Confirms road closure information and accessibility to and from the disaster area.

      f. Provides transportation route evacuation and resources.

   i. Youth and Family Services

      a. Assists in the EOC with coordinating emergency or disaster donated goods and services.

      b. Provides disaster relief food related supplies meeting City requirements to mass care Community Shelters.

3. Support Agencies

   a. MISD

   Provides resources to assist in the response phase of emergency or disaster operations, as requested in the following categories: fuel, possible shelter facilities, feeding, transportation, and emergency generators. School buses will be used to transport evacuees. Provides a representative or liaison to communicate, report activities, and coordinate resources with the City EOC.

   b. Mercer Island Emergency Volunteers

      1) Citizen volunteers are available to assist in response and recovery activities. Some are registered as Emergency Workers and will self-mobilize in a natural disaster by checking in at the Mercer Island City Hall Court Room for instructions.

      2) The registered Emergency Workers categories are as follows: Disaster Medical, Disaster Mental Health, Damage Assessment/Windshield Survey, Resource Inventory, Transportation, Search & Rescue, Registration, Emergency Well Operation/CPOD, Sheltering, Child Care, Senior Care, Communications/HAM Radio Operators, Neighborhood Preparedness, Faith Community and Animal Shelter Care.

      3) Refer to EOC Manual as well as Mercer Island Emergency Volunteer Manual for further information

G. Recovery Activities

1. Joint Primary Departments

   a. Human Resources

      1) Continues to support response and recovery transition activities, as required.

      2) Revises procedures based on lessons learned from the emergency or

disaster.

b. Finance

1) Coordinates the reallocation, utilization and/or conservation of resources.

2) Follows appropriate policies and procedures in completing required documentation to approve emergency services, purchases, or expenditures.

2. Support Departments – All

a. Continues to support response and recovery transition activities, as required.

b. Revises procedures based on lessons learned from the emergency or disaster.

c. Restocks and replenishes equipment inventory and supplies.

d. Provides departmental representatives or liaisons to recovery teams.

3. Support Agencies

a. Continue to support response and recovery transition activities, as required.

b. Revise procedures based on lessons learned from the emergency or disaster.

V. RESPONSIBILITIES

A. Primary Departments

1. Human Resources Director

a. Works with each department Director to identify, develop, create, and prioritize an inventory list for essential City services and resource requirements in an emergency or disaster in support of ESF 7.

b. Coordinates a back-up plan for staffing the EOC in the event that designated staff are unavailable to respond due to event timing and or conditions.

c. Recommends economic stabilization measures, such as the coordinated rationing of food, water, petroleum, and other essential items.

d. Acts as the lead department for coordinating human resource activities and the hiring of temporary personnel.

e. Coordinates assignment of employees, as necessary, to make best use of employee resources in disaster response and recovery.

f. Provides representation in the EOC, when activated, to monitor human resources, employee and volunteer safety, and assignment status.

g. Prioritizes needs for human resources assistance for City staff.

h. Coordinates and tracks the reassignment of City employees to disaster tasks.

i. Responsible for the coordination of spontaneous volunteers registered as Emergency Workers and assigns volunteers appropriately with EOC coordination.

2. Finance

a. Coordinates resource support activities with Human Resources.

b. Coordinates with Human Resources for required logistical and resource procurement.

      c. Manages the inventory, allocation, utilization, and conservation of resources necessary to respond to and recover from major emergencies.

      d. Manages all disaster procurement and contracting for the City.

      e. Implements procedures for the documentation of private resources utilized during times of emergency or disaster.

B.   **Support Departments – All**

   1.   **General**

      a. Supports primary departments in the accomplishment of ESF 7.

      b. Supports resource requirements as needed in an emergency or disaster.

      c. Inventories personnel, equipment and supplies and provides lists as requested by the Finance Department or the Emergency Manager.

      d. Coordinates resource use under emergency or disaster conditions with the Finance Department and through the EOC.

      e. Designates specific department representatives to coordinate specialized resources.

      f. Develops procedures to utilize all City staff for emergency assignments, noting essential and non-essential employee categories, and identifies staff that could be released to assist other departments.

   2.   **Emergency Manager**

      a. Supervises all requests for procurement, storage, and distribution of supplies and equipment in an emergency or disaster though the EOC.

      b. Works with Human Resources and Finance to establish specific priorities in the assignment and use of all resources.

      c. Establishes staging areas in support of resource management.

      d. Requests emergency supplies and equipment not available through the City government to the King County Regional Coordination Framework (RCF), King County ECC and State EMD and federal agencies.

      e. Provides King County ECC and State EMD with periodic situation reports (SitReps) including supply requirements and anticipated needs.

      f. Manages the Mercer Island Emergency Volunteer program.

   3.   **Development Services Group**

   Provides support to Finance in coordinating resources during community wide recovery from emergencies.

   4.   **City Council/Mayor**

   The Mayor or his/her successor may proclaim special emergency orders which could affect the utilization of emergency resources.

   5.   **Public Works**

   Identifies passable routes for transporting personnel and equipment to provide sandbagging, barricades, debris management and evacuation assistance.

   6.   **Parks and Recreation**

   Responsible for supplies at shelter sites.

   7.   **Public Information Officer (PIO)**

   Coordinates information about resource availability or instructions with Finance through the EOC and communicates with the public.

      8.   **Police Department**

      Provides security and mobile radio communication at resource distribution centers.

      9.   **Fire Department**

      Provides Fire suppression, Fire EMS, Search and Rescue (SAR).

      10.   **Emergency Manager**

      Manages Mercer Island Emergency Volunteers.

C.   **Support Agencies**

    1.   Supports resource requirements in an emergency or disaster.

    2.   Supports the City of Mercer Island in the accomplishment of ESF 7 with external resources.

VI.   RESOURCE REQUIREMENTS

A.   Resources required by this ESF will be established in coordination with support agencies.

B.   Resources will be taken from current City stock first, MISD if necessary and not in use by MISD, mutual aid, King County RDP, and other commercial venders as needed.

VII.   REFERENCES

A.   CEMP Basic Plan, Appendix 3.

B.   EOC Procedures Manual

C.   Mercer Island Emergency Volunteer Manual

D.   2015 Hazard Mitigation Plan

E.   King County Regional Coordination Framework (RCF), ESF 7.

F.   RCW 43.19.200. Emergency Purchases.

G.   Washington State CEMP, ESF 7.

H.   National Response Framework, ESF 7.

VIII.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendix 1.

IX.   APPENDICES

A.   Appendix 1, Emergency Worker Standards and Registration.

B.   Appendix 2, Vendor Reference List.

C.   Appendix 3, Mercer Island Emergency Volunteer Resource Lists.

APPENDIX 1

EMERGENCY WORKER STANDARDS AND REGISTRATION

I.   AUTHORITY

"Local jurisdictions have the responsibility to establish criteria and standards for Emergency Workers when they register, such as requiring background checks. This may include the stated proficiency of the worker to perform emergency activities as indicated by assignment and personnel class." (WAC 118-04-130).

II.   STANDARDS

A.   These standards are in addition to any requirements set forth in RCW Chapter 38.52 and WAC Chapter 118-04.

B.   It is the responsibility of each City department to establish reasonable standards and criteria for the level of expertise, physical ability, or recommended assignment requests of Emergency Workers.

C.   **Registration**
1.   Whenever possible, citizen volunteers are requested to register in advance as Emergency Workers with the Emergency Manager in certain categories and self-identify any unique skills that may be needed in the event of an emergency or disaster.
2.   Registration forms are located in the EOC procedures manual and EMAC/EOC share drive.
3.   Citizen volunteers who wish to hold registration as Emergency Workers must meet the following minimum requirements upon a signed application:
  a.   Be in adequate physical condition to perform the duties of their emergency assignment(s).
  b.   Be qualified to perform the tasks assigned to the position.
  c.   Be willing to sign any necessary waivers, hold harmless agreements, or documents required by the City before performing emergency work.
  d.   Be willing to update and participate in emergency training classes, such as First Aid and CPR or other training, as recommended by the Emergency Manager, or RACES/ARES.
4.   If City personnel become aware of circumstances whereby a registered Emergency Worker could cause unnecessary risk or liability to the City of Mercer Island or the Emergency Workers Program, or when continued registration of said person would otherwise not be in the best interests of the City, or if false statements were made in the application, the Police Chief or designee may temporarily suspend or permanently revoke the Emergency Worker's registration, badge and vest if required for the program category.

D.   **Registration Categories**
1.   Registration is available to citizens in the following skill categories:
  a.   Disaster Medical

        b.   Disaster Mental Health

        c.   Damage Assessment/Windshield Survey

        d.   Resource Inventory

        e.   Transportation

        f.   Search & Rescue

        g.   Registration

        h.   Emergency Well Operation/CPOD

        i.   Sheltering

        j.   Child Care

        k.   Senior Care

        l.   Neighborhood Preparedness

        m.   Faith Community

        n.   Animal Shelter Care

        o.   Mercer Island Radio Operators (MIRO), Emergency Communicators as local HAM radio operators.

2. All other spontaneous emergency volunteers must be registered by Human Resources as Emergency Workers as soon as possible at the time of the emergency or disaster.

3. Emergency Workers who wish to hold registration with the Emergency Management Office must meet the minimum requirements as previously stated.

III.   REGISTRATION DURING A DISASTER

Emergency Worker volunteer mobile registration kits are managed and maintained by the Human Resources Director for deployment to various locations as deemed appropriate and necessary. There are two (2) kits located in the EOC. The kits contain everything necessary to set up a mobile registration site including signage, rosters, registered Emergency Worker badges for volunteers, instructions, camera for photos, and more.

IV. ASSIGNMENTS

A.   Response:

1. Human Resources Director will work with Mercer Island Emergency Volunteer Lead reference volunteer needs and concerns.

2. Refer to EOC Procedures manual as well as Mercer Island Emergency Volunteer Resource Book for further information

APPENDIX 2

VENDOR REFERENCE LIST

SMALL WORKS ROSTER AND CONSULTANT ROSTER

As an alternative to advertising for bids for projects under $300,000, the City of Mercer Island participates with a number of other public agencies in using a shared small works roster that is administered by the Municipal Research and Services Center (MRSC) of Washington.

Additional information and application materials can be obtained from the MRSC website at: http://www.mrscrosters.org.

MRSC Rosters is a roster service that provides a membership database used by participating Washington public agencies to efficiently and affordably contact registered businesses about small public works construction projects, consulting opportunities, and contracting of goods or services. MRSC Rosters has no involvement in how public agency members procure services through the roster process.

MRSC serves Washington counties, cities, and special purpose districts authorized to use a roster contracting process and businesses who meet the eligibility requirements for providing services to local governments.

APPENDIX 3

RESOURCE LISTS

I. **RESOURCE SUPPORT LISTS**

Refer to EOC Procedures manual, as well as Mercer Island Emergency Volunteer Resource Book, for further information. Both are located in the EOC.

EMERGENCY SUPPORT FUNCTION 8

PUBLIC HEALTH AND MEDICAL SERVICES

JOINT PRIMARY DEPARTMENTS: Fire Department
                                      Youth and Family Services
SUPPORT DEPARTMENTS: All Departments
                                        Mercer Island Emergency Volunteers
                                        Police Department
                                        Human Resources
                                        American Red Cross
                                        King County Emergency Medical Services
                                        King County Medical Examiner
                                        Public Health of Seattle and King County
                                        Private Ambulance Companies

I   INTRODUCTION

A.   Purpose

The purpose of this annex is to outline the local organization, operational concepts, responsibilities, and procedures/guidelines to accomplish coordinated public health and medical services to reduce death and injury during emergency situations and restore essential health and medical services within a disaster area on Mercer Island.

B.   Scope

This ESF will identify and meet the health and medical needs of individuals and communities impacted by an emergency or disaster through coordination with Public Health Seattle & King County and the City of Mercer Island.

II.   POLICIES

A.   The City of Mercer Island and the Mercer Island Fire Department will use mutual aid agreements when the city's resources are depleted or committed. The Incident Command System (ICS) should be used in any size or type of disaster to manage response personnel, facilities, and equipment.

B.   It is the policy of the Mercer Island Fire Department to operate under the King County Comprehensive Emergency Management Plan, Emergency Support Function 8 (ESF) for disaster related health and medical services. Emergency Medical Technicians or other responders who provide emergency medical assistance in the City of Mercer Island shall operate under King County's procedures and protocols.

C.   A Mass Casualty Incident (MCI) may be declared to allow Emergency Medical Services personnel to follow the established written emergency protocols as referenced in the Seattle-King County Mass Casualty Incident (MCI) Plan.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards

1.   A significant emergency or disaster that overwhelms City of Mercer Island resources would necessitate mutual aid agreements with local jurisdictions, King County RDP, King County RCECC, PHSKC, State EMD and other organizations or agencies including federal public health, medical, and mental health care assistance.

2.   A major earthquake may cause casualties, depending on population density, quality of building construction, and the location, time, magnitude, and duration of the earthquake.

3.   Hospitals are located on the mainland reducing the ability to quickly transport victims and gain appropriate medical support. Mercer Island pharmacies may expend their supplies very quickly or have none at all in certain categories.

4.   Uninjured persons who require maintenance medications (e.g., insulin) may have difficulty in obtaining them because of damage or destruction of normal supply locations, off island, and general shortages within the disaster area.

5.   In the face of massive increases in demand and the damage sustained, medical supplies and equipment may likely be in short supply or not available. Disruptions in local communications and transportation systems could prevent the ability to re-supply. Refer to Appendix 3 of this ESF Mercer Island Emergency Volunteer Resource Lists.

6.   The sudden onset of such a large number of victims will stress the local Mercer Island medical system, including Fire EMS, necessitating time-critical assistance from mutual aid local jurisdictions with the activation of the RDP, King County RCECC, State and federal government and other medical specific organizations. Such an emergency or disaster may also pose certain public health threats, including problems related to food, disease vectors, water, wastewater, solid waste, and mental health.

7.   Nursing homes, pharmacies and other medical/health care facilities may be structurally damaged or destroyed. Those facilities that survive with little or no structural damage may be rendered unusable or only partially usable because of damage to, or reduction of utilities, power, water, sewer. Staff may be unable to report for duty due to personal injuries and damage or disruption of communication and transportation systems.

8.   Medical and health care facilities which remain in operation and have the necessary utilities and staff may be overwhelmed by the "walking wounded" and seriously injured victims who arrive or are transported there in the immediate aftermath of the occurrence.

9. Secondary disasters may not generate the casualty volume of a major earthquake but there will be an increased emphasis on relocation, shelters, vector control, and returning water, sewer, wastewater, and solid waste operations.

10. An emergency or natural disaster, or those incidents resulting from chemical, biological, radiation release, and/or an explosive event could occur that may not damage the infrastructure of the local medical system. However, such an event could produce a large concentration of specialized injuries that would overwhelm the Mercer Island Fire EMS system, the local medical system, and/or result in the contamination of fire and medical treatment personnel or medical facilities which could reduce or eliminate the ability of those personnel or facilities to continue providing services.

11. Refer to the current City of Mercer Island Hazard Mitigation Plan

B.   Planning Assumptions

1. The intent of the ESF 8 Health and Medical Services is to supplement and assist by utilizing initial local resources and/or mutual aid primarily available from:
    a. Supporting departments, organizations and agencies responsible to support ESF 8.
    b. ESF 8 related registered Emergency Workers categories are : Disaster Medical, Disaster Mental Health, Damage Assessment/Windshield Survey, Resource Inventory, Transportation, Search & Rescue, Registration, Well Operations/CPOD, Sheltering, Child Care, Senior Care, Communications - HAM Radio Operators, Neighborhood Preparedness, Faith Community, and Animal Shelter Care. (Refer to EOC Procedures manual as well as the Mercer Island Emergency Volunteer Manual for further information.)
    c. Local suppliers of Mercer Island (see EOC Procedures Manual for a list).
    d. Other local health jurisdictions and organizations, including PHSKC and those signatory to the King County RDP and King County Mass Casualty Incident Plan (MCI).

2. ESF 8 provides assistance in identifying and meeting the health, medical, and mental health needs of victims of an emergency or natural disaster. This support is categorized in the following functional areas:
    a. Assessment and delivery of health, medical, and mental health needs.
    b. Health surveillance.
    c. Medical care personnel.
    d. Health and medical equipment and supplies.
    e. Transportation to local hospitals.
    f. Patient evacuation.
    g. Public health information.
    h. Vector control.
    i. Potable water, wastewater, and solid waste disposal.
    j. Victim identification and mortuary services.
    k. Veterinary services.

3.   Resources on Mercer Island may not be adequate to clear casualties from the scene or to transport and treat them in local hospitals on the mainland.

4.   Additional medical capabilities will urgently be needed to supplement and assist the Fire Department's EMS to triage and treat casualties in the affected area and then to transport them to the closest appropriate health care facility. Additionally, medical re-supply may be needed to support response and recovery operations.

5.   In a major event, operational necessity may require the further transportation of patients by water or air to the nearest hospital with sufficient concentrations of available hospital beds where patient needs can be matched with the necessary definitive medical care. Pre-designated landing zones (air) and marine patrol meet points (water) may be utilized.

6.   The damage and destruction caused by an emergency or disaster will produce urgent needs for mental health crisis counseling for victims and emergency responders.

7.   Registered Emergency Workers will self-mobilize in a natural disaster. Refer to EOC Procedures Manual as well as Emergency Volunteer Manual.

8.   Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease and injury.

9.   Damage to sewer lines as well as water sources, distribution, and storage and secondary hazards such as fires may result in toxic environmental and public health hazards to the surviving population and response personnel.

10. During the first seven days after the emergency or disaster, the public should not expect, when calling 911, the usual emergency medical services response from the various pre-hospital providers.

11. The public should not expect normal public health services, such as immunizations, special nutritional programs for children, or public health nursing services, routine dental care for at least the first week after the emergency or disaster.

12. In a major catastrophic event, including but not limited to epidemics, pandemics, and chemical, biological, radiological, nuclear and explosive attacks (CBRNE), Mercer Island Fire EMS medical resources will be insufficient to meet demand, specialized equipment and / or treatment materials will be unavailable, and transportation assets will also be restricted due to possible contamination. Emergency plans, standard operating guidelines (SOGs), or operational plans may not be adequately defined to ensure the provision of local resources in such catastrophic circumstances.

13. Use of Mercer Island School District (MISD) facilities are as follows. If an event happens, MISD has control over their facilities; coordination must be made with MISD and the City for co-use of the facility as a Community Shelter.

IV. CONCEPT OF OPERATIONS

A. General

1. Fire EMS will lead health and medical assistance with Youth and Family Services leading in mental health services.

2. ESF 8 will be assisted by citizen support: the Mercer Island Emergency Volunteer registered Emergency Workers of the Disaster Medical and / or the Disaster Mental Health emergency response teams, and Mercer Island Radio Operators (MIRO) as contained in the ESF 2, 6, and 8 Appendices.

3. Registered Emergency Workers will self-mobilize in a natural disaster. In a terrorist event or CBRNE event, registered Emergency Workers will wait for a request from the Mercer Island EOC.

4. The Fire Department and Youth and Family Services will each designate a primary liaison to the EOC. Upon activation of the EOC, the EOC will notify the Fire Department and Youth and Family Services Directors or designated alternates. Such notification could be to advise of a potential event or announce an activation of the EOC.

5. The Fire Department and Youth and Family Services liaisons will make further notifications in accordance with internal plans, guidelines, or practices.

6. The Fire Department and Youth and Family Services liaison may also request the EOC to notify ESF 8 supporting departments and, if necessary, other organizations or agencies for their continued assistance, as needed.

7. Supporting ARC or WAVOAD organization representatives responding to the emergency or disaster should notify their parent organization and report to the appropriate location, as requested.

8. Direction and control will be from the EOC, under the functions of the Incident Command System (ICS) in alignment with the National Incident Management System (NIMS), and the assigned Emergency Manager with the Fire Department and Youth and Family Services in charge of the Medical Response Team when it is activated under the Operations Section. The Fire EMS will be made up of designated staff from the Fire Department, Youth and Family Services, Mercer Island Emergency Volunteer registered Emergency Worker personnel, and supporting organizations.

9. Support departments, organizations and agencies will be notified by the EOC, when resources are requested, and tasked to provide 24-hour representation, as necessary (except for those self-mobilizing teams). Each support department, organization and agency is responsible for ensuring that sufficient program staff is available to support the Incident Command (IC) / Unified Command (UC) and carry out the activities tasked to their organization or agency on a continuous basis. Individuals representing departments, organizations and agencies that are liaison to the EOC must have extensive knowledge of the resources and capabilities of their respective organizations or agencies, and have access to the appropriate authority for committing such resources during response and recovery operations.

10. The EOC will establish and maintain coordination with the appropriate local jurisdiction EOCs as defined in the King County RDP, medical and public health officials (PHSKC), organizations and agencies to obtain current medical and public health assistance information. Requests can also be made by telephone, radio, or face-to-face conversations and, when able, by formally written requests.

11. The Fire Department and Youth and Family Services will continuously acquire and assess information about the situation in coordination with the EOC. The extent of health and medical problems will continue to be identified. Appropriate monitoring and surveillance of the situation will be established to obtain valid ongoing information. Sources of information may include assessment teams dispatched by the Fire Department, Youth and Family Services, supporting departments, organizations and agencies, various county and state officials in the affected area, local health officials, local health districts, or the broadcast media.

12. In the early stages of a response, it may not be possible to fully assess the situation and verify the need for the level of assistance that is being requested. In such circumstances, it shall be the responsibility of the EOC to decide whether to request and authorize assistance. Every attempt shall be made to verify the need before providing assistance. However, it may be necessary to proceed with assistance on a limited basis before verifications are obtained. In such a situation, the Fire Department and Youth and Family Services will use their judgment and will be flexible and responsive to meeting perceived time critical needs.

13. Because of the potential complexity of the health, medical and mental health response issues and situations, conditions may require special advisory groups and subject matter experts (SMEs) to be assembled by Fire Department and Youth and Family Services. They would review health and medical intelligence information, and advise on specific strategies to be employed in order to appropriately manage and respond to specific situations.

14. By direction of the county, PHSKC, or state and at the request of the EOC, health personnel or teams from Department of Health (DOH) may be deployed as needed to provide appropriate medical, public health, and environmental health assistance.

15. Local Hazardous Materials (HazMat) Teams, the Washington State National Guard (WNG) medical, transportation, weapons of mass destruction response teams, and other assets may be requested through the Mercer Island EOC in support of ESF 8 requirements.

16. Requests for information may be received at the Fire Department or Youth and Family Services from various sources, such as the media and the general public. These requests will be referred to the EOC, Emergency Information and Coordination Center (EICC) Phone Bank, Public Information Officers (PIO), or Joint Information Center (JIC) for response.

17.   A journal of ESF 8 activities shall be maintained by each of the participating departments in accordance with EOC standard operating guidelines (SOGs) or operational plans.

18.   The EOC will utilize locally available health, medical, and mental health resources to the greatest extent possible to meet the needs identified. The King County ECC and State ESF 8 will meet additional requirements primarily from coordinated sources.

19.   Throughout response and recovery activities, the Fire Department and Youth and Family Services in coordination with the EOC will evaluate and analyze health, medical, and mental health assistance requests and responses, and develop and update assessments of medical and public health status. All requests from appropriate local jurisdictions for medical and public health assistance will be assumed to be valid. Upon receiving conflicting or questionable requests, ESF 8 will attempt to confirm the actual need. ESF 8 will maintain accurate and extensive logs to support the After Action Report (AAR) and other documentation of event conditions.

20.   Any supplies that are used will be documented for re-supply control and possible future reimbursement by state and federal programs.

21.   In the absence of a designated City employee, or an outside agency such as the American Red Cross, designated as in charge at the site, the Disaster Medical health care professional representative at the shelter site or triage and field medical treatment areas will be in charge. He or she is expected to resolve issues where there is conflict concerning medical mitigation between elements or activities operating at those locations.

22.   The Fire Department and Youth and Family Services will, upon completion of the event, review the event logs and prepare a summary for the After Action Report (AAR). The AAR, which summarizes the major activities of ESF 8, will identify key problems, indicate how they were solved, and make recommendations for improving response and recovery operations in subsequent activations. Support departments, organizations and agencies will assist in the preparation of the AAR and endorse the final report.

B.   Organization

1.   The Fire Department is the lead agency responsible for ESF 8 health and medical services, and Youth and Family Services is the lead agency for mental health response activities. All other departments will support as requested.

2.   On-scene management of emergencies will follow the Incident Command System (ICS) in alignment with the National Incident Management System (NIMS).

3.   Emergency standard operating guidelines SOGs or operational plans are maintained in this ESF, ESF 4 Firefighting, Fire Department SOGs, and Youth and Family Services Emergency Manual. External procedures to support operations are the PHSKC Emergency / Disaster Operations Plan and King County RDP.

4.   In the event of structural failure or inaccessibility to medical clinics and hospitals in a disaster, any City facility or temporarily established site may act as a remote

emergency first aid station, or morgue for its local area until coordination of more permanent facilities can be established by the Emergency Operations Center (EOC).

5. The EOC will provide initial coordination and notification of outside agencies providing operational support based on requests for assistance from field personnel.

6. The Fire Chief and Director of Youth and Family Services shall provide direction and control over their respective resources in cooperation with the Emergency Manager (IC) and EOC.

7. The Fire Department and Youth and Family Services will develop and provide periodic health, medical and mental health situation reports (Sit-Reps) to the EOC.

8. The Fire Department and Youth and Family Services will activate in accordance with internal plans and procedures.

9. Any site designated by the Incident Commander may serve as a command post, staging area, triage, treatment, transportation station, communications center, first aid station, temporary morgue or in any other functional capacity appropriate for the situation. Any field location/s selected will be communicated to the EOC.

10. The Fire Department shall establish a system to expand emergency medical support, and provide support to first aid stations and the EOC in the coordination and establishment of expanded first aid facility needs if necessary during an emergency.

11. The Fire Department will utilize the King County MCI Plan, a separately published document which is based on the Incident Command System (ICS). When activated, the Fire Department will work with the EOC to coordinate expansion of first aid care to field operations when required.

12. Mutual aid agreements exist with several jurisdictions in King County. Requests for Assistance (RFA) will be coordinated through the EOC.

13. Personnel shall operate according to specific directives, department standard operating guidelines (SOGs), or operational plans and by exercising reasonable personal judgment when unusual or unanticipated situations arise and command guidance is not available.

14. Communications will be through established channels.

15. In the event that mental health counseling is necessary for staff or Emergency Workers, the City will utilize the services of PHSKC when available. Mental health counseling for citizens and disaster victims may be obtained through the American Red Cross (ARC) and other local area mental health organizations following the disaster, as available.

16. Response capabilities to incidents involving biological or chemical agents can be bolstered by the activation of the Center for Disease Control's Pharmaceutical Stockpile Program. The EOC can request state assets and services for the program from the Director of the Center for Disease Control (CDC). The CDC Director has the authority, in consultation with the Surgeon General and

Secretary of Health and Human Services, to order deployment of pharmaceuticals, vaccines, antidotes, and other medical supplies and equipment necessary to counter the effect of nerve agents, biological pathogens and chemical agents. A CDC Technical Advisory Response Unit team deploys simultaneously. The team, made up of pharmacists, emergency responders, and logistics experts, helps the City of Mercer Island with receiving, distributing, dispensing, replenishing and recovering program materials.

17. A PHSKC Duty Officer is on duty on a 24-hour basis to respond to requests for assistance from Public Health. The Health Duty Officer can be paged by calling the Public Health EOC at 206-296-4606. The PHSKC will be co located at the King County ECC.

C. Mitigation Activities
   1. Primary Department
      a. Fire Department
         1) Fire EMS shall develop an inventory of medical facilities, local clinics, emergency medical personnel, medical transportation options, communications, and supply resources.
         2) Develops departmental SOGs or operational plans in support of this ESF.
         3) Provides first aid training classes to the public.
         4) Mortuary Services
   2. Primary Support Department
      b. Youth and Family Services
         1) Develops an inventory of mental health facilities, emergency mental health personnel, mental health transportation options, communications, and supply sources in coordination with the Fire Department.
         2) Develops departmental SOGs or operational plans in support of this ESF.
   3. Support Departments – All
      a. Develops departmental SOGs or operational plans in support of this ESF.
      b. American Red Cross – Establishes a method whereby names of victims will be obtained for health and welfare communications by appropriate agencies and immediate family.

D. Preparedness Activities
   1. Primary and Other Departments
      a. Fire Department
         1) Develops departmental SOGs or operational plans for the accomplishment of response and recovery activities. Works with Youth and Family Services and support departments to develop procedures for response and recovery activities for mental health.
         2) Plans for the management of mass causalities and mass fatalities.
         3) Supports Mercer Island Emergency Volunteer Disaster Medical response plans and activities.
         4) Conducts and participates in tests to validate response and recovery procedures.

     5) Revises procedures based on drills, tabletops and exercises, or real event findings.

  b. Youth and Family Services

     1) Develops the composition of staff and citizen based mental health assessment teams based on hypothetical emergency or disaster situations.

     2) Develops departmental SOGs or operational plans for the accomplishment of response and recovery activities. Works with Fire EMS and support departments to develop procedures for response and recovery activities for mental health services.

     3) Revises procedures based on drills, tabletops and exercises, or real event findings.

2. Other Support Departments

  a. General

     1) Develops departmental SOGs or operational plans in support of this ESF for the accomplishment of response and recovery activities.

     2) Participates in drills, tabletops and exercises to validate response and recovery procedures when requested.

     3) Revises departmental SOGs or operational plans based on drills, tabletops and exercises or real event findings.

  b. Emergency Manager

  Continues to develop and refine the citizen based emergency management program and its capabilities to self-mobilize in emergencies or disasters.

E. Response Activities

1. Joint Primary Departments

  a. Fire Department

     1) The Fire Chief or designee in charge of the incident shall establish IC and provide incident evaluation to ensure appropriate coordination of resources and management of the incident as outlined in Fire Department SOGs or operational plans.

     2) Mobilizes department staff who coordinate with the Disaster Medical registered Emergency Workers to support Fire EMS to assist in determining specific health and medical needs and priorities.

     3) Assures that the implementation of the Simple Triage and Rapid Treatment (S.T.A.R.T.) system is not delayed pending the arrival of the primary medic units. The IC shall assure that all responsibilities of the Medical Branch positions are completed according to the Incident Action Plan (IAP).

     4) Provides technical assistance and consultation on medical treatment of injured victims.

     5) Implements the King County MCI Plan.

     6) Coordinates all aspects of medical care and transportation of patients at a specific scene including, but not limited to, triage, treatment, transportation and set-up of an initial morgue area.

       7) Contacts as primary Harborview Medical Center, the hospital control facility, with Overlake Hospital as backup, when appropriate.

       8) Provides assistance to health care facilities in the implementation of plans to reduce patient populations if evacuation is necessary and with provisions for continuing limited medical care for patients that cannot be evacuated.

       9) Provides incident status and operational needs to the EOC at regular intervals.

b. Youth and Family Services

       1) Mobilizes department staff and coordinates with the Emergency Volunteers to support Youth and Family Services to assist in determining specific mental health needs and priorities.

       2) Assists in assessing mental health effects of an disaster on the general population and on high-risk population groups.

       3) Advises or seeks assistance on protective actions related to direct human and animal exposure to communicable diseases, environmental hazards, or other toxic agents and on indirect exposure through contaminated food, drugs, water supply, and other media.

       4) Provides initial technical assistance and initial consultation on mental health treatment of injured victims upon request, if licensed or certified individuals are available.

       5) Provides incident status and operational needs to the EOC at regular intervals.

2. Support Departments – All

a. General

All departments will support this ESF when requested.

b. Public Works

       1) Assesses potable water and waste/solid waste disposal issues.

       2) Provides potable water and or water purification information, supplies and equipment.

       3) Conducts collection of waste water/solid waste and waste water/solid waste disposal equipment and supplies.

       4) Provides or seeks technical assistance and consultation on potable water and waste water/solid waste disposal issues.

c. Police Department

       1) Provides limited first aid capability.

       2) Assists the Medical Examiner with the identification of deceased persons.

       3) Secures medical scenes.

c. Human Resources

       1) Facilitates support for employee critical incident stress debriefing.

3. Support Agencies

a. Public Health – Seattle and King County (PHSKC)

1) A Public Health Duty Officer is on duty on a 24-hour basis to respond to requests for assistance from Public Health. The Public Health Duty Officer can be paged by calling the Public Health EOC at 206-296-4606.
2) Provides technical assistance and consultation for field investigations including collection and laboratory analysis of relevant samples.
3) Advises protective actions related to direct human and animal exposure to communicable diseases, environmental hazards, and other public health dangers, and on indirect exposure through contaminated food, drugs, water supplies, and other media.

F.   Recovery Activities
    1.   Joint Primary Departments
        a. Fire Department
            1) Requests for the CISD Team will normally be coordinated through the EOC.
            2) Coordinates movement of patients from the field to area hospitals through Hospital Control (HC). Primary HC is located at Harborview Medical Center. Back up HC is Overlake Hospital.
            3) Prepares summaries for the After Action Report (AAR).
        b. Youth and Family Services
            1) The IC shall evaluate the on-scene situation and determine whether or not there is a need for post-incident critical incident stress debriefing (CISD).
            2) Supports mental health recovery activities consistent with the Department's mission and capabilities.
            3) Prepares summaries for the AAR.
    2.   Support Departments – All
        a. General
            1) Supports recovery activities consistent with the department's missions and capabilities.
            2) Provides input to the ESF 8 AAR.
        b. Police Operations Department
            1) Provides assistance to the medical examiner in the identification of the deceased when applicable in coordination with the Fire Department.
            2) Provides security to field morgue operations and facilities, as requested.
            3) Provides perimeter control at incident scenes when requested.

V.   RESPONSIBILITIES

A.   Joint Primary Departments
    1.   Fire Department
        a. Fire EMS works with Youth and Family Services in the coordination and management of mental health activities. Refer to above responsibilities for mitigation, preparedness, response and recovery.

      b.   Primary lead for health and medical services with Mercer Island Emergency Volunteers citizen Disaster Medical support as available in an emergency or disaster.

  2.   **Youth and Family Services**

      a.   Coordinates the planning for, and provision of, the City's mental health assistance to the populous affected by an emergency or disaster.

      b.   Primary lead for mental health services with Mercer Island Emergency Volunteers Mental Health Emergency Response Team and ARC support as available in an emergency or disaster.

      c.   Develops a "crisis plan" for each school facility utilizing on-site available counselors to assist in psychological support as needed.

      d.   Develops and maintains a list of referral agencies and/or mental health professionals to assist on a long term basis victims affected by trauma

B.   **Support Departments – All**

Provides support to Fire Department and Youth and Family Services in planning for and providing medical and public health assistance to the populous affected by an emergency or disaster.

C.   **Support Agencies**

  1.   **Public Health – Seattle and King County (PHSKC)**

      a.   Organize and mobilize public health services during an emergency.

      b.   Monitor potential causes of communicable diseases in the wake of a disaster.

      c.   Identify and coordinate activation of additional mental health professionals when needed.

      d.   Establish monitoring facilities for problems regarding public health, water supplies, sanitation and food needs when appropriate.

      e.   Provide information and instructions to facility managers and the general public to safeguard public health, water supplies, sanitation and food.

      f.   Provide inoculation of individuals if warranted by threat of disease.

      g.   Provide information on health department activities via the King County ECC.

      h.   Coordinate public information programs dealing with personal health and hygiene such as disease control operations, sanitation activities, and potable water supply.

  2.   **King County Medical Examiner**

      a.   Coordinate with the local morticians to expand mortuary services as appropriate for the situation.

      b.   Establish temporary morgues (refer to King County Department of Health Morgue Procedures Plan), determine cause of death, coordinate the disposition of corpses, and notification of relatives.

      c.   Coordinate activities with the EOC, morticians, police, and Emergency Manager.

      d.   Provide liaison at the EOC to assist in coordination activities when appropriate.

  3.   **Local County Morticians**

a. Assist the medical examiner by establishing temporary morgues and transporting and storing corpses until final dispositions are determined.
b. Provide liaison at the EOC to assist in coordination activities when requested, as available.

4. **North West Mosquito and Vector Control Association**
Directly or indirectly involved with understanding the biology and control of insects and rodents of public health importance; enhances public health and quality of life through the suppression of such insects and/or rodents; disseminates information; promotes and develops public interest in accomplishing these objectives. (www.nwmvca.org).

5. **American Red Cross**
a. Provide available personnel to assist in temporary infirmaries, immunization clinics, morgues, hospitals, and nursing homes.
b. Acquaint families with available health resources and services and make appropriate referrals.
c. Provide supportive counseling for the family members of the dead and injured.
d. Provide emergency first aid, supportive counseling, health care for minor illnesses and injuries to victims in mass care shelters, selected disaster clean-up areas, and other sites deemed necessary by the Department of Health.
e. Supplement the existing health system, subject to the availability of staff.
f. Provide blood and blood products through regional blood centers at the request of the appropriate agency.

VI. RESOURCE REQUIREMENTS

A. Medical Transportation

Normally transportation requirements are to be handled by the Fire Department. Arrangements for medical transportation can be made by other means, such as air or water. The EOC in coordination with Fire EMS will identify the need for patient evacuation support from the affected area. If it is determined by the EOC that resources are inadequate to meet the requirements, a request for mutual aid assistance will be submitted to the King County ECC and / or State ESF 8 and will be coordinated with representatives.

B. Medical Facilities

Coordination for medical clinics and external hospital controlled facilities is primarily the function of Fire EMS with EOC support, as requested. Requests for additional assistance should be referred to mutual aid jurisdictions, King County Mass Casualty Incident Plan, the King County ECC and the state ESF 8, as needed.

C. Communications

Through MIRO, the EOC will establish communications necessary to coordinate with Fire EMS and registered Emergency Workers for health, medical, and mental health assistance, as available. The EOC is expected to maintain communications with Fire EMS, Youth and Family Services, local jurisdiction EOCs as part of the King County RDP, and King County ECC as

necessary, and others. As the situation dictates, communications will be established with other agencies such as the PHSKC, and the state Department of Health (DOH).

D.   Assets Critical for Initial 12 Hours

The most critical requirements during the first 12 hours of an emergency or disaster will be medical response personnel, necessary medical supplies and equipment, transportation, logistical and administrative support, and communication systems support. The principal requirements will be:

1.   In the absence of Fire EMS personnel, citizen Disaster Medical registered Emergency Workers and the Community Mental Health Response Team will self-mobilize during a natural disaster to help themselves and their neighborhoods and report to the Mercer Island Court Room at City Hall for assignments.

2.   Fire EMS and Youth and Family Services will notify and deploy available personnel to the EOC for emergency response support, and other necessary ESF 8 personnel including citizen Mercer Island Emergency Volunteer support.

3.   External medical personnel and teams, and other supporting medical units to assist the City of Mercer Island Fire EMS in the delivery of patient care to victims of the event and the provision of mortuary services will also be required. Volunteer morgue team may also assist with this.

4.   Medical supplies, including pharmaceutical products, and equipment necessary to replace those damaged or destroyed by the emergency or disaster will be needed. Additionally, resupply will be needed for deployed Fire EMS or registered Emergency Workers medical teams, other supporting medical units, and Fire EMS providing patient care in the affected area.

5.   Transportation support, provided local resources are available, is needed to include:

   a. Ground transportation for deployment of local assets and includes MISD buses or large private vehicles.

   b. Ground transportation for movement of casualties.

   c. Transportation for patient evacuation.

   d. Air or marine assets for transport of incoming medical response personnel, supplies, equipment, movement of casualties or patient evacuation.

6.   EOC logistics and administrative support, including:

   a. One or more representatives of the supporting departments or other organizations or agencies to be located at the EOC, or to be available via telecommunications or MIRO, as appropriate, to support Fire EMS, Youth and Family Services, and others.

   b. One or more representatives of the support organizations or agencies to deploy, as required, to assist Fire EMS and Youth and Family Services with emergency response coordination.

   c. An EOC support team representative will provide administrative or clerical support personnel at the EOC.

   d. Available referenced materials including plans, directories, and maps necessary for coordination of medical and public health response.

7.   Communication systems, including:

a. Voice and data communications systems connecting the EOC to local jurisdictions, Zone Coordination Center (RDP), King County RCECC, and the State EOC, in support of Fire and Youth and Family Services, ESF 8.

b. Communications required to support casualty clearing, aero (air) medical staging, and patient evacuation and reception operations.

8. The assets required for the initial 12 hours will also be required for the remainder of the response and recovery activities. Requirements may be modified depending on confirmation of casualty and structural damage estimates and available locations, and the time required for medical and public health response and recovery.

9. The discovery of new or previously undetected damage, hazardous conditions, or other requirements could also modify the medical and public health response.

10. Some significant increases in public health and mental health assistance will be required following the initial response activities and will need to continue well into the recovery activities. Such assistance may include the provision of environmental health services for shelters.

VII. REFERENCES

A. CEMP Basic Plan
B. 2015 Hazard Mitigation Plan
C. City of Mercer Island Emergency Volunteer Manual
D. City of Seattle Biological Incident Plan (also reflects King County and Cities resources).
E. King County Regional Disaster Plan (RDP).
F. Public Health, Emergency /Disaster Operations Plan.
G. RCW 38.52.070, Establishment, operation -- Emergency powers, procedures.
H. Washington State CEMP.
I. Washington Voluntary Organizations Active in Disaster (WAVOAD).
J. National Disaster Medical System (NDMS), Operations Plan, Puget Sound Area, Short Title, NDMS OPLAN, PSA.
K. Federal Response Plan.
L. Public Health Seattle & King County Health, Medical and Mortuary Services Plan

VIII. DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendix 4.

IX. APPENDICES

Appendix 1, Disaster Health, Medical and Mental Health; Operational Concepts.

APPENDIX 1

TEAM OPERATIONAL CONCEPTS FOR MENTAL HEALTH
FOLLOWING A MAJOR DISASTER

Recommended and written by Bart Vincent, M.D., Mental Health Coordinator.

I.   MITIGATION AND PREPAREDNESS PRIOR TO AN EVENT
Every person should make every effort to store an adequate emergency supply of daily life sustaining medications for at least 7 days, or longer, that if not taken might cause medication withdrawal or an exacerbation of symptoms.

II.   RESPONSE
In the event of a disaster, and after taking emergency self-protective measures first, credentialed mental health care workers will respond to Mercer Island City Hall for an assignment.

Mental Health Team members should follow these steps in their approach to a victim:
1.   From the beginning, make every effort to explain to the victim what has happened, what is being done about it, and what the likely positive outcome will be.
2.   Communicate confidence in yourself and your ability to help the victim.
3.   Encourage the victim to speak freely about whatever is on their mind. If they are having difficulty, some general statement about what may have happened may increase their confidence in you to the point they will begin talking. Talking and expressing feelings to a compassionate person relieves fear and facilitates acceptance and hope.
4.   When the person starts talking, interrupt them as little as possible. After you have heard their full story, you can ask for details and what would help. Just a couple of minutes of the victim talking and the first aid member actively listening can add tremendous relief and truly work wonders.
5.   Remember, it is normal to be fearful, to feel badly or to grieve the loss of home and possessions. Keep in mind, too, reduction of fear is the major task of the actively listening First Aid Team member.
6.   Consider too, that for some victims the opportunity to participate or to play a role in the recovery efforts by means of an assigned job may have a very stabilizing effect.
7.   For those who do not appropriately respond to talking and listening, or who have no apparent physical injuries, there may be the need for a more specific mental health or medical approach. Obtain a consultation from a Community Mental Health Response Team member to provide further instructions and / or intervention strategies. This can be facilitated by using the Ham Radio emergency communications system.

8.   For those victims who have had acute stress reactions characterized by becoming dazed and/or unable to function, they may benefit from a more formal follow-up in 24 to 48 hours. Referrals for an appropriate mental health agency may be obtained from the City of Mercer Island's Youth and Family Services office, at the north end of the island at Luther Burbank Park. Mercer Island Youth and Family Services may be able to provide and coordinate grief counseling and mental health support during and after times of crisis.

EMERGENCY SUPPORT FUNCTION 9

SEARCH AND RESCUE

PRIMARY DEPARTMENTS: Fire Department
Police Department

SUPPORT DEPARTMENTS: All City Departments
Mercer Island Emergency Volunteers
King County Office of Emergency Management
Mutual Aid Agencies
Washington State Emergency Management Division
Washington State Military Department, National Guard
Washington State Department of Transportation,
Aviation Division

I.   INTRODUCTION

A.   Purpose

This ESF identifies urban search and rescue (USAR or SAR) roles and responsibilities within Mercer Island during an emergency or disaster and establishes a system to search for, rescue, or recover by means of ground, air, or water activity, any person who is lost, injured, trapped, or killed in the jurisdiction of the City of Mercer Island.

B.   Scope

1. The Fire Department is the lead for all fire service technical rescue (structural collapse, trench, confined space, and low-angle rope rescue) related, EMS, and USAR or SAR activities in the City of Mercer Island.
2. The Police Department of the City of Mercer Island is responsible for ground USAR or SAR operations (RCW 38.52.400). As such, the Fire Department and the Police Department are responsible for USAR or SAR operations.
3. "Search and Rescue" means the acts of searching for, rescuing, or recovering by means of ground, air, or water activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or technological disaster.
4. USAR or SAR is defined by State law (RCW 38.52) as the act of searching for, and rescuing, any person who is lost injured or killed in the out of doors, or as a result of a human caused or natural disaster.
5. The Fire Department will implement USAR or SAR operations, in coordination with the Police Department, and Emergency Operations Center (EOC) when applicable, and request mutual aid, King County, and State resources when needed.
6. The Police Department Marine Patrol services previously agreed upon contract areas outside of Mercer Island including the Interstate – 90 (I-90) adjoining bridges (East Channel bridge and the West I-90 Floating bridges), and

surrounding Lake Washington waterfront.

II.   POLICIES

The National Incident Management System (NIMS) is the preferred method of on-scene incident management for USAR or SAR operations. In accordance with RCW 38.52.400 (1), NIMS shall be used for multi-agency / multi-jurisdiction USAR or SAR operations with Unified Command (UC) in alignment with the National Incident Management System (NIMS).

Land USAR or SAR operations on Mercer Island and the perimeter of the island into Lake Washington are initiated, coordinated, and directed by the City of Mercer Island. Land, USAR or SAR operations include water USAR or SAR.

Air USAR or SAR for missing or downed civil aircraft is the responsibility of Department of Transportation (WSDOT) (Chapter 47.68 RCW).

The City of Mercer Island may not be able to provide the necessary equipment or sufficient numbers of trained personnel to successfully carry out a USAR or SAR mission. The City of Mercer Island EOC may request additional resources including special skills, expertise, or equipment.

Registered Emergency Workers shall be organized as per Chapter 118-04 WAC.

III.   SITUATION

Under the best of circumstances, the management of USAR or SAR operations can be complex, often involving hundreds of people from different local areas and agencies. USAR or SAR incidents resulting from, or independent of but coincident with, a catastrophic earthquake or other disaster may place extraordinary demands on available resources and logistical support systems.

A significant natural or technological event may result in many incidents around the City. Immediate response is crucial to be able to properly manage and control multiple emergency USAR or SAR situations.

The Fire Department, if not incapacitated by an earthquake, or other disaster may be initially committed to USAR or SAR and EMS incidents.

Disasters such as earthquakes may create simultaneous rescue situations caused by structural and geologic integrity issues taxing the ability of personnel to respond to all EMS or USAR or SAR incidents.

Available USAR or SAR personnel and mutual aid resources will be difficult to obtain and utilize because of massive disruption of communications, transportation, utilities, and water systems.

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

1. Mercer Island will periodically experience emergency or disaster situations, which may overwhelm current USAR or SAR capabilities. Equipment and personnel may be damaged or unavailable at times when they are most needed.

2. USAR or SAR includes instances involving search for downed aircraft when ground personnel are used, drowning off the shores of Lake Washington, building collapse, trench and excavation incidents, landslides and other incidents which require USAR or SAR response.

3. Evidence searches of crime scenes may be so vast or complex that they require USAR or SAR resources.

4. Refer to the City of Mercer Island 2015 Hazard Mitigation Plan

B. **Planning Assumptions**

1. The Fire Department will lead in limited heavy rescue operations in coordination with trained MIFD USAR or SAR personnel and other mutual aid resources as appropriate under the IC/UC. These include state and federal resources such as FEMA USAR teams.

2. Water USAR or SAR will be a coordinated effort with Fire Department and Police Department resources and personnel.

3. An emergency or disaster can cause buildings to collapse, or leave people stranded due to rising water, mudflows, or landslides, threatening lives and requiring prompt USAR or SAR or medical care.

4. Construction or building sites can also cause USAR or SAR incidents including structural collapse, trench or excavation situations.

5. Local residents and volunteers may initiate activities to assist in USAR or SAR operations and will require coordination and direction, and registration as Emergency Workers (WAC 118.04).

6. Natural and technological disasters may greatly increase the scope of USAR or SAR operations.

7. A major earthquake in the Puget Sound area may result in major multi-jurisdictional USAR or SAR operations.

8. USAR or SAR is an emergency and will be recognized as such by all members of the Fire Department, Police Department and other City of Mercer Island departments.

IV. **CONCEPT OF OPERATIONS**

A. **General**

1. The Fire Department will have lead responsibility for USAR or SAR operations in coordination with the Police Department using local resources as available.

2. The goal of USAR or SAR operations is to save the lives of victims who are unable to ensure their own survival without assistance. This includes, but is not limited to, locating persons lost in urban areas or parks and waterways, and assisting injured people in unsafe areas to reach safety.

3. The recovery of bodies will be conducted only after the rescue of survivors has been completed and the environment will allow for safe operation by USAR or SAR Teams and recovery personnel.

4. When the City of Mercer Island USAR or SAR resources are exhausted, or if

needed resources are not locally available, assistance will be requested from mutual aid agreements with other local jurisdictions, King County Regional Disaster Plan (RDP) activation, and Washington State Emergency Management Division (EMD).

5. Land USAR or SAR operations within the City of Mercer Island are initiated, coordinated, and directed by the EOC in accordance with standard operating guidelines using volunteer resources registered in accordance with Chapter 118-04 WAC. Requests for additional resources, if needed including special skills, expertise, or equipment are coordinated by the EOC. Multi-jurisdictional USAR or SAR operations may be coordinated by King County ECC and King County Sheriff's Office (KCSO) and/or State EMD, Zone 1, 5 and/or 3 Fire Department Technical Rescue Teams, or FEMA USAR Teams, when requested.

6. Air USAR or SAR for missing or downed civil aircraft is the responsibility of WSDOT Aviation Division.

7. If a catastrophic event results in major multi-jurisdictional USAR or SAR operations on Mercer Island or if the Mercer Island resources are requested, the State Rescue Coordination Center (RCC) may be activated to provide coordination and support for extensive city, state, out-of-state, federal and international USAR or SAR resources required by the magnitude of the disaster.

8. Communications with the EOC from the incident command post, King County RCC, the State RCC, and/or from the local jurisdictions EOCs, if requested, will be through normal radio and telephone capabilities, augmented by back-up direction and control systems, and possibly by resources provided by the Washington State National Guard (WNG), federal military organizations, and/or FEMA/DHS, as appropriate.

B. **Organization**

1. **City of Mercer Island**
   The City of Mercer Island Fire Department will initiate USAR or SAR operations in coordination with the Police Department. NIMS will be implemented upon execution of USAR or SAR operations. The EOC will activate at the request of the Director of Emergency Services, when appropriate. The Communications Centers (911) will coordinate all response communications. The EOC will coordinate direct support to USAR or SAR operations and register volunteers as registered Emergency Workers. The Police/Fire Dive Team is supported by twelve personnel, six from the Police Department and six from the Fire Department, who train regularly and are deployed on any City of Mercer Island water related USAR or SAR mission. The Police Department Marine Patrol supports all USAR or SAR water missions within their jurisdiction in coordination with the Fire Department. The Fire Department is further supported by five (5) members who are part of the FEMA/DHS USAR system, as well as all Fire Department Operations Personnel being certified at operations / technician level for the recognized technical rescue disciplines.

2. **Volunteer Organizations**
   The City of Mercer Island Emergency Volunteers, otherwise known as registered

Emergency Workers, are registered with the City of Mercer Island Emergency Manager in specific categories for response to natural disasters in accordance with Chapter 38.52 RCW and Chapter 118-04 WAC. During an event the Human Resources Manager coordinates the Emergency Worker registration and manages assignments. Emergency Workers are able to respond to a spectrum of emergencies or disasters. USAR or SAR volunteer units with varying capabilities can be organized under the direction of the Emergency Manager. Volunteers specific to the air USAR or SAR mission are registered by WSDOT, Aviation Division under Chapter 47.68 RCW and Chapter 468-200 WAC.

3.   **State Organizations**

The State EMD appoints a State coordinator of USAR or SAR operations, maintains a 24-hour capability to respond to requests for assistance from local jurisdictions, and will coordinate the resources of other political subdivisions, as well as state, out-of-state, federal, and international agencies in support of the requesting jurisdiction. The State USAR or SAR Coordinator may be deployed to the scene to provide this coordination. Multi-jurisdictional USAR or SAR operations may be coordinated by the State EMD, when requested. Major multi-jurisdictional USAR or SAR operations, such as may result from a natural or technological disaster, may require the activation of the State RCC.

WSDOT, Aviation Division maintains a response capability to conduct air USAR or SAR for missing or downed civil aircraft as mandated by Chapter 47.68 RCW. The WSDOT Aviation Division Emergency Manager exercises command over all aircraft and aircrew personnel participating in the mission. The State USAR or SAR Coordinator may be deployed to the scene to provide for coordination of land USAR or SAR resources or for other assistance, as may be required.

4.   **Federal Organizations**

a. The U.S. Air Force directs inland USAR or SAR operations for downed or missing military aircraft, scheduled carriers, aircraft carrying people or things of national significance, and aircraft of international origin. The U.S. Air Force also coordinates federal military assistance for local and State USAR or SAR operations through the Air Force Rescue Coordination Center (AFRCC).

b. Water USAR or SAR mission's response may be initiated by the Police Department Marine Patrol with immediate notification through the City of Mercer Island contracted Communications Centers (911) to the Emergency Manager.

c. The U.S. Coast Guard directs maritime USAR or SAR operations on or above navigable waters or off the Pacific shores and may assist with inland USAR or SAR operations. Within the State of Washington this occurs through the Seattle Rescue Coordination Center (RCC), 13th Coast Guard District Command Center.

d. At the request of the appropriate federal agency, the State USAR or SAR Coordinator may be deployed to the scene to provide for the coordination of State resources.

e. The NRF ESF 9 provides for the establishment of a National Urban Search and Rescue (US&R) Response System with FEMA/DHS as the lead agency. There are twenty-eight Task Forces within the system capable of responding anywhere in the nation. One task force, Washington State US&R, (WATF-1), is located in Washington State. US&R Task Forces may begin arriving in the State within twelve hours of an event.

C. **Procedures**

1. **General USAR Procedures (Land and Water)**

a. When a report of a USAR or SAR incident is encountered or received by the Fire Department or Police Department, a USAR or SAR unit will be dispatched to the scene to evaluate the need for USAR or SAR. The unit will then alert the Fire Department/Police Department, IC, of the pending USAR or SAR incident. The IC will communicate with the Communications Centers (911), who will notify the chain of command. The EOC will also activate, if needed, with the Emergency Manager mobilizing the appropriate staff to support EOC operations. The EOC will request the appropriate USAR or SAR agencies, organizations, and volunteers, as needed, for a USAR or SAR operation.

b. Water USAR or SAR missions in response may be initiated by the Police Department Marine Patrol with immediate notification of an incident through the City of Mercer Island contracted Communications Center(s) (911) to the chain of command. RFAs for mutual aid and other organizations or agencies will be as stated.

c. A USAR or SAR Rescue Group Supervisor (RGS) will be sent to the area where the USAR or SAR operations are to be conducted to establish a command post and to coordinate support required for USAR or SAR operations. Existing Fire Department USAR or SAR personnel and volunteer USAR or SAR units qualified in accordance with RCW 38.52, and WAC 118.04, will be used as a nucleus, around which greatly expanded rescue operations may be conducted in a major emergency.

d. The Emergency Manager or designee will notify the KCSO, King County RCECC and/or State EMD, when a USAR or SAR mission is in operation. The State EMD will issue a State mission number. The issuance of this mission number authorizes the employment of Emergency Worker volunteers under the provisions and protection of Chapter 38.52 RCW.

e. When the Emergency Manager notifies the KCSO, King County RCC and / or State EMD, in response to a downed aircraft for land USAR or SAR operations, the State EMD will issue a mission number and will coordinate the USAR or SAR operations with WSDOT Aviation Division. The Aviation Division may obtain the mission number on behalf of the City of Mercer Island or King County RCECC in order to facilitate response.

f. The State EMD, upon receiving a request for assistance (RFA) from the Emergency Manager or designee, will coordinate the resources of other political subdivisions, King County, as well as state, out-of-state, federal, and international agencies in support of the request, if necessary. The State

USAR or SAR Coordinator may be deployed to the scene to provide this coordination.

g.   Upon a multi-jurisdictional USAR or SAR operation the Director of Emergency Services or designee may request the State EMD, to coordinate support resources. Major multi-jurisdictional USAR or SAR operations that result from a natural or technological disaster may require the activation of the State RCC. The State RCC may either be collocated with the State EMD or at a location in proximity to the incident site. The director of the State RCC is the State USAR or SAR Coordinator.

h.   The WNG and other State agencies as required provide personnel and equipment to staff and operate the State RCC. RFAs from the Emergency Manager will be received, processed, and prioritized. The RCC will coordinate the reception, staging, preparation for employment, and deployment to the scene of in-state, state, out-of-state, federal, and international USAR or SAR resources responding to the emergency or disaster. The State RCC will serve as the State's interface with ESF 9 when the National Response Framework (NRF) is implemented.

i.   The WNG establishes a US&R Joint Task Force (JTF) to conduct light US&R operations and to provide support to State and local US&R resources. The NRF ESF 9 provides for the establishment of a U.S. Department of Defense (DOD) JTF to support federal US&R efforts. However, federal US&R task forces may begin arriving in the state within twelve hours of an event; the DOD JTF may not be in place to provide support. The WNG must, therefore, be prepared to undertake this JTF mission initially.

2.   **Air USAR or SAR Procedures**

a.   Upon location and confirmation of a downed aircraft, the incident becomes a land (or water) USAR or SAR operation under the direction and control of the City of Mercer Island Police Department in coordination with the Fire Department, in whose jurisdiction the incident site is located. The WSDOT Aviation provides support as available and assumes responsibility for the crash site for investigatory purposes.

b.   The Emergency Manager or designee may employ the Police Department Marine Patrol and request the mobilization of the Fire and Police Dive Team if the incident is in Lake Washington within the jurisdiction of the City of Mercer Island.

c.   The WSDOT Aviation may notify the State EMD and obtain a mission number on behalf of the Emergency Manager for coverage of volunteers involved in related land/water USAR or SAR operations. The State USAR or SAR Coordinator may be deployed to the scene to provide for coordination of these resources, or for other assistance, as may be required.

d.   Air USAR or SAR for missing or downed civil aviation aircraft is the responsibility of WSDOT Aviation Division (Chapter 47.68 RCW).

e.   WSDOT Aviation Division may receive an alert notice (ALNOT) of overdue aircraft from the Federal Aviation Administration and/or be notified of an

activated Emergency Locator Transmitter (ELT) from the AFRCC or other sources.

    f. The WSDOT Aviation Division IC exercises command over all aircraft and air crew personnel participating in the air USAR or SAR mission.

D. Mitigation Activities

1. Primary Department –Fire Department

    a. Reviews standard operating guidelines (SOGs) or operational plans to assure it is supportive of the City's emergency management USAR or SAR mission.

    b. Supports preventive USAR or SAR programs.

    c. Develops and presents preventive USAR or SAR _ programs through public awareness and school education programs.

    d. Trains and exercises the Mercer Island Dive Team with the Police Department.

    e. Trains and exercises technical rescue disciplines, as adopted by the Department, and as defined in NFPA 1670.

2. Support Primary Department – Police Department

    a. Reviews SOGs or operational plans to assure it is supportive of the City's emergency management USAR or SAR mission.

    b. Supports preventive USAR or SAR, and survival programs with available resources, in coordination and cooperation with the Fire Department.

    c. Reviews Emergency Alert System (EAS), Amber Alert procedures for initiating a missing child notification via WSP.

3. Support Departments – All

    a. Supports preventive USAR or SAR, and survival programs with available resources, when requested.

    b. All departments will support this ESF when requested.

4. Support Agencies – All

    a. General

All agencies identified in this ESF will support this ESF when requested.

    b. Local Jurisdictions and Volunteer Organizations

Develops and presents preventive USAR or SAR programs through public awareness and school education programs.

E. Preparedness Activities

1. Primary Department – Fire Department

    a. Appoints a lead coordinator of USAR or SAR operations.

    b. Establishes systems to coordinate requests for USAR or SAR resources.

    c. Supports Police Department and volunteer organizations and individuals with USAR or SAR related training.

    d. Creates and organizes USAR or SAR units.

    e. Prepares to provide support to the State USAR or SAR and Air USAR or SAR programs with available resources, when requested.

    f. Supports Emergency Worker volunteer organization training, in accordance with RCW 38.52 and WAC 118-04.

    g. Creates and executes training, drills and exercises of the USAR or SAR unit

and Dive Team.

  h. Ensures personnel have certifications as required.

2. **Support Primary Department – Police Department**

  a. Appoints a coordinator of USAR or SAR operations in cooperation with the Fire Department.

  b. Establishes systems to coordinate requests for USAR or SAR resources.

  c. Amber Alert follow Washington State Patrol procedures for Missing and Unidentified Persons as addressed in ESF 13.

  d. Supports Fire Department and volunteer organizations and individuals with USAR or SAR related training.

  e. Creates and organizes a USAR or SAR unit in coordination with the Fire Department and according to internal requirements.

  f. Prepares to provide support to the State USAR or SAR and Air USAR or SAR programs with available resources, when requested.

  g. Supports Emergency Worker volunteer organization training, in accordance with RCW 38.52 and WAC 118-04.

  h. Creates and executes training, drills and exercises of the USAR or SAR unit and Dive Team.

  i. Ensures personnel have certifications as required.

3. **Support Departments – All**

All departments will support this ESF when requested.

4. **Support Agencies – All**

  a. Plans for and prepares resources for mutual aid.

  b. Appoints a coordinator of USAR or SAR operations.

  c. Establishes systems to coordinate requests for in-state, state, out-of-state, federal, and international USAR or SAR resources.

  d. Supports fire and law enforcement personnel, and volunteer organizations and individuals with USAR or SAR related training.

  e. Assists local jurisdictions in the organization of USAR or SAR units.

  f. Prepares to provide support to the State USAR or SAR and Air USAR or SAR programs with available resources, when requested.

  g. WSDOT publishes and is prepared to implement the State and Regional Disaster Airlift (SARDA) Plan.

  h. Supports Emergency Worker volunteer organization training, in accordance with RCW 38.52 and WAC 118-04.

F. **Response Activities**

1. **Primary Department – Fire Department**

  a. Conducts initial interviews, mobilizes resources and forms initial search plan in coordination with Police Department and the EOC as needed.

  b. Establishes a perimeter to confine the subject within the area.

  c. Search areas shall be considered possible crime scenes and evidence shall be collected and handled properly in coordination with Police Department.

  d. Assures notifications are made to the EOC and mutual aid response if necessary.

    e. A Unified Command (UC) System may be established to include such mutual aid or agency representation if it meets the needs of the mission.

    f. Assures notification of local Fire EMS personnel, if needed and will request that they report to a designated Command Post (CP) to develop the Medical Plan for the Incident Action Plan (IAP).

    g. The availability of EMS may be critical in a USAR or SAR mission. EMS may be required, not only to treat the missing subject once found, but also to provide medical services to any injured personnel.

2. Support Primary Department – Police Department

    a. Conducts initial checks and sweeps to locate the subject and deploys necessary resources such as Fire EMS, Mercer Island Police / Fire Dive Team, canine teams, trackers, or other USAR or SAR resources.

    b. Provides representation to the EOC to assist in the identification and establishment of USAR or SAR routes.

    c. Provides internal and perimeter control and security of the USAR or SAR area, unless life threatening to personnel.

    d. Provides incident scene security and evacuation, if necessary.

    e. Search areas shall be considered possible crime scenes and evidence shall be collected and handled properly in coordination with Fire Department and the EOC.

    f. Mercer Island Marine Patrol supports all water related missions.

    g. Provides Mercer Island Police/Fire Dive Team personnel as requested.

    h. Assists in the removal of stalled vehicles and equipment from USAR or SAR routes.

    i. Provides personnel to assist with traffic control, communications, or other logistical assignments.

    j. Requests temporary air space restrictions when necessary.

3. Support Departments – All

    a. General

    All departments will support this ESF when requested.

    b. Public Works

      1) Supports operation of the City's Emergency Well.

      2) Provides available road repair equipment, as requested.

      3) Assists in crowd and traffic control operations by providing signs and barricades.

      4) Provides personnel and equipment to keep USAR or SAR routes clear.

      5) Provides for the maintenance or repair of USAR or SAR routes.

      6) Coordinates the maintenance, use, and allocation of City owned transportation resources to City departments for emergency transportation of people, equipment, and supplies.

      7) Provides operational support with equipment, the staff trained in the use of the equipment, traffic control and control of utilities during a USAR or SAR situation, when requested.

      8) Coordinates the rental of equipment required by the EOC in support of

the USAR or SAR mission for emergency transportation of people, equipment and supplies.

4. **Support Agencies**
    a. **King County RCECC / KCSO**
        1) Obtains or confirms a State mission number for the incident, as requested.
        2) Collects information regarding damage, casualties, evacuations needs, and warning requirements.
        3) Initiates an EAS message if appropriate via KCSO.
        4) Supports the management of available response and recovery resources.
        5) Participates in supporting local jurisdiction activities.
    b. **Washington State Patrol (WSP)**
        Assists Fire Department and Police Department with traffic control when requested on the I-90 corridor.
    c. **Public Health Seattle and King County (PHSKC)**
        1) Prioritizes, coordinates and provides emergency health services, including disease control, immunizations, quarantine and isolation procedures, and first aid.
        2) Assists emergency medical service providers with coordination of basic and advanced life support (BLS / ALS) services.
        3) Monitors, coordinates and provides medical examiner services, including investigating causes of sudden, unexpected or unnatural deaths, body identification and disposal or burial.
        4) Provides Environmental Health Support to IC / UC.
    d. **Washington State Department of Health (WSDOH)**
        1) Closes an incident site area for human health or safety reasons, as requested.
        2) Provides health laboratory support and services to the City On-Scene Commander / Coordinator (OSC) or IC.
    e. **Washington State EMD**
        1) Coordinates requests for in-state, state, out-of-state, federal, and international USAR or SAR resources.
        2) Provides personnel and equipment to establish the State RCC.
        3) Activates the State RCC and provides the State USAR or SAR Coordinator to be the RCC Director. Resource requests made to state emergency operations center (SEOC).
        4) Provides resources for USAR or SAR operations, when available.
    f. **Washington State Department of Transportation (WSDOT)**
        1) Directs and controls air USAR or SAR operations for downed civil aircraft.
        2) Provides staff representation to the State EOC.
        3) Provides air resources, when available, for land USAR or SAR operations.
        4) Implements the SARDA Plan in accordance with established WSDOT procedures.

g. **Washington State National Guard (WNG)**
1) Establishes a unified urban search and rescue (US&R) joint task force (JTF) to conduct light US&R operations, to provide support to local and State US&R resources, and to coordinate support for federal US&R resources until such time as the federal Department of Defense (DOD) JTF can be established.
2) Provides resources for USAR or SAR operations, when available.
3) Provides personnel and equipment to establish the State EOC.

G. **Recovery Activities**
1. **Primary Department – Fire Department**
   a. Continues to support USAR or SAR operations and plans for a reduction of operations.
   b. Inventories any lost or damaged equipment and records any personnel injuries or equipment accidents.
   c. Requires ESF 9 team members to maintain appropriate records of costs incurred during the incident.

2. **Support Primary Department – Police Department**
   a. Assists the Fire Department in area patrol, marine patrol, and security.
   b. Works with USAR or SAR teams to create a smooth recovery.

3. **Support Departments – All**
   All departments will support this ESF when requested.

4. **Support Agencies – All**
   a. **King County RCECC / KCSO**
      Supports USAR or SAR recovery operations when requested.
   b. **Washington State EMD**
      Assists in the return of all USAR or SAR organizations and personnel to a high state of preparedness, so as to be able to respond to future USAR or SAR missions, with available resources, when requested.
   c. **Washington State Department of Transportation (WSDOT)**
      Assists in the return of all USAR or SAR organizations and personnel to a high state of preparedness, so as to be able to respond to future USAR or SAR missions, with available resources, when requested.
   d. **Washington State National Guard (WNG)**
      Assists in the return of all USAR or SAR organizations and personnel to a high state of preparedness, so as to be able to respond to future USAR or SAR missions, with available resources, when requested.

V. RESPONSIBILITIES

A. **Primary Department – Fire Department**
1. Responsible for USAR or SAR operations on Mercer Island and waterway jurisdictions in coordination with the Police Department.
2. Provides support through activation of the EOC.
3. Coordinates and monitors USAR or SAR operations with supporting mutual aid.

4.   Requests and coordinates the use of registered Emergency Workers, as needed.

5.   The USAR or SAR Coordinator tracks volunteer registered Emergency Workers training requirements under WAC 118.04.

B.   **Support Primary Department – Police Department**

1.   Responsible for USAR or SAR operations on Mercer Island and waterway jurisdictions in coordination with the Fire Department.

2.   Provides support through activation of the EOC.

3.   Collects and handles possible evidence in a crime scene USAR or SAR incident in coordination with Fire Department and the EOC.

4.   Requests and coordinates the use of registered Emergency Workers, as needed.

5.   Coordinates and monitors USAR or SAR operations with supporting mutual aid in cooperation with Fire Department.

6.   The USAR or SAR Coordinator tracks volunteer training requirements under WAC 118.04.

C.   **Support Departments – All**

All departments will support this ESF when requested.

D.   **Support Agencies – All**

1.   During the planning or implementation of a response, mutual aid, county, state and federal agencies are prepared to provide assistance in their respective areas of expertise.

2.   The assistance provided by each organization or agency is consistent with its capability and legal authority.

VI.   RESOURCE REQUIREMENTS

A.   The Fire and Police Departments will provide the required personnel, facilities, and equipment in support of their respective USAR or SAR missions. The Communications Centers (911) will support all USAR or SAR communications requirements. Other City departments will support USAR or SAR operations with available resources, when requested.

B.   USAR volunteers are organized and can be trained at the local, state and federal level. Personal clothing and equipment and unit equipment is provided by the individual and/or the volunteer organization. Compensation for lost or damaged personal and unit equipment and reimbursement for medical and extraordinary expenses is available through the State EMD per Chapter 38.52 RCW and Chapter 118-04 WAC.

C.   Federal agencies will support USAR or SAR operations with available resources when requested and as coordinated by U.S. Department of Defense and/or U.S. Department of Transportation.

VII.   REFERENCES

A.   CEMP Basic Plan.

B.   2015 Hazard Mitigation Plan

C.   Emergency Volunteer Manual

D.   King County Regional Disaster Plan (RDP).

E.   Chapter 38.52 RCW, Emergency Management.

F.   Chapter 47.68 RCW, Aeronautics.

G.   Chapter 118-04 WAC, Emergency Worker Program.

H.   Chapter 468-200 WAC, Department of Transportation.

I.   Washington State CEMP.

J.   Underground (Mine) Rescue Plan, State of Washington, Emergency Management Division, 1985.

K.   State and Regional Disaster Airlift (SARDA) Operations Plan, Washington State DOT, Aviation Division, August 2004.

L.   Federal Response Plan.

M.   Incident Command System, NIMS Operational System description (NIMS-120-1), National Interagency Incident Management System.

N.   National Search and Rescue Plan (U.S. Department of Defense Joint Publication 3-50.1).

VIII.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendix 4.

EMERGENCY SUPPORT FUNCTION 10

HAZARDOUS MATERIALS

PRIMARY DEPARTMENTS: Fire Department
SUPPORT DEPARTMENTS: All City Departments
Mutual Aid Agencies
State Department of Energy
Occupational Safety & Health Administration
Washington State Patrol
United States Coast guard
Environmental Protection Agency
Federal Bureau of Investigation
King County Bomb Squad
Puget Sound Clean Air Agency
King County Office of Emergency Management
Washington State Department of Transportation
Washington State Department of Labor & Industry
Public Health – Seattle and King County
Washington State Military Department, National Guard
Washington State Department of Ecology
King County Sheriff's Office

For radiological accidents or incidents, either suspected or confirmed, use the Washington State Department of Health, Division of Radiation Protection, Radiological Emergency Response Plan and Procedures or call 1-206-682-5327. The lead state agency for Radiation Accident/Incident Response is the Washington State Department of Health. This however, does not preclude invoking other applicable Emergency Support Functions (ESFs) in support of the Radiation Emergency Response Plan and Procedures.

I.   INTRODUCTION

A.   Purpose

1.   The City of Mercer Island Fire Department will serve as the lead for activation of Emergency Support Function (ESF) 10 activities to coordinate the command, control, and effective mitigation of hazardous materials (Haz-Mat).

2.   This ESF supports and designates City departments responsible to support the management of emergent Haz-Mat incidents, oil spills, pollutants, and other unanticipated releases. It also identifies the City of Mercer Island, local jurisdictions, state agencies, and federal responsibilities for Haz-Mat in order to minimize exposure and/or damage to human health and safety or to the environment caused by the actual or threatened release of Haz-Mat, and oil

spills.

B.   Scope

1.   This ESF establishes the lead coordination roles of the Fire Department, the specification of responsibilities among departments, mutual aid, and external agencies, and the on-site National Incident Management System(NIMS) response organization that may be brought to bear in response actions.

2.   This ESF is applicable to all City departments, mutual aid and agencies with responsibilities and assets to support local response to actual or potential discharges and/or releases of hazardous materials in an emergency or disaster.

II.   POLICIES

A.   The City of Mercer Island Fire Department standard operating guidelines (SOGs) serve as the basis for planning and utilization of resources for responding to releases or threats of a release of hazardous substances. Response actions under this ESF will follow the policies, directives, and guidance developed by those departments responding to such incidents. Guidelines are to be developed and maintained in coordination with private sector firms, volunteer groups, community awareness and emergency response planning groups, and other response organizations, as appropriate.

B.   State regulations require that certain employers that use hazardous materials in their business operations develop Emergency Response Plans that include material safety data sheets (MSDS). If applicable, the Fire Department should request a copy of the Emergency Response Plans to keep on file for Fire Department response planning. Planning requirements may include coordination with Mutual Aid Agreements, outside agencies, recognition procedures, safe distances and places of refuge, site security and control procedures, evacuation routes and procedures, and lists of required personal protective equipment (PPE).

C.   State policies applicable to emergency response in a Haz-Mat incident include Chapter 296-824.100 WAC.

D.   See ESF 10, VII References, for additional references to state and federal statutes and regulations.

E.   WAC 296-62-3112 specifies general operational practices to be employed during emergency response to hazardous substance releases. It is the intent of the Fire Department to comply with such practices, as further defined in their standard operating guidelines (SOGs).

F.   The City of Mercer Island Fire Department will comply with Occupational Safety and Health Administration (OSHA) regulation 29CFR 1910.120 (q) and ensure training to first responders at the operations level only. The City of Mercer Island does not have a Haz-Mat Team or training to the technician level, but are certified to the operations level.

G.   The National Incident Management System(NIMS) will be the operational response system in alignment with the National Incident Management System (NIMS).

III.   SITUATION

A.   Emergency / Disaster Conditions and Hazards

1. Hazardous materials or oil spill incidents can occur anywhere and at any time throughout Mercer Island or on Lake Washington surrounding Mercer Island. The volume and distribution of hazardous materials in a community determines the likelihood of an incident. The Interstate 90 (I-90) transportation route poses a major threat because of the volume and variety of hazardous materials being transported over it through the north end of the City of Mercer Island.

2. Oil spills and hazardous materials incidents have different characteristics:

    a. The predominant threat presented by oil spills is of damage to the environment. Major oil spills occur in the marine waters and as result of tanker truck accidents on roads or highways. While oil spills can release a volume of product causing environmental damage, they often present a lesser degree of risk to public health and safety.

    b. The threat presented by hazardous material incidents is often to both public health and safety and the environment. While most hazardous material incidents involve smaller volumes of material, they do require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources and develop a site-specific emergency response plan.

    c. The commencement of emergency response operations of hazardous material incidents may require multi-agency and multi-disciplinary responses. Disciplines involved may include fire responders, emergency medical services, law enforcement, environmental containment and cleanup specialists, fish and wildlife experts, environmental health and other agencies. While upon initial assessment some incidents may not have obvious impacts on life, property, and the environment, they may have subtle long-term consequences for human health and the environment that will require further remediation.

    d. Refer to the current City of Mercer Island Hazard Mitigation Plan

B. **Planning Assumptions**

1. Not all detailed response actions are listed in this ESF. *This ESF is for planning purposes only*. Specific state and federal laws apply to planning, response and recovery of Haz-Mat incidents. Tactical applications and execution are developed and updated in the Fire Departments and Police Department SOGs.

2. A hazardous material incident may develop slowly, may be undetectable for a long time, or occur without warning.

3. While some hazardous material incidents are minor in scope and can be handled by trained local responders, the occurrence of a major incident will have a high impact and will involve mutual aid and request of a Haz-Mat Team.

4. Actual or threatened releases of hazardous materials, oil spills, and other releases, often require immediate response and may overwhelm the City of Mercer Island's resources required to assess, mitigate, monitor, cleanup and/or dispose of.

5. Additional Haz-Mat response/clean up personnel and equipment will be needed to supplement existing capabilities and to provide backup or relief resources.

6. Emergency provisions will be needed for disposal of contaminated material.

7. If an emergency does not cause an actual release, there will be considerable concern about facilities that are located in, near, or downwind of the affected area(s).

8. Terrorist incidents could occur, involving weapons of mass destruction (WMD). Incidents involving WMD will require additional coordinated SOGs and the need to follow specific response plans executed by specialized Haz-Mat Teams requested to assist.

9. Training requirements of the OSHA standard 29 CFR 1910.120 Hazardous Waste Operations and Emergency Response are as follows:

    a. **Awareness Level**. Are likely to witness or discover a hazardous substance release. Are trained to initiate an emergency response by notifying the proper authorities of the release. Take no further action beyond notifying the authorities.

    b. **Operations Level**. 29 CFR 1910.120(q)(6)(ii) addresses the anticipated activities and the eight (8) hour training requirement for first responder operations level. First responder's operations level function is in a defensive fashion without actually trying to stop the release of a hazardous substance. Anticipated duties might include the plugging of leaking fuel tanks, which assume an aggressive role in stopping the release.

    c. **Technician Level**. 29 CFR 1910.120(q)(6)(iii) addresses the role of a hazardous material technician in an emergency response. Hazardous material technicians assume a more aggressive role than first responder operations level in that they will approach the point of release in order to plug, patch or otherwise stop the release of a hazardous substance. Technicians are trained to fully mitigate the Haz-Mat incident. Hazardous materials technicians must receive at least 24 hours of training which provides the equivalent of the first responder operations level training and which will also provide other specific competencies. Eight (8) hour training would not be sufficient for first responders engaged in attempting to stop a release.

    d. Per this ESF and OSHA guidelines, a Hazardous Materials Response (Haz-Mat) Team is an organized group of employees, designated by the employer, who are expected to perform work to handle and control actual or potential leaks or spills of hazardous substances requiring possible close approach to the substance. The team members perform responses to releases or potential releases of hazardous substances for the purpose of control or stabilization of the incident. A Haz-Mat Team is not a fire department nor is a typical fire department a Haz-Mat team. A Haz-Mat team, however, may be a separate component of a fire department.

    e. The City of Mercer Island Fire Department is trained at **operations level** and does not at this time have a certified Technician Level Haz-Mat Team. The Fire Department will, upon identifying a Haz-Mat incident, call the Seattle Haz-Mat Team and/or the Zone 1 Haz-Mat Team, along with other mutual

aid to respond to the incident.

IV.   CONCEPT OF OPERATIONS

A.   General

1.   The City of Mercer Island Fire Department is the designated On-Scene Commander (OSC) for incidents within the City. Upon identification of a Haz-Mat incident, the Fire Department Battalion Chief will request mutual aid through the Dispatch Center. At the discretion of the Emergency Manager, the Emergency Operations Center (EOC) will activate in support of the Haz-Mat incident.

2.   On-Scene, when the incident occurs, the Fire Department will establish an NIMS response. Where resources are expended, a unified command (UC) system will be established with external fire departments, emergency medical services (EMS), and other local jurisdictions according to mutual aid agreements in place.

3.   The City EOC will provide important support functions including notification and other functions, as requested, by the City of Mercer Island Fire Department IC or OSC.

4.   Significant incidents will be managed from a command post established by the City of Mercer Island Fire Department.

5.   Major oil spills will be co-managed in a UC by the City of Mercer Island EOC, local jurisdictions, State Department of Energy (DOE), responsible party, and federal response organization(s) such as the U.S. Environmental Protection Agency (EPA) and others as applicable.

6.   The responsible party has ultimate accountability for assuring effective abatement of the release or threatened release of oil or hazardous materials (WAC 4-24-314) to include cleanup costs and reimbursement. During these incidents, the Fire Department is responsible for overseeing the protection of public health and safety, and the environment.

7.   On state and interstate roadways, the senior Washington State Patrol (WSP) officer on scene will assume the UC role and coordinate with the Fire and Police Department.

8.   The state DOE has overall responsibility for 24-hour environmental pollution prevention, preparedness and response within the State of Washington. DOE acts as the pre-designated state incident agency for incidents that occur on marine and fresh waters, and for inland spills where the local OSC has curtailed emergency response operations. In these instances, the DOE provides the state OSC to continue management of the response action.

9.   The state DOE will act as the lead agency for spill containment, clean up, and natural resources damage assessment activities. Refer to the 1996 Northwest Area Contingency Plan (NWACP), for more information on spill preparedness and response. The NWACP is a joint agreement between EPA, U.S. Coast Guard (USCG), and the states of Oregon, Idaho, and Washington.

10.   On coastal navigable waterways, the senior U.S. Coast Guard Officer may assume the role of OSC. On inland waterways the U.S. EPA OSC or other designated

official may assume the UC manager role.

11.   By letter of understanding, the USCG jurisdiction ends in the Mountlake Cut and U.S. EPA jurisdiction begins at that point inland for Lake Washington and connected waterways.

12.   For CBRNE terrorist incidents, the FBI is the designated Incident Command authority. Usually, this is managed within a UC structure including all impacted jurisdictions.

13.   For non-terrorist incidents, the Public Health Seattle and King County (PHSKC) may direct consequence management of a biological/disease outbreak. The State Department of Health (WADOH) may assist.

14.   A WMD incident will require additional and specialized coordination per SOGs and Fire and Police Department SOGs, as applicable for tactical application and requesting mutual aid.

B.   Organization

The responsibility for coordinating ESF 10 is with the Fire Department. The Police Department within the City of Mercer Island will coordinate with the Fire Department on Haz-Mat incidents. Where the WSP requests assistance or is requested by the City of Mercer Island Fire Department, specifically with incidents on the I-90 corridor that may impact the City of Mercer Island, the Police Department will coordinate on-scene IC/UC activities relating to perimeter control and other activities as deemed necessary. General responsibilities, not necessarily all inclusive, are outlined in the following pages of this ESF for potential involvement in hazardous material and oil spill incidents.

C.   Procedures

1.   This ESF will be implemented under the direction of the Fire Chief, Deputy Chief of Operations, the Battalion Chief on duty, or designee as IC. This ESF will also be implemented under the coordinated direction between the Fire Chief, City officials, Seattle Haz-Mat Team, WSP officials, when applicable, and others consistent with local agreements and applicable RCW, as appropriate in larger UC incidents.

2.   Following an initial situation assessment, the IC, in consultation with EOC personnel, if activated, will determine which external agencies will be required to continue to provide representatives in support of the ESF on a 24-hour basis, (either by phone or in person) during the emergency response period. ESF 10 support response will operate from the EOC or other command post locations as deemed appropriate by the IC/UC. ESF support agencies will have representatives available immediately by phone on a 24-hour basis.

3.   Policies and SOGs will be followed in carrying out an oil/hazardous substance response as per stated regulations. In certain circumstances, some administrative SOGs can be streamlined during the immediate response phase.

D.   Mitigation Activities

1.   Primary Department – Fire Department

a.   Coordinates with the Police Department in identifying responsible parties for cost recovery actions and investigates all accidents, incidents or emergencies involving hazardous materials to determine cause.

    b. When requested, supports the Police Department and the WSP to conduct safety inspections on vehicles transporting hazardous materials/waste on I-90 across Mercer Island and supports the enforcement of State and federal transportation regulations, Chapter 46.48.170 RCW, et al.

    c. Conducts fire inspections of facilities where hazardous materials are generated, used, stored, disposed of, or destroyed.

    d. Creates, updates and maintains SOGs in support of this ESF.

2. Support Departments

    a. Police Department

      1) Conducts assessments of hazardous materials; coordinates with the Fire Department, WSP, and supporting agencies when requested.

      2) Assists in identifying responsible parties for cost recovery actions and through investigations for cause, of collisions involving the transportation of hazardous materials.

      3) Creates, updates and maintains SOGs in support of this ESF.

    b. Parks and Recreation

      1) Assists in the management of City owned aquatic lands and associated habitat to reduce or eliminate the effects of hazardous materials or spills.

      2) Assists in the management of biological, cultural, natural and structural resources to reduce or eliminate the effects of hazardous materials or spills.

3. Supporting Departments and Agencies – All

    Share their internal plans, standard operating guidelines (SOGs), and checklists detailing disposition of their resources in support of ESF 10.

E. Preparedness Activities

1. Primary Department – Fire Department

    a. General

      1) Evaluates first responders for adequacy of training programs.

      2) Develops and conducts appropriate hazardous materials training for emergency responders or ensures training is available to Haz-Mat personnel.

      3) Trains staff in the conduct of 24-hour response procedures.

      4) Develops guidance and emergency procedures.

      5) Provides liaisons in the EOC in support of training, drills and exercises.

      6) Evaluates business and facility emergency response and evacuation plans including City facilities.

      7) Assists the public and private sector in coordinating plans and procedures that meet Washington Industrial Safety and Health Administration (WISHA) regulations.

      8) Develops and conducts appropriate hazardous materials exercises.

      9) Conducts exercises to evaluate the 24-hour response procedures.

      10) Participates in City, state, and federal exercises when appropriate.

      11) Maintains and updates ESF 10.

      12) Coordinates and updates notification lists of Haz-Mat Teams, local

jurisdictions, state agencies, and federal incident response contacts.

b. Fire Emergency Medical Services (EMS)
1) Assists in and evaluates the development of safety and health programs.
2) Develops SOGs and criteria to close an incident site for health and safety reasons.

2. Support Departments - All
a. General
1) Provides support to the Fire Department as requested.
2) Requires training for employees involved in emergency response operations for releases of hazardous substances as defined in WAC 296-62-3112.

b. Emergency Manager
1) Coordinates and maintains the Mercer Island Comprehensive Emergency Management Plan (CEMP).
2) Establishes communications links to local city jurisdictions, King County RCECC , and the State EMD as appropriate.
3) Participates in training, drills and exercises, where appropriate.

c. Public Works
Develops and maintains SOGs in support of ESF 10.

d. Police Department
1) Develops procedures to support the Fire Department for the conduct of hazardous materials clean-up activities on City streets and coordinates with WSP on state highways (I-90).
2) Responsible for perimeter control, crowd control and traffic issues, security of contaminated area, public safety, and evacuation.
3) Implements established procedures for coordinating the rescue and rehabilitation of injured or endangered wildlife.
4) **Police Department - Marine Patrol**
Assists Ecology in developing the priorities for containment booming high value resources.

e. Parks and Recreation
Prepares to provide Community Shelter facilities for displaced citizens as needed.

f. Youth and Family Services
1) Assists in and evaluates the development of mental health programs.
2) Develops procedures and assistance criteria for mental health concerns relating to an incident.

F. Response Activities

For radiological accidents or incidents, either suspected or confirmed, use the Washington State Department of Health, Division of Radiation Protection, Radiological Emergency Response Plan and Procedures or call 1-206-682-5327. The lead state agency for Radiation Accident/Incident Response is the Washington State Department of Health. This however, does not preclude invoking other applicable ESFs in support of the Washington State Radiation Emergency Response Plan and Procedures.

1. **Primary Department – Fire Department**
   a. Upon notification or response to an incident, the Battalion Chief may initiate communications with the Seattle Fire Haz-Mat Team if necessary. This would allow early notification to responding teams and open a channel of communications with their Haz-Mat Technicians.
   b. Upon response to an incident, the Battalion Chief will be assigned a talkgroup by the Communications Center(s) (911); this will facilitate Police and Fire operations on the same talkgroup. Upon arrival at the scene, the Battalion Chief should establish direct communications with the Police Watch Commander.
   c. In the event of a Haz-Mat Team response, the Battalion Chief will establish a command post (CP) and communicate with the incoming Haz-Mat Team to provide them a short report and directions for their arrival.
   d. Fire personnel should request Police Department assistance when a citizen approaches with a suspicious object.
   e. Patients with significant exposure or medical symptoms must be evaluated and documented.

2. **Support Departments - All**
   a. **General**
      1) Provides support to the Fire Department as requested by the IC.
      2) This ESF will be the mechanism through which close coordination will be maintained among all departments.
      3) The Fire Department IC will ensure that response actions are properly coordinated and carried out.
   b. **Emergency Operations Center (EOC)**
      1) Activates the City EOC.
      2) Coordinates City response activities within the City EOC, including procurement of City resources, as requested.
      3) Maintains capabilities to make reports to local jurisdictions, county, state, and federal response agencies.
      4) Provides PIO support to JNIMS or Command Posts.
      5) Provides communication links on an ongoing basis.
   c. **Public Works**
      1) Supports the Fire Department in Haz-Mat response.
      2) Protects the water supply and water/sewer and surface water system.
      3) Ensures that appropriate agencies are contacted if utilities or drainage systems are impacted.
   d. **Police Department**
      1) Issues alert and warning, at the direction of the IC, activates EAS, as identified in ESF 2 Telecommunications / Information Systems and Warning.
      2) Responds to all incidents and works with the Fire Department IC on all incidents. Where the Haz-Mat team is called, the use of UC may be appropriate.

3) Isolates any substance and continues to evaluate the credibility of an incident. When on scene, the Police IC is responsible for requesting resources appropriate to the credibility of the incident.

4) Develops strategies for area security, access control point systems, resolution of major traffic problems, and resolution of problems impacting road or highway traffic.

5) Assists the Fire Department and the Haz-Mat Team to maintain the evidentiary chain when appropriate.

6) Under no circumstances will Mercer Island Police personnel not trained or equipped in hazardous materials, handle, open, smell, taste, or touch a potentially dangerous substance or object.

7) Establishes contact with a non-exposed person, if possible, in a safe location.

8) If suspected exposure of any person may have taken place, documentation should be completed for each person at the scene.

9) Notifies Seattle Fire Haz-Mat, FBI and PHSKC, in the event of a credible incident.

10) Provides PIO assistance, as requested.

11) Participates in critiques, debriefings, and post-incident activities.

e. **Parks and Recreation**

1) Executes ESF 6 Mass Care, as requested.

2) Prepares to provide shelter facilities for displaced citizens as needed.

f. **Youth and Family Services**

1) Executes ESF 8 mental health related services, as requested.

2) Assists in and evaluates the development of mental health programs.

3) Develops SOGs and assistance criteria for mental health concerns relating to an incident.

3. **Support Agencies**

a. **Seattle Fire Haz-Mat Team**

The Seattle Haz-Mat Team covers the City limits of Seattle and I-90 in the City limits of Seattle. Seattle is Fire Zone 5 in King County. They are available for mutual aid response with the City of Mercer Island.

b. **Eastside Hazardous Materials Response Program**

1) The Bellevue Fire Department is the lead agency for the Eastside Hazardous Materials Response Program. Command personnel are required to satisfy Hazardous Material On-Scene Commander competencies and assigns two members per operational shift to be part of the Eastside Hazardous Materials Response Team.

2) The Eastside Hazardous Materials Response Team is comprised of equipment and personnel from Bothell Fire, Redmond Fire, Kirkland Fire, Bellevue Fire, Eastside Fire & Rescue and Woodinville Fire. The Eastside Teams covers most of Fire Zone 1, with some exceptions. They are available for mutual aid response with jurisdictions having similar capabilities as the Seattle Fire Department Haz-Mat Team.

   c. **King County RCECC**
      1) Assists with obtaining or confirming a State mission number for the incident.
      2) Collects information regarding damage, casualties, evacuations needs, and warning requirements.
      3) Supports the management of available response and recovery resources.
      4) Participates in local jurisdiction activities.
   d. **King County Sheriff's Office (KCSO)**
      1) Initiates an EAS message if appropriate.
      2) Contacts appropriate responder dispatch agencies and emergency management.
      3) Contacts the FBI if the incident is a confirmed or highly credible threat of release.
      4) Contacts the Public Health Seattle and King County.
      5) Participates in UC.
      6) Provides a liaison to the EOC as requested.
   e. **Public Health Seattle and King County (PHSKC)**
      1) Prioritizes, coordinates and provides emergency health services, including disease control, immunizations, isolation and quarantine procedures, and first aid.
      2) Provides public health advisors or declares a Public Health emergency.
      3) Assists emergency medical service providers with coordination of basic and advanced life support (BLS/ALS) services.
      4) Monitors, coordinates and provides medical examiner services, including investigating causes of sudden, unexpected or unnatural deaths, body identification and disposal or burial.
      5) Provides Environmental Health Support to IC/UC.
   f. **Washington State Department of Health (DOH)**
      1) Closes an incident site for human health or safety reasons, as indicated.
      2) Provides health laboratory support and services to the City OSC or IC.
   g. **Washington State Military Department EMD**
      1) Activates the State EOC, to support a local activation.
      2) Coordinates State agency response activities within the EOC, including procurement of resources, as requested.
      3) Maintains capabilities to receive 24-hour reports from city, state, and federal response agencies.
      4) Provides PIO support to JNIMS or Command Posts, as requested.
      5) Provides communication links on an ongoing basis.
   h. **Washington State Department of Transportation (DOT)**
      Provides traffic control, equipment, and personnel for non-hazardous materials clean up on State interstate highways (I-90), as required.
   i. **Washington State Department of Ecology (DOE)**
      1) Implements and reviews response procedures following an incident.
      2) Coordinates the preparation of an After Action Report (AAR), where

appropriate, for oil and hazardous materials incidents when Ecology is the Incident Command agency.

   3) Recommends and oversees long-term remedial actions.
   4) Follows-up on enforcement actions.

j. **Washington State Patrol (WSP)**
   1) Coordinates with Mercer Island Police Department.
   2) Develops strategies for area security, access control point systems, resolution of major traffic problems, and resolution of problems impacting highway traffic.
   3) Supports the needs of Mercer Island Police Department in affected areas along I-90.
   4) Assists in the recovery activities of other local and State agencies.

k. **Occupational Safety & Health Administration, United States Coast Guard, Environmental Protection Agency, Federal Bureau of Investigation, King County Bomb Squad, Puget Sound Clean Air Agency, Washington State Department of Labor & Industry, Public Health – Seattle and King County**

V.   RESPONSIBILITIES

A.   **Primary Department – Fire Department**

1.   The NIMS shall be used in managing all incidents as previously discussed. All first responders and their communications shall be controlled through the IC / UC. Necessary resources shall be requested and, when appropriate, released through the IC.

2.   First responders should be alert to any and all clues indicating the presence of radiological materials. In the absence of medical emergencies in the hot zone, entry should not be made until an operational radiation survey meter is available.

3.   Once it becomes evident that a hazardous material incident release or radiological emergency has occurred, access to the scene of the emergency shall be strictly controlled. Physical demarcation of the exclusion ("hot") zone (e.g., barrier tape) is desirable. Once radiation survey instrumentation is available, the size of the hot zone shall be adjusted to ensure that exposure outside the hot zone shall not exceed 2 mR/hour.

4.   In case of a transportation accident involving a nuclear weapon, FEMA/DHS recommends that the radius of the exclusion zone be set at 2,000 feet.

5.   Until it is known that no respiratory hazard is present, emergency responders shall wear positive pressure self-contained breathing apparatus (SCBA). All personnel at the scene shall attempt to minimize potential contact with hazardous substances whenever possible. The selection of other protective clothing will depend on expected hazards (dust, liquids, flammable atmospheres, etc.).

6.   When personnel are available with the necessary equipment and training to perform such operations, the Fire Department will establish command and scene

control and immediately assess the situation. Those personnel at the discretion of the IC, with Operations Level training, may decontaminate and provide immediate emergency medical treatment to exposed victims, and contain and control the release of escaping substances only if such containment and control could reasonably be expected to favorably impact the outcome of the emergency to protect life, until the requested Haz-Mat Team arrives.

7. The Fire Department will ensure that the appropriate agencies for detection, further mass decontamination, clean up and disposal of spilled Haz-Mat are contacted, and that all state reporting requirements are met.

B. **Support Departments – All**

All City departments will assist the Fire Department when requested. In addition Mutual Aid Agreements will be executed with local jurisdictions, KCSO, King County ECC, the state and federal agencies.

C. **Support Agencies**

1. **General**

a. During the planning or implementation of a response, mutual aid, county, state and federal agencies are prepared to provide assistance in their respective areas of expertise.

b. The assistance provided by each agency is consistent with its capability and legal authority.

c. Develop damage assessments and support environmental investigation procedures.

d. Assist State DOE in developing the priorities for containment booming high value resources.

e. Implement established procedures for coordinating the rescue and rehabilitation of injured or endangered wildlife.

f. Develop cleanup methods and standards consistent with fish and wildlife habitat.

g. Maintain a 24-hour notification capability.

VI. RESOURCE REQUIREMENTS

A. **Resource Development**

1. Specialized equipment and supplies are often necessary to effectively respond to oil and hazardous materials incidents. Equipment and supplies should be appropriate to the anticipated needs and application.

2. There should be scheduled upgrades and inspections of equipment to stay properly equipped for any possible scenario.

3. Certain equipment use must be accompanied by trained personnel per OSHA requirements.

4. **Personal Protective Equipment (PPE)**

a. **Overview**

1) Personal protective equipment for hazardous materials events has limitations in practical use. These limitations include: compatibility with

the material(s), susceptibility to tears, abrasion, and heat degradation, limited time in the hot zone and the expense of keeping a full inventory of suits. Protective equipment is classified into Level A, Level B, Level C, and Level D.

2) Chemically resistant suits must be maintained and inspected regularly. Exposure to light or chemicals can cause cracking, softening or a general reduction in the chemical resistance of the material. Flashover suits are specialized for resistance to fire up to 1500o for 20 seconds. This does not protect the occupant from the underlying suit melting onto the occupant. Chemically resistant suits might be made from: butyl rubber, Viton, Saranex, Teflon, or other substance. Some suits are layered with various materials to increase their protective nature. These tend to be more expensive. The response industry is tending toward disposable suits rather than reusable suits because of the expense involved and fear of later contamination from earlier events.

b. Level A Protection

Fully encapsulated suit covering all body parts is made of a material resistant to the particular chemical released. The air breathed by the person wearing the suit comes from a self-contained breathing apparatus (SCBA) inside the suit. The objective of Level A protection is to protect the occupant from airborne contaminants that may be adsorbed through the skin or can cause exposure by inhalation. This or Level B must be worn in an IDLH atmosphere or where an oxygen deficiency may exist.

c. Level B Protection

A splash suit covers all body parts is made of chemically resistant material for the particular chemical released. The air breathed by the person wearing the suit comes from an SCBA worn outside the suit or from a Supplied Air Respirator (SAR). The objective of the protective equipment is to prevent contact with liquids/solids that may be corrosive to the skin or from airborne toxic substances that may be inhaled. This or level A must be worn in an IDLH atmosphere or where an oxygen deficiency may exist.

d. Level C Protection

A splash suit covers all body parts and is made of chemically resistant material for the particular chemical released. The air breathed by the person wearing the suit comes from a mask with filters specific to the material that may be airborne. This equipment may only be worn where the material(s) released is known, cartridges for the material are available, the air contains at least 19.5% oxygen, and no IDLH atmosphere exists.

e. Level D Protection

Ordinary street clothes. Offers no specific protection from hazardous materials releases. Level D protection includes firefighting turnout bunkers, coveralls and rain suits without breathing protection.

B.   Training Requirements to Execute this ESF

1.   Safe, effective, and coordinated response to a hazardous materials incident

requires spill knowledge and training ranging from basic awareness to highly technical skills.

2. City, state, and federal agencies are responsible for providing training appropriate to the hazardous materials incident response and incident management missions according to OSHA requirements. Section VII, References, is important to the training of first responders, local jurisdictions, and State agencies.

VIII. REFERENCES

1. CEMP Basic Plan
2. 2015 Hazard Mitigation Plan
3. King County Regional Disaster Plan (RDP).
4. Washington State CEMP.
5. RCW 4.24.480, Civil immunity for members of the State Emergency Response Commission, Local Emergency Planning Committees and their members.
6. Chapter 24.310 RCW, Transporters responsibility for cleanup of spills.
7. Chapter 38.52 RCW, Emergency Management, Radioactive and Hazardous Waste Program Coordinator.
8. Chapter 49.70 RCW, Worker and Community Right-to-Know.
9. Chapter 70.136 RCW, Hazardous Materials Incident.
10. RCW 70.136.030 Incident Command Agencies Designation.
11. Chapter 90.48 RCW, Water Pollution.
12. Chapter 90.56 RCW, Oil and Hazardous Substance Spill Prevention and Response Act.
13. Chapter 118-040 WAC, Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting.
14. Chapter 173-180D WAC, Facility Oil Spill Prevention Plan.
15. Chapter 173-181 WAC, Facility Contingency Plan and Response Contractor Standards.
16. Chapter 296-62-3112 WAC, General Occupational Health Standards.
17. Northwest Area Contingency Plan (NWACP), 1996.
18. Washington State Department of Ecology, Spill Response Operations Manual.
19. Washington State Integrated Fixed Facility Radiological and Chemical Protection Plan, 1997.
20. 29 CFR 1910.120, Hazardous Waste Operations and Emergency Response.
21. 40 CFR 300, National Oil and Hazardous Substances Pollution Contingency Plan.
22. 40 CFR Part 355, Emergency Planning and Notification.
23. Federal Response Plan.

IX. DEFINITIONS AND ACRONYMS

A. Definitions
CEMP, Basic Plan, Appendix 1 and 2 and OSHA definitions below:

Buddy system – a system of organizing employees into work groups in such a manner that each employee of the work group is designated to be observed by at least one

other employee in the work group. The purpose of the buddy system is to provide rapid assistance to employees in the event of an emergency.

Clean-up operation – an operation where hazardous substances are removed, contained, incinerated, neutralized, stabilized, cleared-up, or in any other manner processed or handled with the ultimate goal of making the site safer for people or the environment.

Decontamination – the removal of hazardous substances from employees and their equipment to the extent necessary to preclude the occurrence of foreseeable adverse health effects.

Emergency response or responding to emergencies – a response effort by employees from outside the immediate release area or by other designated responders (i.e., mutual-aid groups, local fire departments, etc.) to an occurrence which results, or is likely to result, in an uncontrolled release of a hazardous substance. Responses to incidental releases of hazardous substances where the substance can be absorbed, neutralized, or otherwise controlled at the time of release by employees in the immediate release area, or by Public Works personnel, are not considered to be emergency responses within the scope of this standard. Responses to releases of hazardous substances where there is no potential safety or health hazard (i.e., fire, explosion, or chemical exposure) are not considered to be emergency responses.

Facility – (A) any building, structure, installation, equipment, pipe or pipeline (including any pipe into a sewer or publicly owned treatment works), well, pit, pond, lagoon, impoundment, ditch, storage container, motor vehicle, rolling stock, or aircraft, or (B) any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any water-borne vessel.

Hazardous materials response (Haz-Mat) team – an organized group of employees, designated by the employer, who are expected to perform work to handle and control actual or potential leaks or spills of hazardous substances requiring possible close approach to the substance. The team members perform responses to releases or potential releases of hazardous substances for the purpose of control or stabilization of the incident. A Haz-Mat team is not a fire brigade nor is a typical fire brigade a Haz-Mat team. A Haz-Mat team, however, may be a separate component of a fire brigade or fire department.

Hazardous substance – any substance designated or listed under paragraphs (A) through (D) of this definition, exposure to which results or may result in adverse effects on the health or safety of employees:

a. Any substance defined under section 101(14) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).
a. Any biological agent and other disease-causing agent which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any person, either directly from the environment or indirectly by ingestion through

food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions (including malfunctions in reproduction) or physical deformations in such persons or their offspring;

b. Any substance listed by the U.S. Department of Transportation (USDOT) as hazardous materials under 49 CFR 172.101 and appendices; and

c. Hazardous waste as herein defined.

Hazardous waste –

1) A waste or combination of wastes as defined in 40 CFR 261.3, or

2) Those substances defined as hazardous wastes in 49 CFR 171.8.

Hazardous waste operation – any operation conducted within the scope of this standard.

Hazardous waste site or Site – any facility or location within the scope of this standard at which hazardous waste operations take place.

Health hazard – a chemical, mixture of chemicals or a pathogen for which there is statistically significant evidence based on at least one study conducted in accordance with established scientific principles that acute or chronic health effects may occur in exposed employees. The term "health hazard" includes chemicals which are carcinogens, toxic or highly toxic agents, reproductive toxins, irritants, corrosives, sensitizers, hepatotoxins, nephrotoxins, neurotoxins, agents which act on the hematopoietic system, and agents which damage the lungs, skin, eyes, or mucous membranes. It also includes stress due to temperature extremes. Further definition of the terms used above can be found in appendix A to 29 CFR 1926.59.

IDLH or Immediately dangerous to life or health – an atmospheric concentration of any toxic, corrosive or asphyxiant substance that poses an immediate threat to life or would cause irreversible or delayed adverse health effects or would interfere with an individual's ability to escape from a dangerous atmosphere.

Oxygen deficiency – that concentration of oxygen by volume below which atmosphere supplying respiratory protection must be provided. It exists in atmospheres where the percentage of oxygen by volume is less than 19.5 percent oxygen.

Permissible exposure limit – the exposure, inhalation or dermal permissible exposure limit specified either in 1926.55, elsewhere in subpart D, or in other pertinent sections of this part.

Published exposure level – the exposure limits published in "NIOSH Recommendations for Occupational Health Standards" dated 1986 incorporated by reference, or if none is specified, the exposure limits published in the standards specified by the American Conference of Governmental Industrial Hygienists in their publication "Threshold Limit Values and Biological Exposure Indices for 1987-88" dated 1987 incorporated by reference.

Post emergency response – that portion of an emergency response performed after the

immediate threat of a release has been stabilized or eliminated and clean-up of the site has begun. If post emergency response is performed by an employer's own employees who were part of the initial emergency response, it is considered to be part of the initial response and not post emergency response. However, if a group of an employer's own employees, separate from the group providing initial response, performs the clean-up operation, then the separate group of employees would be considered to be performing post-emergency response and subject to paragraph (q)(11) of this section.

Qualified person – a person with specific training, knowledge and experience in the area for which the person has the responsibility and the authority to control.

Site safety and health supervisor or official – the individual located on a hazardous waste site who is responsible to the employer and has the authority and knowledge necessary to implement the site safety and health plan and verify compliance with applicable safety and health requirements.

Small quantity generator – a generator of hazardous wastes which in any calendar month generates no more than 1,000 kilograms (2,205 pounds) of hazardous waste in that month.

Uncontrolled hazardous waste site – an area identified as an uncontrolled hazardous waste site by a governmental body, whether federal, state, local or other where an accumulation of hazardous substances creates a threat to the health and safety of individuals or the environment or both. Some sites are found on public lands such as those created by former municipal, county or state landfills where illegal or poorly managed waste disposal has taken place. Other sites are found on private property, often belonging to generators or former generators of hazardous substance wastes. Examples of such sites include, but are not limited to, surface impoundments, landfills, dumps, and tank or drum farms. Normal operations at treatment, storage, or disposal (TSD) sites are not covered by this definition.

B. **Acronyms**
See CEMP Basic Plan, Appendix 4.

CEMP	Comprehensive Emergency Management Plan
DOA	U.S. Department of Agriculture
DOC	U.S. Department of Commerce
DOD	U.S. Department of Defense
DOE	Department of Ecology, Washington State
DOE	U.S. Department of Energy
DOH	Department of Health
DHHS	U.S. Department of Health and Human Services
DOT	Department of Transportation
DOJ	U.S. Department of Justice
EMD	Emergency Management Division
EOC	Emergency Operations Center
ESF	Emergency Support Function

NIMS	Incident Command System
NIMS	National Incident Management System
NOAA	U.S. National Oceanic and Atmospheric Administration
NWACP	Northwest Area Contingency Plan
TSD	Treatment, Storage, or Disposal
OSC	On-Scene Commander
UC	Unified Command
USCG	U.S. Coast Guard
WSP	Washington State Patrol

IX.   APPENDIX

A.   Appendix 1, City, State, Federal Government, and Private Agency Resource List.

B.   Appendix 2, Roles and Duties of Emergency Responders.

APPENDIX 1

CITY, STATE, FEDERAL GOVERNMENT, AND PRIVATE AGENCY RESOURCE LIST

A.   Purpose

To provide a general overview and resource list of local, federal government, and private agency response capabilities to a hazardous material, oil spill or release incident.

    1.   Local Jurisdictions

    Local agencies involved in hazardous material incidents may include:

    a. Fire

    Generally this is a primary local response agency. Many are designated as Incident Command Agencies per Chapter 70.136 RCW. As capabilities differ, this may range from fully equipped Hazardous Material (Haz-Mat) teams that do most response actions, to lesser capability where fire command personnel provide incident management.

    b. Police

    Responsible for crowd control, site scene security, and local evacuations.

    c. Emergency Management

    May be involved with planning, training, and assisting with interagency coordination. During incidents, may activate the local Emergency Operations Center (EOC) to support on-scene operations, make notifications, and respond to requests for resources and other assistance. May be involved with the Local Emergency Planning Committee (LEPC) under SARA, Title III.

    d. Public Works

    May provide resources such as heavy equipment, sand, sandbags, barricades, etc., at the request of the on-scene agencies. Public works has the capability to control sewer, water and storm sewer lines, and associated pump stations.

    e. Health Department

    May deal with such issues as personnel protection, public health, environmental impacts, and identification of unknown products. May declare public health emergencies and make public health advisories. May also assist the Incident or Unified Command with information on disposal techniques or selection of disposal contractors.

    f. Other

    There may be other local government agencies, and private sector firms that may have some responsibility or capability in support of emergency response.

    2.   Federal Government

    a. Primary Support Agencies

      1) U.S. Environmental Protection Agency (EPA)

      The EPA ensures that timely and effective response action is taken to control and remove discharges of oil and releases of hazardous substances, including substantial threats of discharges and releases to

inland zones, (except hazardous materials incidents at U.S. Department of Defense (DOD) or U.S. Department of Energy (USDOE) vessels or facilities). Provides cleanup funding when incident exceeds state and local resources.

2) Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA)
   FEMA provides advice and assistance to the On-Scene Coordinator (OSC) on coordinating civil emergency planning and mitigation efforts to other federal agencies, state, and local governments, and the private sector. FEMA provides extensive rapid deployment mobile communications capabilities for use on a not-to-interfere basis with other emergency situations. In the event of a disaster declaration or emergency determination by the President, FEMA will coordinate all federal disaster or emergency action with the federal OSC.

3) U.S. Department of Transportation (USDOT)
   The USDOT has the responsibility to regulate the transportation of hazardous substances as authorized by the Hazardous Materials Transportation Act. An agency within the USDOT with hazardous materials responsibilities include:

4) U.S. Coast Guard (USCG)
   The USCG ensures timely and effective response action is taken to control and remove discharges of oil and releases of hazardous substances, including threats of substantial discharges and releases into coastal zones, (except hazardous material incidents at DOD or USDOE vessels or facilities) including monitoring removal actions which are being conducted by the responsible party. Provides clean up funding.

b. Support Agencies

1) U.S. Department of Agriculture (USDA)
   The USDA has scientific and technical capability to measure, evaluate, and monitor, either on the ground or by use of aircraft, situations where natural resources including soil, water, wildlife, and vegetation have been impacted by hazardous substances and other natural or technological (human-caused) emergencies.

2) U.S. Department of Commerce (USDC)
   Through the National Oceanic and Atmospheric Administration (NOAA), the USDC provides scientific support for response and contingency planning in coastal and marine areas. This includes assessments of the hazards that may be involved, predictions of movement, dispersion through trajectory modeling, and information on the sensitivity of environments.

3) U.S. Department of Defense (DOD)
   DOD has responsibility to take all action necessary with respect to releases where the release is on, or the sole source of the release is from, any facility or vessel under DOD jurisdiction, custody, or control.

4) U.S. Department of Energy (USDOE)
The USDOE has the responsibility and capability to provide assistance in incidents involving radioactive materials (including special nuclear materials). The USDOE provides assistance to state and local agencies in accordance with the inter-agency Radiological Assistance Plan. The USDOE provides assistance in identifying the source and extent of radioactive contamination, and in the removal and disposal of radioactive discharges.

5) U.S. Department of Health and Human Services (US DHHS)
The US DHHS provides information and advice when chemical discharges violate or may violate public laws administered by the Food and Drug Administration (FDA). The HHS makes determinations that illness, disease, or complaints thereof may be attributable to exposure to a hazardous substance, pollutant, or contaminant. The HHS provides expert advice and assistance on actual or potential discharges or releases that pose a threat to public safety and health.

6) U.S. Department of the Interior (USDOI)
The USDOI provides assistance in investigations to evaluate the magnitude and severity of discharges on or affecting lands under their bureaus' jurisdiction and in documentation of damage to natural resources for which they have trustee responsibilities. Other DOI bureaus with hazardous materials responsibilities include:

   i.   **U.S. Fish and Wildlife Service (USFWS)**
        The USFWS provides advice on migratory birds, anadromous fish, and endangered and threatened species. The USFWS also coordinates with the State Department of Fish and Wildlife in establishing bird and marine mammal collecting, cleaning, and recovery centers.

   ii. **U.S. Geological Survey (USGS)**
        The USGS may provide expertise in geology and hydrology, sample collection and measurements.

   iii. **Bureau of Reclamation (BOR)**
        The BOR provides information on current and predicted channel flow volumes, where watercourses are controlled by dams, locks, etc., under the management of BOR.

   iv. **Bureau of Indian Affairs (BIA)**
        The BIA shall assist in obtaining access to Indian land areas as needed for response actions and shall coordinate with the incident public information officer to ensure pertinent information is made available to tribal authorities on a timely basis.

   v.   **Bureau of Land Management (BLM)**
        The BLM may provide expertise in the field of oil and gas drilling, production, handling, and transportation by pipeline.

      vi.   **Minerals Management Service (MMS)**

          The MMS provides expert advice and assistance on actual or potential discharges or releases that pose a threat to public health and safety from offshore oil and gas exploration, production, transportation facilities, and platforms.

7) U.S. Department of Justice (DOJ)

The DOJ may provide expert legal advice on complicated legal questions arising from hazardous material incidents and federal agency responses. The DOJ represents the federal government, including its agencies, in litigation relating to hazardous material incidents.

8) U.S. Department of Labor/Occupational Safety and Health Administration (DOL/OSHA)

The DOL/OSHA provides advice and assistance to the EPA and other National Response Team/Regional Response Team agencies as well as to the OSC regarding hazards to persons engaged in hazardous materials incident response activities. Technical assistance may include review of safety plans and work practices and help with other compliance questions. OSHA may take any action deemed necessary to ensure that employees are properly protected at the scene of hazardous materials incidents.

9) U.S. Department of Transportation (USDOT)

The USDOT has the responsibility to regulate the transportation of hazardous substances as authorized by the Hazardous Materials Transportation Act. Other agencies within the USDOT with hazardous materials responsibilities include:

      i.   **Research and Special Programs Administration (RSPA)**

          The RSPA is the lead agency for developing hazardous materials regulations for all forms of transportation.

      ii.   **Office of Hazardous Materials Transportation (OHMT)**

          The OHMT issues regulations covering the designation and classification of hazardous materials, container specification, and requirements for testing packaging, labeling, marking, handling, shipping papers, and placards.

      iii.   **Federal Railroad Administration (FRA)**

          The FRA is responsible for enforcing the federal hazardous materials provisions for rail and inter-modal (truck trailers and containers on rail cars) forms of transportation.

      iv.   **Federal Aviation Administration (FAA)**

          The FAA carries out enforcement of hazardous materials regulations for air transportation.

      v.   **Federal Highway Administration (FHA)**

          The FHA has the responsibility of inspecting highway shipments by interstate motor carriers and enforcing the federal hazardous materials regulations in cooperation with the States under the

Motor Carrier Safety Assistance Program.

3.   **Private Agencies**
    a. **Chemical Transportation Emergency Center (CHEMTREC)**
        CHEMTREC is a 24-hour public service of the Chemical Manufacturers Association (CMA). It has the capability of providing the following:
        1) Immediate emergency action information for spill, leaks, exposure, or fire control measures.
        2) Precautionary information.
        3) Assistance in identification of hazardous substances, if the manufacturer is known or shipping papers are present.
        4) Immediate notification of manufacturers or shippers through their emergency contacts or notification of industry mutual aid networks.
    b. **Community Awareness and Emergency Response (CAER)**
        The Chemical Manufacturers Association's (CMA's) CAER Program encourages chemical plant managers to take the initiative in cooperating with local communities to develop integrated emergency plans for responding to hazardous materials incidents.
    c. **National Poison Antidote Center (NPAC)**
        The NPAC is a working part of the CHEMTREC system. It provides immediate information for treatment of most known poisons. It can communicate with all major hospitals.
    d. **Poison Control Centers**
        Local poison control centers provide toxicological information concerning hazardous materials incidents.
    e. **Chemical Manufacturers**
        If known, the manufacturer of a spilled chemical provides detailed technical information (including special precautions, disposal procedures, etc.) on their products, and may provide an emergency response team, if needed.
    f. **Transportation Company Dispatch Centers**
        Carriers, including railroads, can be contacted for additional information and waybill or cargo manifest readouts. Carriers may also provide assistance with chemical and wreckage removal.
    g. **Underground Service Alert (USA)**
        The USA is a 24-hour service subscribed to by major public utilities that have the capability of providing the location of any underground structures that could impact the response to hazardous material incidents.
    h. **Chlorine Emergency Plan (CHLOREP)**
        A CHLOREP is organized by the Chlorine Institute for emergency response to chlorine emergencies.
    i. **Industrial Chemical Waste Removers**
        These organizations provide services under contract. They have the capability to clean up, haul, and decontaminate a hazardous material incident scene, as well as conduct restoration and repair of highways or other damaged property. They are a resource that should be identified

during pre-incident planning.

j. Emergency Worker Volunteers

The City of Mercer Island has established an Emergency Worker program per RCW 38.52, WAC 118.04, for natural disasters only. Agency and jurisdiction specific plans should establish procedures to allow for well-organized, worthwhile, and safe use of volunteers, including compliance with appropriate health and safety regulations. If Emergency Workers are deployed for any event other than a natural disaster, direction of volunteers is by the appropriate officials, knowledgeable in contingency operations, and capable of providing leadership and training. The leadership direction should also identify specific areas in which volunteers can be used, such as beach surveillance, logistical support, and or bird and wildlife treatment.

APPENDIX 2

ROLES AND DUTIES OF EMERGENCY RESPONDERS

FIRST RESPONDERS AT THE AWARENESS LEVEL
- Are likely to witness or discover a hazardous substance release
- Are trained to initiate an emergency response by notifying the proper authorities of the release
- Take no further action beyond notifying the authorities

FIRST RESPONDERS AT THE OPERATIONS LEVEL
- Respond to actual or potential releases in order to protect nearby persons, property, and/or the environment from the effects of the release
- Are trained to respond defensively, without trying to stop the release
- May try to:
    - Confine the release from a safe distance
    - Keep it from spreading
    - Protect others from hazardous exposures
    - Decontaminate victims

HAZARDOUS MATERIALS TECHNICIANS
- Respond to releases or potential releases with the intent of stopping the release
- Are trained to approach the point of release offensively in order to, either:
    - Plug
    - Patch
    - Stop the release using other methods

HAZARDOUS MATERIALS SPECIALISTS
- Respond along with, and provide support to, hazardous materials technicians
- Are required to have more specific knowledge of hazardous substances than a hazardous materials technician
- Act as the site activity liaison when federal, state, local, and other government authorities participate

EMERGENCY MANAGERS
- Have ultimate responsibility for:
    - Direction
    - Control
    - Coordination of the response effort
    - Will assume control of the incident beyond the first responder awareness level

SPECIALIST EMPLOYEES
- Are a technical, medical, environmental, or other type of expert

- May represent a hazardous substance manufacturer, shipper, or a government agency
- May be present at the scene or may assist from an off-site location
- Regularly work with specific hazardous substances
- Are trained in the hazards of specific substances
- Are expected to give technical advice or assistance to the emergency manager or incident safety officer, when requested

SKILLED SUPPORT PERSONNEL
- Are needed to perform an immediate, specific emergency support task at the site
- Are skilled in the operation of equipment including:
    - Earth moving equipment
    - Cranes
    - Hoisting equipment

INCIDENT SAFETY OFFICERS
- Are designated by the emergency manager
- Are knowledgeable in operations being implemented at the site
- Have specific responsibility to:
    - Identify and evaluate hazards
    - Provide direction on employee safety matters

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EMERGENCY SUPPORT FUNCTION 11

Agriculture and Natural Resources

PRIMARY DEPARTMENTS: Youth and Family Services (Food)
                                      Public Works (Water)

SUPPORT DEPARTMENTS: All Departments
                                        Mercer Island Emergency Volunteers
                                        External Agencies

I.   INTRODUCTION

A.   Purpose

The purpose of this Emergency Support Function (ESF) is to provide food and water for mass feeding or distribution, and to provide for the transportation of the food and water to recognized relief organizations following a Proclamation of Emergency by the City of Mercer Island, State Governor or the Secretary, U.S. Department of Agriculture (USDA), or a Presidential Disaster Declaration. This ESF also ensures that animal, veterinary, and wildlife issues in natural disasters are supported in coordination with Public Health and Medical Services (ESF 8), and include appropriate response actions to conserve, rehabilitate, recover, and restore natural resources.

B.   Scope

1.   ESF 11 closely supports ESF 6, Mass Care, Housing and Human Services. ESF 11 is a functional annex to the Mercer Island Comprehensive Emergency Management Plan (CEMP) and to the extent possible, information contained in other sections of the CEMP will not be repeated in this ESF.

2.   ESF-11 includes four primary functions:

    1.   Nutrition assistance (Food and water):

        1) Determine nutrition assistance needs,

        2) Obtain appropriate food supplies,

        3) Arrange for delivery of the supplies, and

        4) Request state authorized disaster food stamps.

    2.   Protection of natural resources:

        Includes appropriate response actions to conserve, rehabilitate, recover, and restore natural resources.

    3.   Animal and plant disease and pest response:

        1) Includes implementing an integrated local, state, federal and tribal response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation.

2) Ensures, that animal/veterinary/wildlife issues and shelters in natural disasters are supported.

4. Food safety and security:
   The City has limited resources for the assurance of the safety and security of the commercial food supply. However, there are some aspects that the City can help to support the State in the control of products suspected to be adulterated, and with field investigations.

3. This ESF is applicable to situations within the City of Mercer Island when it will be necessary to provide feeding to large groups of people and animals during an emergency or disaster. ESF 11 will closely support ESF 6 Mass Care and coordinate with ESF 8 Health, Medical, and Mental Health Services.

II. POLICIES

A. Youth and Family Services and Public Works are the primary leads for this ESF and will operate according to departmental standard operating guidelines (SOGs) or operational plans for providing food supplies to designated Mass Care Community Shelters, command posts, staging areas, EOC and other sites as applicable during an emergency or disaster.

B. Operational planning and response procedures will be according to the Incident Command System (ICS) and in alignment with the National Incident Management System (NIMS). Coordinate with the State Veterinarian and APHIS Area Veterinarian-in-Charge, who serves as the focal point for coordinating the disease management decision-making process for the federal government Animal and Plant Health Inspection Service (APHIS).

C. Coordinate with federal, state, county, local jurisdictions, and tribal agencies for the protection of natural and cultural resources and historic properties (NCH) resources prior to, during, and/or after an incident of national significance.

D. Support actions undertaken, guided by, and coordinated by state, and local food safety officials, emergency preparedness and response officials, and Homeland Security officials and existing WSDA and WDOH internal policies and procedures

E. It is the policy of the City of Mercer Island to educate its citizens, businesses, and City staff regarding their responsibility for self-sufficiency and to provide for their own food and water for a minimum of seven days following an emergency or disaster.

III. SITUATION

A. **Emergency/Disaster Conditions and Hazards**
   1. A significant emergency or disaster may deprive substantial numbers of people access to and / or the means to prepare food and obtain water. In addition to substantial disruption to the commercial supply and distribution network, an event may partially or totally destroy food products stored in the affected area.
   2. A highly contagious outbreak or economically devastating zoonotic (animal) disease, or devastating plant pest infestation can occur at either the national or local levels.

3. A significant emergency or disaster will negatively affect the natural and cultural resources of the City.

4. Food borne diseases or human tampering will cause adulterated food products that will need to be recalled and/or investigated.

5. Refer to the current City of Mercer Island Hazard Mitigation Plan

B.   Planning Assumptions

The following conditions may exist within the event area:

1. Requests from the City to disaster relief organizations for the release of state controlled food supplies should be received at the state, via King County ECC by 72 hours after the incident.

2. The following conditions exist within the incident area:

   a. Individuals and families displaced from their homes may be provided shelters by one or more volunteer organizations, depending on availability.

   b. On-hand food inventories at volunteer organizations inadequate to support the number of individuals in the shelter.

   c. Seventy-five percent of the water supply unusable requiring juices or potable water supplies to be made available.

   d. A near total disruption of energy sources. Energy sources available are fuel for generators and propane tanks.

   e. Most commercial cold storage and freezer facilities in the affected area inoperable.

   f. Land delivery to affected areas temporarily cut off requiring the use of water or air delivery.

3. Partner agencies, such as schools, institutions, and other facilities need to have sufficient supplies to feed people for seven days and provide fluids for seven days.

4. Displaced persons require transportation to shelter facilities.

5. Shelter operations have sufficient sanitation and cooking facilities, including cold and frozen storage, to maximize the use of the available products.

6. This ESF encourages the use of congregate care feeding arrangements as the central location for the distribution of food supplies.

7. A contagious animal disease and/or plant pest infestation requires animal control and the disposition of dead animals, and/or a pest control function that includes the safe disposition of infected plants.

8. The natural disaster or incident causes the City to coordinate with the Washington State DNR for guidance and help in the response and recovery phases.

9. The City of Mercer Island works in conjunction with local, state, and federal government for food product safety for its residents. This requires city personnel for field operations in support of investigation(s).

10. American Red Cross (ARC) and / or Washington Voluntary Organizations Active in Disaster (WAVOAD) services may not be available for three days or longer.

11. Mercer Island School District (MISD), other local institutions, or facilities with inventories of commodities, and in proximity to the event, may have sufficient supplies to feed their students and staff and provide fluids.

12. Emergency food and supply procurement will be assisted by the Finance Department and their standard operating guidelines (SOGs) or operational plans.

IV. CONCEPT OF OPERATIONS

A. General

1. At all times, requests for food and water from Youth and Family Services, including the types, amounts, and destination locations will be recorded and processed through the EOC Logistics Section.

2. After initial food and water assistance requests are received by the EOC, Youth and Family Services and Public Works will coordinate efforts to obtain and transport these items.

3. After the first three days or at periodic intervals following an emergency or disaster, this ESF will be reassessed by the Incident Commander as to whether twenty-four hour operations will be continued. Reassessment will continue depending on the recommendations of Youth and Family Services and the Incident Commander/Unified Commander (IC/UC) dictated in the Incident Action Plan (IAP).

4. There will be coordination through the City EOC for an integrated state, county, local, and tribal response to an outbreak of a highly contagious or economically devastating animal/zoonotic (i.e., transmitted between animals and people) disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant or animal pest infestation in Washington State.

5. The City will support the state efforts for ensuring the safety and security of the nation's commercial supply of food (e.g., meat, poultry, and egg products) following a potential or actual incident, and mitigate the effect of the incident(s) on all affected parts of the City's population, economy, and environment.

6. Actively mitigate against and respond to disasters or emergencies to the Natural, Cultural, and Historic (NCH) resources within the City. The City EOC will coordinate with county and state agencies, under the State's DNR plan, to organize and coordinate the capabilities and resources to facilitate the delivery of services, technical assistance, expertise, and other support for the protection, conservation, rehabilitation, recovery, and restoration, of the City NCH resources.

B. Organization

1. Youth and Family Services and Public Works, with the support of City departments, have the responsibility to coordinate this ESF. All direction and control will be implemented by the Incident Command System (ICS) through the EOC.

2. For nutrition assistance, the Youth and Family Services Director is the point of

contact and coordinates the City's response activities through the City EOC.

3. For animal and plant disease and pest response, the Parks and Recreation Department assumes primary responsibility, and coordinates with county and state agencies, respectively.

4. For an incident involving food safety and security, Youth and Family Services assumes primary responsibility for the City and coordinates with county and state agencies for response activities.

5. For an incident involving NCH resources protection, the Parks and Recreation Department assumes primary responsibility.

6. The Emergency Manager at the State EOC convenes a conference call with appropriate state support agencies, federal and non-federal partners to assess the situation and determine appropriate actions. The State Emergency Manager determining a need to activate the State EOC also alerts other affected areas and their EOC's to coordinate the response and recovery efforts.

C. Procedures

1. Organized relief may not be available to the citizens or transient populations of Mercer Island for several days. During this period, feeding operations shall be focused at designated Mass Care Community Shelters, specifically the Community Center at Mercer View and the Island Middle School Shelter, if operational, with possible warming and cooling centers opening privately within the faith community. See ESF 6.

2. Youth and Family Services and Public Works will contact the EOC which will coordinate with Mercer Island Emergency Volunteers, American Red Cross (ARC) and Washington Voluntary Organizations Active in Disaster (WAVOAD) to request assistance in providing food and water. Youth and Family Services and Public Works will appoint a team to identify and manage the distribution of food and water during emergencies. Specifically, Youth and Family Services will facilitate food, and the Public Works department will oversee water distribution.

3. Management and procurement of food and water will be coordinated by Youth and Family Services and Public Works with the assistance of Finance. These efforts will be coordinated through the Emergency Operations Center (EOC).

4. The EOC, in conjunction with the King County ECC, would coordinate county, state and federal services needed in providing food and water on a long-term basis.

5. Public information regarding distribution sites of food and water will be coordinated through the EOC Public Information Officer (PIO).

6. Public Health Seattle and King County (PHSKC) may be called to assist the PIO in preparing and issuing information regarding the safe storage and consumption of food and water after an emergency or disaster.

7. External procedures to support operations are in the PHSKC Emergency / Disaster Operations Plan and King County Regional Disaster Plan (RDP).

D. Mitigation Activities

1. Joint Primary Departments – Youth and Family Services and Public Works

   a. Human Resources purchases and locates disaster kits and potable water (well

water) for a 7 day supply for staff.

b. Identifies sources of surplus foods.

c. Creates, updates and maintains departmental SOGs or operational plans in support of this ESF, including ESF 6 and 8.

d. Human Resources assists in developing and implementing guidelines for providing meals and shelter for their departmental staff and registered Emergency Workers, who may provide emergency services during emergencies or disasters, or who as a result, have no alternative but to remain at work.

e. Develop mutual aid agreements with government agencies, professional associations, and private agencies/organizations.

f. The Public Works Department develops procedures for emergency water quality testing and distribution of potable water (well water).

g. Youth and Family Services will manage the shelter, and Human Resources will facilitate food for staff and volunteers.

2. **Support Departments – All**

a. **General**

Create departmental SOGs or operational plans in support of this ESF.

b. **Parks and Recreation**

Animal & Plant Disease & Pest Response:

1). Set up communications channels with recognized animal health care providers, and agencies.

2) Determine which animal health care and response personnel are qualified to enter an area during an incident.

c. **NCH Resources**

Coordinate NCH resources identification and vulnerability assessments.

E. **Preparedness Activities**

1. **Joint Primary Departments – Youth and Family Services and Public Works**

a. Maintain hard copy data on food and water inventories controlled by the department.

b. Conduct emergency management training and exercises with ESF 11 support organizations and agencies.

c. Provide departmental SOGs or operational plans and emergency communications training to the staff.

d. Attend preparedness programs and review materials from the Emergency Manager that instruct the public and staff on the need to be self-sufficient for a minimum of seven days following a disaster, and the methods to become self-sufficient.

e. Conduct training, drills, and exercises with ESF 11 support organizations.

f. Participate in training, drills, and exercises at the city, county, and state levels.

g. Youth and Family Services will manage food programs, and the Public Works Department will manage water programs.

2. **Parks and Recreation**

       a. Animal and plant disease and pest response.
         1) The City has identified facilities that can board pets and has amassed supplies for a temporary pet shelter, location to be determined.
         2) There may be a need to dispose of contaminated carcasses and other materials using expedient burial operations. Coordination with the county and state for the land used for such burials has been identified, and meets environmental requirements.
         3) Listings of these disposal sites are kept on file in the department and in the Emergency Management office.
       b. NCH Response
         1) Facilitate development and application of protection measures and strategies.
         2) Create and maintain s list of structures registered in the national or state historical registries, or those structures eligible for inclusion in those registries.
   3. Support Agencies: External
      a. **Washington State Department of Agriculture**
         1) Trains inspection teams to determine the quality of stored food stocks.
      b. **Washington State Department of Health**
         1) Prepares procedures for determining whether foods are fit for human consumption.
         2) Identifies potential problems caused by contaminated foods.
         3) Prepares food preparation and storage health training and education activities and instruction for emergency or disaster situations.
      c. **Washington State Superintendent of Public Instruction**
         1) Prepares monthly inventories of food and water supplies located in schools throughout the State.
      d. **American Red Cross**
         1) Develops procedures to identify and assess the requirements for food and their water distribution.
         2) **Procedures will be for**:
            i. Critical emergency needs during or immediately after the incident.
            ii. Long-term sustained needs after the incident is over.
  2. Support Departments – All
   Participates in training, drills and exercises in support of this ESF, as requested.
F. Response Activities
  1. Primary Departments – Youth and Family Services and Public Works
   Youth and Family Services:
      a. Coordinates with the EOC, and requests support from Public Works for transportation ESF 1, and coordinates with ESF 6 for distribution of food and water.
      b. Youth and Family Services will assess and monitor the need for food for the shelters, and the Public Works Department will assess and monitor the need for water.

    c. Provides food supplies to the specified location(s).

    d. Coordinates the food supply for meals at fixed feeding locations and provides mobile feeding, as required and if available.

    e. Coordinates bulk emergency relief food items, as needed.

    f. Coordinates with ESF 6 for communications with food distribution areas at relief operation locations.

    g. Maintains contact with the ARC representative in the King County ECC or State EMD EOC.

    h. Assists state inspection and verification of meat, poultry, and egg products in citywide areas.

    i. Coordinate with state recalls and tracing of adulterated products.

Public Works:

    1) Provides emergency potable water. (Refer to Emergency Well Operations Manual.)

    2) Coordinates disposal of solid and human waste from shelters or the food distribution centers.

    3) Assists in providing emergency radio communications between temporary shelters, food distribution centers, and the EOC.

    4) Assists in identifying safe routes of travel for shelter staff and the transport of supplies.

    5) Assists in crowd control operations with temporary traffic control measures and barricades.

2.   Support Departments – All

    a. General

    All departments will support response activities upon request.

    b. Fire Division

    Provides fire suppression and emergency medical services at shelters or food services areas.

    c. Parks and Recreation

        1) Animal and plant disease and pest response.

            i. Coordinate with state integrated response to an outbreak of an economically devastating or highly contagious animal/zoonotic, exotic plant disease, or plant pest infestation.

            ii. Coordinate veterinary and wildlife services in the City's affected areas.

        2) NCH Response

            i. Provide Incident Management teams to assist in NCH resource response and recovery actions.

            ii. Assist in emergency compliance with relevant federal and state environmental laws during emergency response activities, such as emergency permits/consultation for natural resources use or consumption.

           iii. Manage, monitor, and assist in or conduct response and recovery actions to minimize damage to citywide NCH resources.

3. **Support Agencies**
   a. **Nutritional Assistance**
   1) **Public Health Seattle King County (PHSKC)**
      i. Supports this ESF, as requested and supplies safe food storage, consumption, and water purification information to the PIO.
      ii. Identifies problems that will be or have been caused by contaminated foods or storage.
      iii. Conducts health education activities on proper food preparation and storage.
   2) **Washington State Department of Social and Health Services (DSHS)**
      i. Identifies and certifies foods and water which are fit for human consumption.
      ii. Identifies problems that will be or have been caused by contaminated foods.
      iii. Conducts health education activities on proper food preparation and storage.
      iv. Requests the authorization of the Disaster Food Stamp Program.
   3) **Washington State Superintendent of Public Instruction**
      i. Provides information on the availability of school buses and school facilities to satisfy requirements for transportation and feeding facilities.
      ii. Provides the inventory of food and water supplies located in schools throughout the State.
   4) **Food Supply Safety and Security**
   5) **Washington State Department of Agriculture, Department of Health (WSDA/WDOH)**
      Evaluates the adequacy of available inspectors, program investigators, and laboratory services relative to the emergency.
   6) **Animal and Plant Disease and Pest Response**
   7) **Washington State Department of Agriculture, Department of Health, Department of Fish and Wildlife (WSDA/WDOH/WDFW)**
      Provides for the inspection, fumigation, disinfection, sanitation, pest extermination, and destruction of animals or articles found to be so infected or contaminated as to be sources of dangerous infection to human beings and takes such other measures as necessary.
   8) **NCH Resources Protection**
   9) **DNR/WDOE/WDFW/WDPR/GA**
      Coordinates provision of necessary assistance within the City
   10) **American Red Cross and / or Washington Voluntary Organizations Active in Disaster (WAVOAD)**
      Assists in the identification and assessment of the requirements for immediate and long-term food and food distribution services.
   11) **Police Division – Provides Support for traffic control as necessary at the emergency well and Community Points of Distribution.**

G. **Recovery Activities**

    1. **Joint Primary Agencies - Youth and Family Services and Public Works**
        Youth and Family Services

        a. **Nutritional Assistance**

            Prepares a request to the USDA to replace department and Superintendent of Public Instruction food stocks within 30 days after the termination of the emergency or disaster.

        b. **Food Safety and Security Supply**

            1) Coordinates and prepares a request to the EOC to replace food stocks and those located in the emergency supply containers after the emergency or disaster.

            2) Provides assistance to state inspectors and laboratory services.

            3) Assist with disposal of contaminated food products.

        Parks and Recreation

        c. **Animal and plant disease and pest response**

            1) Provide assistance when quarantine actions are required.

            2) In response to a bio-hazardous incident, the decontamination and/or destruction of animals and plants as well as associated facilities may be required.

        d. **NCH Response**

            1) Provides assistance in contract management, contracting, procurement, construction inspection, and NCH resources assessments and restoration (natural resources), preservation, protection, and stabilization.

            2) Provides assistance to landowners as appropriate to help assess the restoration needs for important fish and wildlife habitat.

            3) Coordinate with ESF #3 and #10 on the removal of debris affecting NCH resources.

    2. **Support Departments – All**

        a. **General**

            1) Continues to support response activities, as required.

            2) Revises procedures based on the lessons learned from the emergency or disaster.

        b. **Nutritional Assistance**

        c. **DSHS**

            1) Emergency issuance of food stamp benefits to qualifying households.

            2) Emergency issuance of emergency food supplies available to households for take-home consumption in lieu of providing food stamp benefits for qualifying households.

        d. **Food Safety and Security Supply**

            1) WSDA/WDOH: Conducts tracing, recall, and control of adulterated products. This includes proper disposal of contaminated products in order to protect public health and the environment.

        e. **Animal and plant disease and pest response.**

            1) WSDA/WDOH/WDFW

       i. Coordinates tasks with other ESFs, Veterinary Medical Assistance Teams, and voluntary animal care organizations.

       ii. Coordinates surveillance activities along with ESF #8 – Public Health and Medical Services in zoonotic diseases.

       iii. Coordinates with ESF #8 in the case of a natural disaster in which animal/veterinary/wildlife issues arise, to ensure support for such issues.

f. NCH Resources

    1) WDNR/WDOE/WDFW

       i. Provides scientific/technical advice, information, and assistance to help prevent or minimize injury to and to restore or stabilize NCH resources. Areas covered include terrestrial and aquatic ecosystems; biological resources, including fish and wildlife, threatened and endangered species, and migratory birds; historic and prehistoric resources; mapping and geospatial data; geology; hydrology, including real-time water flow data; earthquakes and other natural hazards; on and offshore minerals; energy; and coal mining. Additional areas covered include: plant materials propagation; soil surveys; drought preparedness and mitigation; critical habitat, including environmentally sensitive and culturally significant areas; watershed survey, planning, protection, and rehabilitation; and reforestation and other erosion control.

       ii. Provides the response resources of DNR, such as incident management teams, communications equipment, transportation resources, temporary housing and feeding resources, etc.

V. RESPONSIBILITIES

A. Joint Primary Departments– Youth and Family Services and Public Works

1. Takes primary lead in the administration and execution of ESF 6 and joint primary with ESF 8 in coordination with this ESF.
2. Identifies local grocery stores with the ability to supply non-perishable food, potable water, ice and equipment needed to handle commodities in a disaster, and attempts to have pre-disaster written agreements, including agreements between other relief agencies and their suppliers.
3. Identifies with the aid of ESF 7 Resource Support, the procurement of sites for the distribution of food, water and ice following a disaster. Refer to ESF 6 Mass Care, Appendix 2.
4. Evaluates field team reports on availability of sites and status of shelter sites as distribution and feeding centers.
5. Coordinates the transportation of food, water and ice to distribution sites and operating feeding sites.
6. Coordinates communication with ESF 12 information on restoration of power to grocery stores and ice producers, in order to reduce the need to distribute food,

water and ice.

7.   Human Resources maintains food, water, and other associated supplies for City staff and the EOC.

8.   Human Resources coordinates the arrival and location of registered Emergency Workers and other mutual aid resources and ensures they have access to food and water.

9.   Develops and assists in implementing plans that utilize registered Emergency Workers to identify and assist "special needs" for individuals in their homes and senior care facilities that may need specialty food assistance in an emergency or disaster.

10. Coordinates with assisting agencies such as ARC, FEMA and SBA to establish disaster assistance centers (DACs) to support recovery efforts, when requested.

11. Develops emergency, safety, and evacuation plans for facilities under department management, including the Mercer Island Thrift Shop.

12. Manages, trains, and coordinates the citizen Disaster Mental Health Response Team in concert with the Emergency Manager.

B.   Support Departments and External Agencies – All
Supports Youth and Family Services in the accomplishment of ESF 11.

   1.   Parks and Recreation

   a. **Animal and plant disease and pest response.**
      Primary department to assist an integrated state, local, and tribal response to an outbreak of a highly contagious or economically devastating animal/zoonotic (i.e., transmitted between animals and people) disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant or animal pest infestation.

   b. **NCH Resources**
      Organizes and coordinates the capabilities and resources of the City to facilitate the delivery of services, technical assistance, expertise, and other support for the protection, conservation, rehabilitation, recovery, and restoration of NCH resources in prevention of, preparedness for, response to, and recovery from an incident.

VI.   RESOURCE REQUIREMENTS

A.   Food and water are required essential resources. As such, sustainability of emergency well operations is a critical need.

B.   City owned and leased food storage facilities are needed.

C.   Volunteer organization, food storage sites as well as MISD support are essential to the accomplishment of the ESF.

D.   Training: Local jurisdictions, state, and federal government and other organizations are responsible for providing training appropriate to ESF 11 components, to include Community Points of Distribution (CPOD) training.

VII.   REFERENCES

A.   CEMP Basic Plan
B.   City of Mercer Island ESF 6 and 8.
C.   Mercer island Hazard Mitigation Plan
D.   Emergency Well Operations Manual
E.   Emergency Volunteer Manual
F.   King County Regional Disaster Plan (RDP), ESF 6, 8, and 11.
G.   Washington State CEMP, ESF 6, 8, and 11.
H.   U.S. Department of Agriculture 7 CFR 250.43.
I.   Federal Response Plan, ESF 11.
J.   City of Mercer Island Water System Plan

VIII.   DEFINITIONS AND ACRONYMS

A.   CEMP Basic Plan, Appendices 1 and 2
B.   Food - The term "Food" means articles used for food and drink for human or animals. (RCW 69.04.008(1)).

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EMERGENCY SUPPORT FUNCTION 12

ENERGY

PRIMARY DEPARTMENTS: Public Works Department
SUPPORT DEPARTMENTS: All Departments
                            External Agencies
                            Puget Sound Energy

I.   INTRODUCTION

A.   Purpose

To provide for the effective use of available energy and utilities required to meet the essential needs of the City of Mercer Island, and to facilitate restoration of energy utility systems affected by an emergency or disaster and throughout the recovery period.

B.   Scope

Response and recovery actions following any emergency or disaster will be determined by the specific event.

There are public and private utilities providing services on Mercer Island. The Mercer Island public utilities are water, sewer, surface water. The private utilities are Puget Sound Energy (PSE) providing electricity and natural gas, solid waste (Republic Service), and petroleum products provided to the local fueling and gas stations. Shorewood Apartment Facilities is a private water utility, Seattle Public Utilities serves Shorewood Apartments and is an independent system. This ESF will describe the activities of the Public Works Department as lead with all other departments supporting as requested.

II.   POLICIES

A.   The City of Mercer Island Public Works Department will coordinate with the utility agencies to facilitate restoration through the City of Mercer Island EOC.

B.   RCW 43.21F.045(1) The agency (City of Mercer Island) shall prepare and update contingency plans for implementation in the event of energy shortages or emergencies. This duty is to be carried out with the requirements of Chapter 43.21G RCW, which deals with energy emergencies and alerts, and establishes necessary emergency powers for the Governor.

C.   WAC 194-22, Washington State Curtailment Plan for Electric Energy, establishes the process by which the state of Washington and Washington State Utilities will initiate and implement State wide electric load curtailment when there is an insufficient supply of electrical power.

D.   Response operations will use the Incident Command System (ICS) in alignment with the National Incident Management System (NIMS).

III.   SITUATION

A.   Emergency / Disaster Conditions and Hazards

1.   The City of Mercer Island is vulnerable to many natural and technological (manmade) emergencies or disaster events. Historically, emergencies and disasters tend to have cumulative impacts that disrupt utility, communications, medical, transportation, and food service systems at the same time. Because of these impacts, emergency response efforts can be seriously reduced. The movement of disaster supplies and service providers, and registered Emergency Workers can be impeded.

2.   Overall, Mercer Island is vulnerable to localized, short-term energy emergencies brought about by accidents and storms. Most of these emergencies are restored by the affected industry. The effects of energy shortages could include inconvenience to consumers, reduced heating and lighting capability, reduced production in all sectors, potential failure of transportation, water and waste, communication, information, and banking systems.

3.   The City of Mercer Island receives its electricity from PSE and serves over 28,000 electricity customers on the island. The electric utilities are an organized collection of public and private generating and distribution facilities. Most of the power lines are above ground. Tree wire has been installed in many areas on Mercer Island in the last several years to reduce power outages caused by falling limbs and trees on power lines.

4.   PSE's natural gas services are quite different. Most of the infrastructure is located underground in the form of pipelines. Two submerged natural gas supply pipelines reach the northeast part of Mercer Island from the east. Once on Mercer Island, the two pipelines merge and a single pipeline extends inland to the west and south. The pipeline feeds several district regulator stations that further distribute gas throughout the island.

5.   All of the City's water is purchased from and supplied by Seattle Public Utilities. A majority of the water originates in the Cedar River Watershed, with occasional supplementation from the Tolt River supply system. Two main water lines run from the east side mainland to the island. The largest water lines, primary and secondary, built in 1956 on Mercer Island, cross the Mercer Slough heading west. The 30 inch supply line along I-90 reduces to a 20 inch line at the Bellevue side of Lake Washington East Channel Bridge and then crosses beneath the lake to Mercer Island. A second 16 inch supply line parallels the 20 inch line and is attached to the I-90 Freeway East Channel Bridge Structure.

B.   Planning Assumptions

1.   The occurrence of a major disaster could destroy or damage portions of the City's energy and utility systems and disrupt natural gas supplies and petroleum deliveries. Disaster response and recovery activities will be difficult to coordinate.

2. Widespread and possibly prolonged electric power failures could occur in a major disaster. Sewer pump stations have back up generator/emergency power but will need delivery of petroleum products to remain operational.

3. Transportation, media, and telecommunications infrastructures could be affected.

4. Delays in the production, refining, and delivery of petroleum-based products to Mercer Island gas stations and other Mercer Island fuel stations could occur as a result of transportation infrastructure problems and loss of commercial electrical power.

5. Water pressure may be low or non-existent, hampering firefighting, impairing sewer system function, and reducing potable water availability.

6. Most electrical power lines are above ground, making them susceptible to high winds and interference from trees and vegetation.

7. Solid waste needs to be removed as soon as possible or a public health situation could occur within three to four days depending on the weather. Human waste needs to be put in biohazard bags as the preferred method, and disposed of separately.

8. Citizens and staff are encouraged to keep their vehicle gas tanks fueled at no less than one-half full as gas stations do not have generators and fuel will not be readily available.

9. Citizens and staff are encouraged to prepare for self-sufficiency for seven to fourteen days.

10. Refer to the City of Mercer Island 2015 Hazard Mitigation Plan.

IV. CONCEPT OF OPERATIONS

A. General

The Public Works Department as lead to this ESF will respond to energy or private utility shortages or disruptions to support the preservation of public health, safety, and general welfare of our citizens. Support activities during an energy emergency or disaster could include:

1. Assessing electric power outages and or damages to utility infrastructure or pumping stations.

2. Assessing energy and utility supply outages and demand.

3. Coordinating closely with the EOC to establish priorities to repair damaged utility systems.

4. Assessing fuel shortages and emergency generator fueling needs for pumping stations, EOC, and designated emergency vehicles and equipment.

5. Coordinating with PSE electric and natural gas utilities emergency outage contacts to identify and report location requirements to repair prioritized energy systems.

6. Coordinating temporary, alternate, or interim sources of emergency fuel and power; obtaining current information regarding damage to energy supply and distribution systems.

       7.   Assessing special requirements for restoration.

B.   **Organization**

    1.   The electric power industry within Washington State is organized into a network of public and private generation and transmission facilities that form a part of the Northwest Power Pool. Through such networks, the electric power industry has developed a capability to transmit electric power under even the most extreme conditions. Power is then distributed by local utilities to individual end users (with varying levels of distribution reliability.) Many end users with high reliability needs (e.g., hospitals, media) have their own in-house generation sources. Natural gas enters Washington state through two major international and interstate pipeline systems. Local distribution companies deliver gas to consumers with the exception of some large industrial and commercial users. These large customers may purchase gas directly from the supplier and pay pipeline companies the transmission and delivery fees. Natural gas service is only available along the I-5 corridor, in the Spokane and Tri-Cities vicinities with spurs to Moses Lake, Ellensburg, Yakima and Pullman. A large underground storage facility in Jackson Prairie and a smaller liquefied natural gas storage facility in the Columbia Gorge, as well as other storage facilities outside of the State, are heavily relied on to serve peak winter usage. During the remainder of the year, lower usage is important for refilling the storage facilities. The pipeline could not meet peak winter demand without the use of storage.

    2.   Office of Trade and Economic Development (OTED) crude oil enters the State through an international pipeline from Canada to the refineries in Ferndale and Anacortes and from tankers that also supply refineries in these two areas. The five refineries in Ferndale and Anacortes, along with two smaller refineries in Tacoma, provide the majority of products consumed in Washington State and supply a significant amount to other Northwest states. The Olympic Pipeline carries refined petroleum products from these refineries south to Seattle, Tacoma, Olympia, crossing the Columbia River in Vancouver and ending in Portland, Oregon. Refined petroleum products also enter the State from the Yellowstone Pipeline through Spokane ending around Moses Lake and from the Chevron Pipeline to the Tri-Cities. Refined products from Puget Sound and California are barged into the Columbia River and are transported as far inland as Idaho and Montana, while serving locations along the way. A significant amount of petroleum products are brought to the state through trains and trucks as well. From the pipelines, trucks owned by petroleum companies are the primary way of distributing petroleum products to consumers. Information about petroleum is often organized by Petroleum Administration for Defense Districts (PADDs). Washington State is part of PADD 5, which includes Alaska, Oregon, California, Nevada, and Arizona. The PADDs were created in 1950 as a part of the World War II Petroleum Administration for War Districts. The aggregation has remained in use mostly for statistical and administrative purposes.

    3.   The Public Works Department is comprised of four teams and engineering: Utility Team, Right of Way Team, Support Services Team, and Capital Projects

Team. The Right of Way Team takes the lead on mitigation, preparedness, response and recovery for this ESF. The Utility Team, in coordination with Capital Projects Team, is responsible for utility damage and prioritization of emergency repairs within the City of Mercer Island. Other Public Works teams and City departments support this ESF, as requested.

4. During an emergency or disaster, the EOC operates under the Incident Command System (ICS) in accordance with the National Incident Management System (NIMS). The Incident Commander or designee activates the Utilities Team of the ICS with Public Works as lead.

C.   Procedures

1. Electric power and natural gas fuel is provided to Mercer Island customers by PSE whose headquarters and Customer Call Center are located in Bellevue and whose EOC is located in Redmond. PSE operations are regulated by the Washington Utilities and Transportation Commission as well as state and federal statutes.

2. Under ordinary conditions, citizen requests for service from PSE are routed to their Customer Call Center. The Mercer Island EOC maintains emergency contact information for PSE EOC. Refer to the Emergency Operations Procedures Manual located in the EOC cabinet, and data in the EMAC / EOC share drive(s) on the City's local area network.

3. The energy, utility, and petroleum distribution systems will continue to provide services through their normal means during an emergency or disaster to the maximum extent possible.

4. PSE utility information will be furnished to the EOC to inform the public on the proper use of services, or as requested.

5. PSE will compile damage assessment reports and transmit them to the EOC, as needed or requested. The Public Works Department will collect, evaluate, and report current conditions to the EOC relative to staffing, equipment and supplies.

6. The Public Works Department will access local petroleum suppliers and major oil companies to facilitate the delivery of adequate amounts of emergency petroleum fuel supplies.

D.   Mitigation Activities

1.   Primary Department – Public Works

a. Mitigates critical areas and creates, updates, and maintains the departmental Call Out Book SOGs or operational plans on transmission infrastructure, specifically the two above ground water storage facilities, the primary and alternate pipeline locations on the Island, and the emergency well located at Rotary Park in case of an emergency or disaster.

b. Supports and maintains franchise agreements, letters of understanding, and/or contracts with Seattle Public Utilities for water, with PSE responsible for electricity and natural gas to ensure response and recovery operations are conducted in an orderly manner and in citywide priority sequence to the greatest extent possible.

c. Prepares and updates contingency plans for implementation in the event of energy and water shortages, emergencies or disasters, and maintains liaison with energy and utility companies regarding these plans.

2. **Support Departments – All**

a. **General**
Creates, updates and maintains departmental SOGs or operational plans in support of this ESF.

b. **Fire Division**
Maintains two special fuel pumps for City department use during emergencies or disasters with power outages.

E. **Preparedness Activities**

1. **Primary Department – Public Works**

a. Coordinates the identification of supplemental local energy or utility resources such as petroleum and emergency lighting or generators with the EOC.

b. Collects and analyzes energy data and reports to the Incident Commander on probable, imminent, and existing energy shortages or by coordination with the Emergency Manager.

c. Coordinates with appropriate departments to ensure operational readiness.

d. Maintains an inventory of city resources and equipment, PSE utility resources, noting contacts and response criteria.

e. Coordinates with appropriate departments in training, drills, and exercises to ensure operational readiness.

2. **Support Departments – All**

a. **General**
Participates in training, drills and exercises when requested in support of this ESF.

b. **Emergency Preparedness**

1) Maintain an operational City EOC and the City EOC Emergency Operations Plan.

2) Educate citizens on preparedness measures they can take to prepare for utility outages.

3) Coordinate with appropriate departments to ensure operational readiness.

4) Coordinate the identification of supplemental local energy or utility resources such as emergency lighting or generators with local jurisdictions.

5) Coordinate with appropriate departments to provide for supplemental energy, utility, and petroleum resources.

6) Coordinate with OTED and the Utilities and Transportation Commission in the development of an inventory of available state energy and utility resources.

7) Maintain an inventory of statewide volunteer, private, and federal emergency energy or utility resources.

8) Maintain liaison with the State EMD and the Washington State Emergency Management Council (EMC).

3.   External

a. King County Zone 1 Agencies, King County Office of Emergency, Management, Washington State Emergency Management Division, Puget Sound Energy
Maintain individual agency emergency plans.

b. Washington State Office of Trade and Economic Development
1) Prepares and updates contingency plans for implementation in the event of energy shortages or emergencies and maintains liaison with energy and utility companies regarding these plans.
2) Collects and analyzes energy data and reports to the Governor and Legislature on probable, imminent, and existing energy shortages.
3) Maintains lists of public and private utilities, petroleum companies, including names, addresses, and telephone numbers of key officials.
4) Develops and maintains an inventory of energy, utility, and petroleum contacts and resources, noting availability and response criteria.
5) Develops feasible supplemental energy and utility resource guidelines.

F.   Response Activities

1.   Primary Department – Public Works
a. Provide liaison with utility and petroleum companies.
b. Apprise the Incident Commander when conditions exist that may warrant the proclamation of a citywide or energy supply alert or emergency.
c. Compile damage assessment estimates from energy and utility companies.
d. Assist with transportation issues regarding utility vehicles responding to energy emergencies.
e. Provide information to the City EOC regarding:
1) Status of city and private utilities serving the community and fuel supply adequacy.
2) Location, extent, and restoration status of electricity supply outages or disruptions.
3) Status of shortages or supply disruptions for natural gas.
f. Serve as coordinator of energy availability and distribution issues during emergency or disaster situations.
g. Coordinate public information concerning energy, utilities, and petroleum emergencies with the City EOC Public Information Officer (PIO).
h. Contact PSE to obtain information about damage and/or assistance in the impacted areas.
i. Determines City's generating capacity, expected peak loads, expected duration of emergency event, explanation of utilities' actions, and recommendations of other City departments and reports the information to the EOC.
j. Coordinates with all departments and the EOC to establish priorities and develop strategies for the initial response.

k. Requests liaison from PSE via King County ECC, as needed.

l. Apprises the Incident Commander when conditions exist that may warrant the declaration of a citywide or energy supply alert or emergency.

m. Compiles damage assessment estimates or repair time from PSE and fuel companies for ESF 5.

n. Assists with transportation issues regarding utility vehicles responding to energy emergencies or disasters.

2. Support Departments – All

a. General

Supports this ESF upon request.

b. Police Department

1) Provides support in securing areas where electrical or natural gas incidents pose a danger to the public.

2) Provides assistance in implementing road closures and detours for roadways.

3) Provides support in field operations as appropriate.

c. Fire Department

Provides support in field operations as appropriate.

3. Support Agencies: External

a. Washington State EMD

Assist with contacting utilities and gathering and assessing information. Assist utilities in the provision of continued services during the response and recovery phases.

b. Federal Emergency Management Agency

Coordinate the activities of federal agencies having supplemental energy, utility, and petroleum resource capabilities during a presidentially declared emergency or disaster.

c. U.S. Department of Energy

Gather, assess, and share information on energy system damage and estimations on the impact of energy system outages within affected areas. Works closely with, and aids in, meeting requests for assistance from state and local energy officials, suppliers, and deliverers.

G. Recovery Activities

1. Primary Department – Public Works

a. Compile damage and operational capability information from PSE.

b. Recommend, in accordance with the Governor's energy emergency powers, priorities among users if adequate utility supply is not available to meet all essential needs.

c. Administer energy allocation and curtailment programs in accordance with the Governor's energy emergency powers legislation.

d. Coordinate supporting resources for utility restoration and repair to meet essential needs.

e. Review recovery actions and develop strategies for meeting local energy needs.

2. Support Departments – All
Support this ESF upon request.

3. Support Agencies: External

a. **King County Zone 1 Agencies, King County Office of Emergency Management, Washington State Emergency Management Division, Puget Sound Energy**
Continue to provide support for recovery operations.

b. **Washington State Utilities and Transportation Commission**
Assist the State EOC and the OTED in recovery activities.

c. **Federal Emergency Management Agency**
Coordinate the activities of federal agencies having supplemental energy, utility, and petroleum resource capabilities during a presidentially declared emergency or disaster.

d. **U.S. Department of Energy**
Gather, assess, and share information on energy system damage and estimations on the impact of energy system outages within affected areas. Work closely with, and aid in, meeting requests for assistance from state and local energy officials, suppliers, and deliverers.

V. RESPONSIBILITIES

A. Primary Department – Public Works

1. General

a. As the lead department for this ESF, the Public Works Department will coordinate with support departments and ESFs in directing resources and prioritizing needs for energy restoration.

b. Designates an EOC representative to coordinate emergency response and recovery operations with private utility companies when the EOC is activated.

c. Apprises the EOC when conditions exist which may warrant the declaration of a citywide energy supply alert or emergency.

d. Serves as coordinator of energy availability and distribution issues during emergency or disaster situations.

e. Provides support to citywide evacuation planning and assists in evacuation efforts.

f. Administers energy allocation and curtailment programs.

g. Provides information to the PIO during response and recovery activities.

h. Coordinates through King County ECC for PSE utility assistance during EOC operations.

i. Supports and maintains franchise agreements, letters of understanding, contracts, etc. with PSE, SPU, and private fuel vendors to ensure response and recovery operations are conducted in an orderly manner and in citywide priority sequence to the greatest extent possible.

      2.   **Right of Way Team**
   a. Takes the primary lead in the administration and execution of ESF 1, 3, and 12.
   b. Responsible for initial damage assessments to roads, transportation routes, debris clearance estimates. Identifies alternate routes and provides temporary traffic control devices.
   c. Executes necessary emergency repairs to open critical transportation routes.
   d. Provides expertise and recommendations for reconstruction, demolition, and mitigation during the recovery period.
   e. Provides support to citywide evacuation planning and assists in evacuation efforts.

      3.   **Support Services Team**
   a. Maintains the City's fleet of vehicles and equipment, and provides and dispenses emergency supplies of fuel, with EOC generator as priority, and for generators and vehicles.
   b. Maintains food, water, and other associated supplies for department members in coordination with the Parks and Recreation Department and Youth and Family Services.

      4.   **Utility Team**
   a. Coordinates with Capital Projects Team on utility damage and prioritization of emergency repairs.
   b. Provides light and heavy equipment and supplies.
   c. Responsible for initial damage assessments of water and sewer systems.
   d. Executes necessary emergency repairs to utilities as needed.
   e. Implements an emergency water resource plan for conserving and distributing water during an emergency or disaster, if necessary.

      5.   **Capital Projects Team**
   a. Assesses damage to utilities and roadways.
   b. Coordinates with private utilities the restoration of public utilities to critical and essential services.

B.   **Support Departments – All**
Supports this ESF as requested.

C.   **Support Agencies**
Utility companies will respond and execute their plans and SOGs or operational plans as applicable to the emergency or disaster, and when requested.

VI.   RESOURCE REQUIREMENTS

The Public Works Department will provide the materials and equipment in an energy and utility emergency. Resources might include energy, water, utility and petroleum contact lists, GIS maps, and office supplies. These items will also be updated and available in the EOC Procedures Manual located within the EOC.

VII. REFERENCES

A. CEMP Basic Plan
B. City of Mercer Island Public Works Call Out Book. Located within EOC Procedures Manual.
C. City of Mercer Island 2015 Hazard Mitigation Plan
D. King County Regional Disaster Plan (RDP), ESF 12.
E. Washington State CEMP, ESF 12.
F. RCW 43.21F.045, Duties of Energy.
G. RCW 43.21F.060, Additional duties and authority of Energy Office.
H. RCW 43.21G, Energy Supply Emergencies, Alerts.
I. RCW 44.39.070, Meetings - Energy supply alert or energy emergency - Duties.
J. Chapter 194-22 WAC, Washington State Curtailment Plan for Electric Energy.
K. Regional Curtailment Plan for Electric Energy.
L. Implementation Guide for the Washington State Petroleum Products Contingency Plan.
M. Federal Response Plan, ESF 12.

VIII. DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2

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EMERGENCY SUPPORT FUNCTION 13

Public Safety and Security

PRIMARY DEPARTMENTS: Police Department
SUPPORT DEPARTMENTS: City Attorney / Safety Officer
                            All Departments
                            External Agencies

I.   INTRODUCTION

A.   Purpose

1.   The purpose of this Emergency Support Function (ESF) is to establish responsibilities and roles of the Mercer Island Police Department during an emergency or disaster.

2.   This ESF describes law enforcement system components and task assignments to assure effective response in emergencies and disasters.

B.   Scope

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

2.   The Mercer Island Police Department is the primary division for law enforcement emergency and disaster activities within the City of Mercer Island.

3.   The Mercer Island Police Department will implement law enforcement procedures in coordination with the Emergency Operations Center (EOC) when applicable and when using mutual aid, activating the King County Regional Disaster Plan (RDP), and State resources when needed.

4.   The Mercer Island Police Department is located at 9611 SE 36th Street, Mercer Island, Washington 98040-3732. The Mercer Island Police Department has jurisdiction throughout Mercer Island and midway to the opposite shore of Lake Washington.

5.   The Mercer Island Marine Patrol provides services for the City and contracted jurisdictions, providing waterfront reconnaissance of disaster impacted areas and effecting emergency and disaster missions.

II.   POLICIES

A.   It is the policy of the City of Mercer Island that upon the occurrence of a major disaster, field units will assess their own condition and situation and make an assessment of their immediate area. This information will relayed to the On-Duty Commander and appropriate information passed on to command staff and Emergency Manager.

B.   The Police Department will, within the limits of their resources and authority, coordinate and support essential law enforcement operations. Coordination

between the Mercer Island Police Department and other law enforcement agencies is facilitated by the Washington Mutual Aid Peace Officers Powers Act (RCW chapter 10.93).

C.   It is the policy of the City of Mercer Island that Police Department personnel sent to assist other jurisdictions will maintain their own supervision and chain of command. They will accept mission assignments through a supervisor who will coordinate with the command structure of the requesting agency. It is anticipated that other jurisdiction's personnel who respond to requests for assistance from the City of Mercer Island will operate the same way.

D.   Under emergency or disaster conditions, law enforcement activities are the responsibility of the Mercer Island Police Department and will be throughout any emergency or disaster within their jurisdiction.

E.   The Incident Command System (ICS) will be implemented for execution of law enforcement activities and will align with the National Incident Management System (NIMS). Where mutual aid or supporting agencies are requested, direction and control will be a unified command (UC) structure.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards

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

2.   The City will periodically experience emergency situations that may overwhelm current law enforcement capabilities. Equipment and personnel may be damaged or unavailable at times when they are most needed. The Hazard Mitigation Plan, and the Comprehensive Emergency Management Plan describe situations and planning assumptions that affect our area that may impact resource availability.

3.   The Mercer Island Police Department could be faced with, but not limited to, unforeseen events, emergency and disaster conditions, and hazards such as:
   a. Major Crime Scenes - hostage situations, barricaded persons and robberies.
   b. Civil Disturbances - demonstrations, picketing, improvised explosive devices.
   c. Natural Disasters - landslides, severe storms, earthquakes, volcanic ash fall.
   d. Local Emergencies - plane crashes, tank truck hazardous material (HazMat) spills, fires, power failures.
   e. National Emergencies – Department of Homeland Security (DHS) Red Alerts.
   f. Large Public Gatherings - parades, fireworks displays, school sports events, Seafair festivals, Summer Celebration events.

4.   The Mercer Island Police Department must be prepared to meet and resolve any situation, regardless of its source or magnitude.

5.   Refer to the current City of Mercer Island Hazard Mitigation Plan

B.   Planning Assumptions

1.   The Police Department maintains a 24-hour operational capability.

2.   General law enforcement issues are compounded by emergency and disaster related community disruption as described in the 2015 Hazard Mitigation Plan

3.   The capabilities of the Mercer Island Police Department may be strained or exceeded.

4.   Equipment may be damaged or personnel unavailable at times when they are needed most.

5.   The Mercer Island Police Department will exhaust their law enforcement resources before seeking assistance from mutual aid and supporting agencies.

6.   The Fire Department will assist as requested.

7.   Supplemental assistance shall be requested through county and state emergency management channels, or by stated mutual aid requirements.

8.   Jail services may be unavailable during a disaster. The number of Mercer Island holding cells is limited.

9.   Mutual aid, other local jurisdictions, county and state agency personnel and resources may provide assistance, when requested, during an emergency or disaster.

10.   The Washington State Patrol (WSP) conducts traffic control activates on Interstate – 90 (I-90) via State EMD EOC.

11.   Search and Rescue (SAR) activities are described in ESF 9 Search and Rescue.

IV.   CONCEPT OF OPERATIONS

A.   General

1.   The Police Chief or designee will coordinate law enforcement field activities and use of resources associated with an emergency or disaster through the EOC.

2.   Mobilization of personnel and equipment will be determined by the degree of mobilization required to handle an event or series of events, and may include the activation of mutual aid agreements already in place. The operational structure of the Police Department may be modified during emergency or disaster operations.

3.   When necessary, a field command post may be established and staffed to handle field operations using ICS.

4.   Communication between the EOC and the On-Scene Commander (OSC) shall be through established channels.

5.   Field command posts may be established from a single Incident Command (IC) to Unified Command (UC) whenever the disaster requires the response of multiple agencies and the coordination of police activities with those agencies in the field. Co-location is the preferred method.

6.   The Field Commander will provide regular status reports and coordinate all requests for additional resources through the EOC.

7.   In time of an emergency or disaster, the Police Department will perform a wide range of functions. These include, but are not limited to those listed in **V. A. Responsibilities,** below.

8.   When the City of Mercer Island law enforcement resources are exhausted, assistance may be requested through _ mutual aid. Supplemental law enforcement should be requested through the EOC when activated.

B. **Organization**

    1. The City of Mercer Island City Manager or designee assumes the role of Incident Commander in an emergency or disaster and coordinates briefings, manages, and directs activities in the EOC.

    2. Law enforcement operations are conducted by the Police Chief within the limits of his/her resources and authority.

    3. The Incident Commander or Police Chief will designate an EOC representative to assist with field activities and resources.

    4. In the event additional law enforcement resources through the King County Regional Disaster Plan are required, they may be requested through the EOC, mutual aid local jurisdictions, and the Washington State Military Department, Emergency Management Division (EMD), Emergency Operations Center (EOC).

C. **Procedures**

Law enforcement response will be in accordance with department policy or operational plans of the City of Mercer Island Police Department and the City of Mercer Island Comprehensive Emergency Management Plan (CEMP) and other documents or plans, as applicable.

D. **Mitigation Activities**

    1. **Primary Department – Police Department**

        a. The Mercer Island Police Department will assess, identify, and comply with personnel protection of self, facilities, property, and mitigation plans enacted by the City of Mercer Island.

        b. Develops emergency and disaster SOPs or operational plans for the effective use of resources.

    2. **Support Departments - All**

        a. **Fire Department**

        Coordinates with the Police Department in writing operational plans in accordance with the departmental policy and the City of Mercer Island CEMP to support mitigation related processes prior to an incident, crisis, emergency or disaster.

        b. **Public Works**

        Supports the Police Department in identifying appropriate quantities of equipment and supplies needed to support an emergency, disaster, or hazardous materials incident and documents policy or operational plans for this ESF.

E. **Preparedness Activities**

    1. **Primary Department – Police Department**

        a. Updates emergency and disaster operational guidance for the effective use of resources.

        b. Assists other local law enforcement agencies in the coordination of emergency management plans.

        c. Participates in city, county and State emergency response training, drills, and exercises.

        d. Coordinates and maintains liaison with all City departments, as appropriate.

        e. Develops familiarity with coordinating an Emergency Alert System (EAS)

message or Amber Alert through the Washington State Patrol (WSP).

    f. Identifies and plans resource needs for functions listed in Concept of Operations section of this Plan.

    g. Evaluates, maintains, and updates the departmental emergency or special equipment needs.

2.   **Support Departments – All**

    a. General

        1) Develops policy or operational plans to identify resources that can be provided to the Police Department and mutual aid agreements in preparation for an emergency or disaster.

        2) Departments will become knowledgeable on staff protocols for isolation and quarantine on PHSKC orders to implement department actions.

    b. Fire Department

    The Fire Department will coordinate with the Police Department in planning, training, drills and exercises in accordance with this ESF and the City of Mercer Island CEMP in preparation for an emergency or disaster.

3.   **Support Agencies**

    a. King County Emergency Coordination Center (ECC)

    The King County ECC will participate in providing support to Zones in activation of the King County RDP with the City of Mercer Island Police Department which has the lead for a major emergency under the City of Mercer Island's jurisdiction.

    b. King County Sheriff's Office (KCSO)

        1) The KCSO will provide at the King County ECC a representative who will support the local EOC in providing department and regional coordination of law enforcement services during times of emergencies and disasters.

        2) Per King County Ordinance 2.16.060, the KCSO is responsible to keep and preserve the public peace and safety, including the discharge of all duties of the office of sheriff under state law, except those duties relating to jails and inmates which are performed by other departments of county government.

        3) The functions of the KCSO department include a plan to coordinate resources for public safety and welfare in the event of a major emergency or disaster. These tasks include, but are not limited to:

            i. Law enforcement.

            ii. SAR activities.

            iii. Enforcement of emergency orders designated by the County Executive.

            iv. Emergency traffic control.

            v. Security and perimeter control at incident scenes, shelters/staging areas in unincorporated King County, and the King County ECC when needed.

            vi. Providing resources for warning, emergency information and emergency evacuations.

c. **Washington State Military Department, Emergency Management Division (EMD)**
   1) Coordinates with State agencies to ensure operational readiness.
   2) Maintains the State EOC and emergency operations procedures for the State.
   3) Coordinates with the WSP in the development of an inventory of available State law enforcement resources.
   4) Develops and maintains agency procedures to reinforce the WSP during emergencies or disasters.

F.   Response Activities
   1.   Primary Department - Police Department
   a. Provides the City of Mercer Island law enforcement operations on land and on the surrounding waterways by the Marine Patrol.
   b. Provides communications systems in support of City emergency and disaster operations.
   c. Provides communications resources in support of the City of Mercer Island's emergency operational needs.
   d. Provides a representative to the City EOC.
   e. Coordinates with other Mercer Island departments, organizations, and agencies for use of available law enforcement resources to assist with special assignments.
   f. Coordinates requests for additional law enforcement assistance through KCSO or by mutual aid or other plans.
   g. On-Scene Commander (OSC) provides regular status reports and request additional resources though the EOC.
   h. Provides Public Information Officer (PIO) support to the EOC, as requested.
   i. Provides security to vital city facilities or community shelter locations in the event of civil disturbance or hostilities, and emergencies and disasters.
   j. Coordinates law enforcement of emergency orders and emergency traffic control throughout the City of Mercer Island.
   k. Coordinates via the State EMD EOC, in conjunction with the WSP and Washington State Department of Transportation (WSDOT), emergency highway traffic and control regulations on Interstate 90 (I-90) when requested.
   l. Assumes the role of Incident Commander (IC) or Unified Commander (UC) with the Fire Department for hazardous materials incidents on Mercer Island's transportation systems.
   m. Provides Dive Team support, as requested.
   n. Provides liaison to the military or Washington State National Guard (WNG) in coordinated activities on Mercer Island.
   o. Coordinates with the Washington State EMD Duty Officer whenever air space restrictions are necessary during an emergency response or recovery.

   2.   Support Departments - All
   a. **Fire Department**
      The Fire Department will directly support the Police Department in response

to an emergency or disaster under the direction and control of the IC/UC.

b. Public Works

Provides direct support to assist the Police Department in cleaning debris, setting signage, directing traffic, barricading or other support requests.

3.   **Support Agencies**

All supporting agencies will be under the direction and coordination of the EOC and the IC/UC put in place by the City of Mercer Island Police Department and the Fire Department.

a. King County Sheriff's Office (KCSO)

1) The KCSO will provide a King County ECC representative who will support the EOC and UC in providing regional coordination of law enforcement services or by mutual aid, or other plans.

2) Coordinates activating EAS with the City of Mercer Island Director of Emergency Services (Public Safety) or PIO (upon approval of the Director).

b. Washington State Military Department, Emergency Management Division (EMD)

1) Activates the State EOC, issues warning and activates the EAS, as necessary, if KCSO cannot.

2) Notifies the WSP and other state agencies of the potential need for law enforcement assistance.

3) Coordinates emergency public information concerning emergency law enforcement activities with the WSP and the State EMD PIO.

c. Mutual Aid Agencies and King County Zone 1 Agencies

4) Provides personnel and equipment to support the City of Mercer Island Police Department for special emergency assignments.

d. Washington State Patrol

1) Assists local authorities with law enforcement operations.

2) Staffs the State ECC and coordinates requests for additional law enforcement assistance.

3) Coordinates with other state agencies for use of available law enforcement resources to assist with special assignments.

4) Assists State EMD in the receipt and dissemination of warning information to local jurisdictions or organizations.

5) Provides communications systems in support of state emergency operations.

6) Coordinates, in conjunction with the Washington State Department of Transportation (WSDOT), emergency highway traffic regulations.

7) Provides security to vital state facilities in the event of international hostilities, as requested.

8) Coordinates law enforcement and emergency traffic control throughout the State with the assistance of the Military Department and WSDOT.

9) Provides communications resources in support of statewide emergency operational needs.

10) Assumes the role of Incident Command Agency for hazardous materials

incidents on all state and/or interstate highways and in designated local political subdivisions.

11) Provides aircraft for reconnaissance of disaster-impacted areas.

12) Provides Public Information Officer (PIO) support to the Office of the Governor or to the State EMD.

G. **Recovery Activities**

1. **Primary Department – Police Department**

a. At the completion of any incident, the Incident Commander or designee will determine the manpower requirements for post-incident duty and issue an order releasing any surplus personnel.

b. Officers released from duty shall check out with their field/incident supervisor before going off duty.

c. Officers who remain on extended duty shall be released by their field/incident supervisors at the completion of their assignments.

d. Field/incident supervisors shall keep a record of the names of officers assigned to them during the incident, including the times they reported and/or were released from duty. These records shall be delivered to and tabulated by the Field Commander after the incident is ended in order that the Police Chief can adequately assess the manpower expenditures.

2. **Support Departments – All**

a. **General**

Provides a representative to coordinate with Finance on the Hazard Mitigation Assessment Team and in completing FEMA Damage Survey Reports.

b. **Public Works**

Inventory and resupply damaged, used, or contaminated equipment or supplies, as needed.

c. **Fire Division**

Directly supports the Police Department in all recovery activities under the direction and control of the IC/UC.

V.   RESPONSIBILITIES

A. **Primary Department – Police Department**

1. Provides telecommunications ESF 2 support and the Communications Centers (911).

2. Maintains law and order.

3. Provides alerts and warnings to the community.

4. Provides initial damage assessments citywide and reports findings.

5. Enforces traffic regulations and crowd control.

6. Provides specialized security details for dignitaries either on the island or crossing Mercer Island on I-90.

7. Provides security of essential facilities and EOC.

8. Provides assistance in security or evacuation of areas of high risk.

9. Sets perimeters and controls access to scene operations.

10. Performs Marine Patrol functions related to SAR, reconnaissance, medical evacuation by water, and others.
11. Performs special operations in unusual occurrences.
12. Provides mutual aid to other agencies as requested and approved by the Police Chief or designee.
13. Enforces isolation and quarantine for PHSKC orders in coordination with the Fire Division.
14. Enforces emergency proclamations or special orders issued.
15. Responds to riots, demonstrations, or large disturbances.
16. Prevents looting.
17. Performs high risk warrant or arrest service.
18. Responds to barricaded persons or hostage situations.
19. Responds to violent crime in progress or if extra assistance is needed.
20. Investigates crimes against people, infrastructure, property, and the environment.
21. Safeguards and secures detainees.
22. Provides SAR and Dive Team support for ESF 9.
23. Responds to bomb threats.
24. Other law enforcement or peacekeeping activities as required.
25. Coordinates with the King County Medical Examiner, and in a fire related death, contacts the State Fire Marshall's Office immediately.
26. Requests State EMD Duty Officer to coordinate temporary air space restrictions as needed.

B. Support Departments – All

1. General

Provides a representative to coordinate with Finance on the Hazard Mitigation Assessment Team and in completing FEMA Damage Survey Reports.

2. Fire Division

Supports the Police Department in mitigation, preparedness, response and recovery of an emergency or disaster under the direction and control of the IC/UC.

3. Public Works

Restocks damaged, used or contaminated equipment and supplies.

C. Support Agencies

All supporting agencies as previously stated will be under the direction and control of the UC put in place by the City of Mercer Island Police Department, which is responsible for all law enforcement functions within the jurisdiction of the City of Mercer Island.

VI. RESOURCE REQUIREMENTS

A. The primary and support departments of the City of Mercer Island will provide their vehicles, equipment, and supplies as needed.
B. Mutual aid local jurisdictions and other agency support may provide personnel, vehicles, traffic control equipment, or as requested.

VII. REFERENCES

A.   CEMP Basic Plan
B.   City of Mercer Island, Police Department, General Orders and Standard Operating Procedures.
C.   2015 Hazard Mitigation Plan
D.   King County Regional Disaster Plan (RDP), ESF 22.
E.   Washington State CEMP, ESF 13.
F.   Washington State Law Enforcement Mutual Aid / Mobilization Plan, May 2002.
G.   Chapter 38.52 RCW, Emergency Management.
H.   Chapter 47.68 RCW, Aeronautics.
I.   State and Regional Disaster Airlift (SARDA) Operations Plan, Washington State DOT, Aviation Division, August 2004.
J.   National Response Framework, ESF 22.
K.   Incident Command System, ICS Operational System description (ICS-120-1), National Interagency Incident Management System.
L.   National Search and Rescue Plan (U.S. Department of Defense Joint Publication 3-50.1).

VIII.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2.

IX.   Appendix

Appendix A: Request for Air Space Management – Temporary Flight Restrictions.

APPENDIX A

REQUEST FOR AIR SPACE MANAGEMENT – TEMPORARY FLIGHT RESTRICTIONS

I.   PURPOSE

To explain the process for requesting temporary flight restrictions over incident scenes.

II.   GENERAL

A local Incident Commander (IC) may determine it necessary to temporarily restrict aircraft from operating within a specific air space due to an incident or disaster. Generally, requests for temporary restrictions will fall into one or more of the following categories:

1. Protect person and property on the surface or in the air from a hazard associated with an incident on the surface.
2. Provide a safe environment for the operation of disaster relief (rescue) aircraft.
3. Prevent an unsafe congestion of sightseeing and other aircraft above an incident or event that may generate a high degree of public interest.

Not all air space is controlled by the Federal Aviation Administration (FAA). The FAA Tactical Control Center located in Auburn is the controlling authority for much of Washington State air space. The FAA in Auburn, upon request, will attempt to assist in coordinating air space restrictions with other air traffic managers. An example of other air space managers would be the different military installations located within the State. These installations are not controlled by the same branch of service (i.e. Joint Base Lewis McChord, Whidbey Naval Air Station, etc.) Each of these agencies control their own air space and would impose temporary flight restrictions on their specific area.

III.   PROCEDURES

Contact the Washington State Military Department Emergency Management Division Duty Officer at **1-800-258-5990** to request assistance in initiating a temporary flight restriction.

The State Duty Officer will ask you:

- **Your name**, a **call back phone number** and the name of the **jurisdiction** requesting the temporary flight restriction.
- The **specific location** of the incident (preferred in **latitude/longitude**), the **radius** of the requested flight restriction and the **altitude** of the restriction.
- The name of the **Incident Commander and cellular phone** number on scene.
- **Reason** for requesting flight restrictions (brief description of the incident or disaster).
- Expected **length** of restriction (if known).

The State Duty Officer will in turn contact the Air Traffic Control Center in Auburn at (253) 351-3520 and request the temporary flight restrictions through the shift supervisor. The Duty Office will also ask Air Traffic Control Center to coordinate with other controlling agencies for restrictions on their air space as necessary.

NOTE: Once a Temporary Flight Restriction area has been established, the IC becomes the approving authority to allow aircraft into the area. Aircraft that violate the restrictions must be identified and that information is forwarded back through channels to the FAA for further actions. Please note, aircraft have violated these types of restrictions in the past, hoping not to be identified.

IV.   REFERENCES

State and Regional Disaster Airlift (SARDA) Operations Plan, Washington State DOT, Aviation Division, August 2004

EMERGENCY SUPPORT FUNCTION 14

LONG TERM COMMUNITY RECOVERY

PRIMARY DEPARTMENTS: Development Services Group
SUPPORT DEPARTMENTS: All Departments
                                  External Agencies

I.   INTRODUCTION

A.   Purpose

The purpose of this Emergency Support Function (ESF) is to establish uniform roles and responsibilities for effective coordination to accomplish recovery and restoration tasks resulting from a natural or technological emergency or disaster.

B.   Scope

Recovery and restoration actions following any emergency or disaster will be determined by the specific event. All departments may be involved depending on the hazard and scope of the situation. Short-term recovery may involve restoration or relocation of critical services in damaged City buildings and essential private businesses.

C.   Short and Long-term Recovery

As disaster recovery continues, short-term recovery activity transitions to a focus on longer-term recovery needs. Responsibility for coordinating recovery actions and programs shifts from the EOC to City departments and to normal lines of authority. The transition may occur in phases as infrastructure and various sectors of the community stabilize and rebuild. Citywide coordination may be enhanced at any point in the recovery by the formation of a Recovery Management Team. Recovery activities may include:

- Restoration of critical infrastructure and essential services
- Housing, health, and social services
- Economic recovery
- Environmental management

DSG will continue to work collaboratively as a part of a Recovery and Response Team to facilitate unity of effort. State and federal assistance teams may also be deployed to assist in local recovery efforts.

II.   POLICIES

A.   Emergencies or Disasters

Recovery and restoration activities are operational in nature and begin while response operation activities are still underway. For most events, these activities will begin in the Emergency Operations Center (EOC) as staff work to assemble data on the extent of damages. If warranted, the Director for the State EMD may recommend that the Governor seek federal disaster assistance, which may include a Presidential Disaster Declaration. Recovery and restoration activities for state, federal, and volunteer agencies will be coordinated by a joint

state/federal Joint Field Office (JFO), if it is established.

1. The Development Services Group is the primary lead on this ESF.
2. The Development Services Group may develop disaster permit and inspection processes and requirements for use in an emergency or disaster if needed.
3. Response operations will be in accordance with the Incident Command System (ICS) and align with the National Incident Management System (NIMS).

B.   Emergencies or Catastrophic Disasters

In the wake of a catastrophic disaster, the Incident Commander may also direct the formation of a Mercer Island Recovery and Restoration Team (RRT) that is comprised of designated departmental representatives from the City's Hazard Mitigation Assessment Team. The Hazard Mitigation Assessment Team provides expertise for recovery, and writes and completes FEMA Damage Survey Reports (DSRs) and Project Worksheets (PWs). The RRT is made up of staff from the Development Services Group and Public Works and, if necessary, staff from other departments and consultants. The purpose of the RRT is to recommend and coordinate efforts to restore normalcy to areas adversely impacted by the disaster. The EOC will coordinate support for the RRT, as necessary. The RRT will coordinate with mutual aid local jurisdictions, county and state when activated. If a JFO is established, the activities of the RRTF and the JFO must be coordinated.

C.   Events Involving Special Hazards

Emergencies or disasters involving chemical, biological, radiological, nuclear and explosive (CBRNE) materials or will require special attention in the recovery and restoration phase. Activation of the RRT can be expected as a response to these types of emergencies. Refer to ESF 10 Hazardous Materials.

D.   Long-Term Recovery – Mercer Island Comprehensive Plan

This Plan is in the process of being written.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards

1. Recovery and restoration activities are operational in nature and begin while response operation activities are still underway. For most incidents, these activities will begin in the Emergency Operation Center (EOC) as staff work to assemble data on the extent of damages. If warranted, the Director for the State EMD may recommend that the Governor seek federal disaster assistance, which may include a Presidential Disaster Declaration. Recovery and restoration activities for state, federal, and volunteer agencies will be coordinated by a joint state/federal Joint Field Office (JFO), if it is established.
2. Refer to the current City of Mercer Island 2015 Hazard Mitigation Plan for natural and technological hazards.
3. There may be an immediate and urgent need for medical aid, sanitation, food, water (including safe drinking water), shelter or long-term housing, clothing, transportation, damage assessment, utility restoration, debris removal, and infrastructure repair following an emergency or disaster.
4. Public and private energy and utility services will begin implementing plans to

continue the recovery and restoration process coordinated through specialty consultants. Contractors may be difficult to locate.

B.   Planning Assumptions

1.   The Development Services Group is the lead in recovery and restoration activities.

2.   The emergency or disaster has caused significant damage to require recovery and restoration activities.

3.   It is expected that staff, individuals, and families be self-sufficient for at least seven to fourteen days after an emergency or disaster. To the extent practical, immediate basic needs should be provided by the benefit of pre-disaster preparedness of everyone.

4.   Needs not met by individual responsibility will be referred to established public, state or private programs consistent with individual qualifications, organizational priorities, and resource availability.

5.   Approximately eight to fifteen days after an emergency or disaster, DSG, Public Works and other City departments will begin to focus on longer-term recovery needs.

6.   The EOC will support the recommendations and recovery plans of the Development Services Group as required for sustainment and continuity of City infrastructure and priority operations.

7.   Language interpreters, among others, may be needed to provide translation services.

8.   Long term recovery of City government is coordinated by the City Manager.

IV.   CONCEPT OF OPERATIONS

A.   General

1.   The Development Services Group will serve as lead guidance to the Emergency Manager and the City Manager on programs and activities for recovery and restoration. The focus will include:

   a.   Determining the economic and environmental impact of the recovery to the City, infrastructure, people, property, and businesses.

   b.   Determining the damage assessment estimates for losses sustained to continue recovery and restoration efforts.

   c.   Determining the priority of proposed Incident Action Plan (IAP) missions.

   d.   Providing recovery and restoration information to the City PIO.

2.   The Development Services Group should outline recovery and restoration activities in their operational plans, and should accomplish the following:

   a.   Coordination and development of a Recovery and Restoration Plan.

   b.   Coordination and implementation of access and traffic control within the affected area.

   c.   Issuing information to the PIO concerning recovery or restoration activities.

   d.   Assisting the Public Information Officer (PIO) with issuing City public health advisories in coordination with ESF 8 Health, Medical, and Mental Health

Services.

3. DSG will work with local organizations, faith-based and neighborhood groups, and major employers to be active players in recovery.

4. Prioritize permit processes that are essential to life and safety and suspend non-essential permitting processes to expedite recovery.

   a. Strike a responsible balance between an expedited recovery process and requirements to rebuild sustainably in accordance with all applicable codes and regulations.

   b. Provide customer-friendly experience for residents while ensuring their homes and businesses are rebuilt to code, with minimal environmental impact, and greater resiliency.

   c. Expand City hours of operation and send field permitting and inspection teams to damaged areas.

   d. Offer one-stop review and permitting services for property owners undertaking reconstruction activities.

5. Encourage property owners to investigate contractors for hire and provide tools to ensure compliance with licensing requirements and prevent fraud.

   a. Any contractors working on a reconstruction project with Federal cost-share funding must undergo debarment certification prior to being hired. Any contractor (or subcontractor) that has been excluded from receiving Federal contracts or pass-through funding may not be utilized if any Federal funds (e.g., FEMA Public Assistance funding) are obligated to the project.

   b. City staff and project managers may search for debarred and excluded companies at www.sam.gov.

   c. Through ongoing community outreach, encourage property and business owners to undertake due diligence in hiring contractors.

B.   Organization

The Development Services Group team will consist of a core membership of subject matter experts, consultants, Finance and other supporting department staff as required to provide expertise for recovery.

C.   Procedures

1. Recovery and restoration operations begin in the EOC. Situation assessments are developed by the Planning Section and ESF 5 Information Analysis and Planning. ESF 5 personnel in the EOC are assigned the task of collecting initial damage assessments and making recommendations to the Incident Commander.

2. The first major task of the Development Services Group will be to formulate a Recovery and Restoration Plan with short and long-term recovery goals. Among the elements of this Plan are:

   a. Formation of a damage assessment task force.

   b. Coordination of assigned departmental representatives for the Hazard Mitigation Assessment Team.

   c. Hazard Mitigation Assessment Team provides expertise for recovery, and writes and completes FEMA Damage Survey Reports (DSRs) and Project Worksheets (PWs).

d. Priority of efforts and essential services restoration.
e. Phasing / milestones.
f. Support requirements.
g. Coordination requirements.
h. Agreed methodologies.
i. Establish and set periodic reporting timeline requirements.

3. All assigned department representatives, individuals and agency representatives involved in recovery and restoration activities will be alert for opportunities to lessen or mitigate the effects of future emergencies or disasters. Suggestions will be forwarded to the Emergency Manager.

4. Finance will assist and coordinate with FEMA Federal Programs for claims and cost. Finance is the primary agency responsible for coordinating the reimbursement process for the City of Mercer Island following an emergency or disaster that qualifies for state or federal reimbursement such as a Presidential declared disaster. Individual departments/divisions are responsible for providing the appropriate documentation to Finance for the reimbursement process.

D.   Mitigation Activities

Mitigation activities shall be undertaken by each group, as follows.

1. **Primary Department – Development Services Group**
    a. Creates, updates and maintains a Recovery and Restoration Plan.
    b. Creates departmental SOGs or operational plans to support recovery and restoration plans in support of this ESF.
    c. Assists in updating and maintaining the Mercer Island Hazard Mitigation Plan.
    d. Develops permit and inspection policies for use during an emergency or disaster.
    e. Researches historical preservation sites and special rules for federal Public Assistance Programs.
    f. Assists in the application for hazard mitigation pre and post disaster grants.

2. **Support Departments – All**
    a. **General**
        Creates departmental SOGs or operational plans in support of this ESF.
    b. **Finance**
        Develops recovery procurement procedures and policies.

3. **Support Agencies - External**
    a. **Washington State Military Department, Emergency Management Division**
        All individuals and agency representatives involved in recovery and restoration activities will be alerted for opportunities to lessen the effects of future emergencies or disasters. Any suggestions would be forwarded to the State EMD.
    b. **Additional Agencies:**
        Washington State Departments of Agriculture, Office of the Attorney General; Commerce; Ecology, EFSEC, Employment Security, Office of Financial Management, Fish and Wildlife, General Administration, Office of

the Governor, Health, Governor's Office of Indian Affairs, Information Services, Insurance Commissioner, Labor and Industries, Military Department - National Guard, Natural Resources, Social and Health Services, Washington State Patrol, Transportation, Utilities and Transportation Commission, All Other State Agencies, American Red Cross, Federal Emergency Management Agency; U.S. Army, Umatilla Chemical Depot; U.S. Department of Energy, Energy Northwest and Affected Local Jurisdictions.

1) All individuals and agency representatives involved in recovery and restoration activities will be alert for opportunities to lessen the effects of future emergencies or disasters. Any suggestions would be forwarded to the State EMD.

E.   Preparedness Activities

1.   Primary Department – Development Services Group

a. Assists Public Works with Hazard Mitigation Plan strategies.

b. Creates contractor or consultant memorandums of understanding (MOUs) for retaining contracts to provide service priority.

c. Trains, drills, and exercises staff in support of this ESF.

2.   Support Departments – All

a. **General**

1) Trains, drills, and exercises with Development Services Group in support of this ESF and the Recovery and Restoration Plan, and EOC logistics and activities.

2) Assigns staff representative(s) responsible to perform Hazard Mitigation Assessment Team activities and to work with the FEMA Recovery Team to perform writing Damage Survey Reports (DSR) and Project Worksheets (PWs).

b. **Finance**

1) Develops recovery procurement policies and procedures.

2) Reviews updated Public Assistance Program requirements and forms.

c. **Public Works**

1) Works with Development Services Group on Hazard Mitigation Plan strategies.

2) Works with Development Services Group in updating and maintaining the Mercer Island Hazard Mitigation Plan.

3.   Support **Agencies**: External

a. **Washington State Military Department, Emergency Management Division**

1) Prepare procedures for this ESF.

2) Prepare and provide an EOC.

b. **Washington State Department of Labor and Industries**

1) Provide information on the adequacy of Personal Protective Equipment for chemical hazards.

c. **Other Core RRTF Members:**

1) Washington State Departments of the Attorney General, Ecology, General Administration, Health, Insurance Commissioner, Natural Resources,

Social and Health Services, Washington State Patrol, Transportation, Office of Financial Management, Office of the Governor, and Affected Local Jurisdictions.

2) Actively participate in preparation and review of this ESF.

3) Support RRTF activities with all available agency resources.

d. Other Supplementary RRTF Members:

1) Washington State Departments of Agriculture; Community, Trade and Economic Development – Energy Policy; EFSEC, Fish and Wildlife.

2) Support RRTF activities with all available agency resources.

e. All Other State Agencies

1) Coordinate procedures to recover from the effects of an incident and to restore agency facilities and operations.

f. Federal Emergency Management Agency

1) Review state plans and procedures.

g. Energy Northwest

1) Conduct recovery and restoration planning with the state and local jurisdictions.

2) Assist the appropriate state and local jurisdictions with radiological public education and information pertaining to recovery and restoration near their facilities.

F. Response Activities

1. Primary Department – Development Services Group

a. Begins consolidating documentation of disaster impacts and effects and other needed information for recovery and restoration.

b. Assists ESF 5 message flow and supports reporting process and forms required by City of Mercer Island EOC, the County, State and federal agencies.

c. Provides Hazard Mitigation Assessment Team reports, Damage Survey Reports (DSRs) and Project Worksheets (PWs), and coordinates with Finance and the Recovery and Restoration Team (RRT), and FEMA.

d. Implements GIS maps and other data to support recovery operations in the EOC.

2. Support Departments – All

a. General

1) Coordinates with Development Services Group on SOGs or operational plans to recover from the effects of an event and to restore infrastructure facilities and business service operations.

2) Activates ESFs relating to recovery activities as stated in this Plan and reports significant findings to the EOC.

b. Youth and Family Services

1) Assists with formulating and disseminating information through the City PIO to protect food supplies as the situation warrants. (Refer to ESF 11).

       2) Youth and Family Services assists with the issuance of health information and advisories concerning food to the staff and public in coordination with the City PIO. (Refer to ESF 8 and 11).

   c. Police Operations Division
    Provides traffic control on city streets as needed. (Refer to ESF 13).

   d. Public Works
    1) Member of the Recovery and Restoration Team (RRT).
    2) Provides transportation resources within the Department's capabilities. (Refer to ESF 1)
    3) Conducts debris management and clearance, utility repairs, and waste removal.
    4) Conducts department recovery and restoration activities in coordination with Development Services Group.

   e. Communications Coordinator
    1) Establishes phone hotline for citizens reporting damages to Development Services Group customer services or Phone Bank.
    2) Establishes two phone hotlines for staff information messages.

3) Support Agencies: External

   a. Washington State Military Department, Emergency Management Division
    Activate the RRTF.

   b. Seattle/King County Department of Public Health
    1) Provide the overall coordination of emergency health, environmental health and medical examiner services.
    2) Coordinate the morgue services, body identification and disposal of unclaimed bodies and establishes procedures for handling mass deaths and burial. Refer to Emergency Support Function #8, Health and Medical Services.
    3) Provide assistance in the coordination of emergency medical services and mental health services.

   c. Washington State Department of Agriculture
    1) Assist with formulating and disseminating information on agricultural issues, and state activities to protect food supplies.
    2) Impose long-term restrictive measures on adulterated food.
    3) Assist with the issuance of health information and advisories concerning food to the public.

   d. Washington State Department of Ecology
    Monitor federal environmental decontamination activities.

   e. Washington State Department of Fish and Wildlife
    Coordinate all departmental activities for the task force.

   f. Washington State Department of Health
    1) Monitor federal decontamination activities.
    2) Determine and document radiological exposure levels and chemical agent contamination levels.

3) Provide radiological exposure levels and chemical agent contamination level projections to the task force.

4) Issue health advisory information to the public.

g. Washington State Military Department, National Guard

Assist state agencies and local jurisdictions with available resources, as requested.

h. Washington State Parks and Recreation Commission

Make state parks and recreation facilities available to support the recovery and restoration effort.

i. Washington State Department of Transportation

1) Provide traffic control on state roads, as needed.

2) Provide transportation resources to requesting agencies within the Department's capabilities.

j. Washington State Departments of the Attorney General, General Administration, Insurance Commissioner, Labor and Industries, Natural Resources, Social and Health Services, Washington State Patrol, Office of Financial Management, Office of the Governor, and Affected Local Jurisdictions

Support RRTF activities with all available agency resources, as requested.

k. Washington State Community, Trade and Economic Development

Support RRTF activities with all available agency resources, as required.

l. All Other State Agencies

Conduct agency recovery and restoration activities.

m. American Red Cross

Initial response activities focus on meeting urgent needs of victims on a mass care basis.

n. Energy Northwest

Assist state and local agencies to prepare for recovery and restoration activities.

G. Recovery Activities

1. Primary Department – Development Services Group

a. Coordinates restoration and recovery activities within the City's jurisdiction.

b. Receives recovery and restoration information from all support departments and mutual aid local jurisdictions, compiles and prepares the information into reports for the EOC.

c. Provides the EOC with detailed recovery and restoration information on required forms.

d. Coordinates staff representative(s) responsible to perform Hazard Mitigation Assessment Team activities and to work with FEMA to perform writing Damage Survey Reports (DSR) and Project Worksheets (PWs).

e. Identifies and documents recovery and restoration estimates and costs with Finance.

f. Coordinates City facility relocation if necessary for continuation of the

emergency support services with Parks and Recreation.

2. **Support Departments – All**
   a. **General**
      1) Provides graphic, editorial, and public information support to the RRT.
      2) Assists the RRT with the implementation of the updated Recovery and Restoration Plan.
      3) Utility staff and utility companies assist with recovery and restoration activities in coordination with this ESF and ESF 3 and 12.
   b. **Finance**
      1) Assists in compiling statistics related to the fiscal impacts of the emergency or disaster.
      2) Provides Federal Public Assistance Program disaster claims assistance.
   c. **Parks and Recreation**
      1) Coordinates City facility relocation if necessary for continuation of the emergency support services with Development Services Group.
      2) Coordinates FEMA Damage Assistance Center(s) (DACs) work location.

3. **Support Agencies: External**
   a. **Washington State Military Department, Emergency Management Division**
      1) Facilitate the deliberations and decision-making by the RRTF, in the absence of the Governor.
      2) Coordinate restoration and recovery activities with adjacent states and provinces.
      3) Coordinate recovery activities of the RRTF in support of ESF 14.
   b. **Washington State Department of Ecology**
      1) Provide graphic, editorial, and public information support to the RRTF.
      1) Recommend the continuation or relaxation of protective measures.
   c. **Washington State Department of Community, Trade and Economic Development**
      Assist the RRTF with the development of the plan.
   d. **Energy Facility Site Evaluation Council**
      Assist the RRTF with the development of the plan.
   e. **Washington State Department of Fish and Wildlife**
      Monitor the effects of contamination on fish and wildlife.
   f. **Washington State Governor's Office of Indian Affairs**
      Monitor the effects of an emergency or disaster in tribal lands.
   g. **Washington State Department of Health**
      1) Recommend the continuation or relaxation of protective measures.
      2) Validate federal actions to restore lands to assure they are adequate.
   h. **Washington State Department of Revenue**
      1) Assist in compiling statistics related to the fiscal impacts of the emergency or disaster.
      2) Aid local jurisdictions for Public Works or reconstruction of tax records.
      3) Adjust tax reporting/collection requirements to allow for business resumption.

      i. **Washington State Departments of Agriculture, General Administration, Insurance Commissioner, Labor and Industries, Natural Resources, Social and Health Services, Washington State Patrol, Office of the Attorney General, Office of Financial Management, and Affected Local Jurisdictions**
Prepare for long-term commitments of available resources to expedite recovery and restoration of the affected areas.

      j. **Energy Northwest**
      1) Assist state and local agencies to prepare for recovery and restoration activities.
      2) Provide disaster and claims assistance.

      k. **Federal Emergency Management Agency**
      1) Assist the State and local jurisdictions with disaster claims assistance through the Disaster Field Office (DFO).
      2) Coordinate claims assistance for special hazards incidents on the Hanford Reservation or Umatilla Chemical Depot.

      l. **Public Health Seattle and King County (PHSKC)**
Responsible for emergency health, environmental health, mental health, and medical examiner services.

      m. **American Red Cross**
Provide disaster and claims assistance to victims and workers.

V. RESPONSIBILITIES

A. **Primary Department – Development Services Group**
1. Coordinates the response, recovery and restoration tasks following an emergency or disaster.
2. Coordinates plans and procedures to carry out the responsibilities outlined in this ESF.
3. Trains staff to be proficient in the conduct of their responsibilities.
4. Implements recovery activities per the Recovery and Restoration Plan and departmental SOGs or operational plans.
5. Reviews recovery tasks and requests for Federal Public Assistance Programs in coordination with Finance.

B. **Support Departments – All**
6. Each department will assign staff representative(s) to perform Hazard Mitigation Assessment Team activities along with their responsibilities to write and complete FEMA Damage Survey Reports (DSR) and Project Worksheets (PWs).
7. Reassesses hazard mitigation and recovery needs and, if necessary, redefines citywide hazard mitigation and recovery policies and strategies.
8. Promotes coordination of mitigation and recovery programs at all levels of City government and pursues alternate mitigation and recovery funding strategies, and/or applies for possible grants.
9. The Incident Commander will convene the EOCT to review response and recovery costs, and with the Director of Finance assistance estimate the costs of

each department of responding to, recovering from and mitigating the effects of the emergency or disaster, and coordinates application details for federal assistance. (Per The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended in 1988, authorization for federal assistance to supplement efforts of local government).

C. **Support Agencies: External**

    1. **Washington State Military Department, Emergency Management Division**

        a. The State EMD has the overall responsibility to coordinate the recovery and restoration tasks following an emergency or disaster.

        b. Coordinate plans and procedures to carry out the responsibilities outlined in this ESF and train staff to be proficient in the conduct of their responsibilities.

        c. Implement recovery activities to incidents involving a local jurisdiction or facility, following this ESF, the State CEMP, and appropriate agency, local jurisdiction, and facility plans and procedures.

        d. Provide a representative to the RRTF, as requested.

    2. **Seattle/King County Department of Public Health**

    Provide the overall coordination of emergency health, environmental health and medical examiner services.

    3. **The American Red Cross**

    Provide disaster services, relief assistance and basic needs to individuals to include emergency mass care, disaster welfare inquiries and individual emergency assistance.

    4. **Puget Sound Energy**

    Assist the City of Mercer Island in the restoration of utility systems.

    5. **Washington State Departments of Agriculture; Community, Trade and Economic Development; Ecology, EFSEC, Employment Security, Fish and Wildlife, General Administration, Health, Information Services, Insurance Commissioner, Labor and Industries, Military Department - National Guard, Natural Resources, Parks and Recreation Commission, Revenue, Social and Health Services, Washington State Patrol, Transportation, Utilities and Transportation Commission, Governor's Office of Indian Affairs, Office of the Attorney General, Office of Financial Management, Office of the Governor, All Other State Agencies, American Red Cross, Federal Emergency Management Agency; U.S. Army, Umatilla Chemical Depot; U.S. Department of Energy, Energy Northwest; and Affected Local Jurisdictions**

VI.   RESOURCE REQUIREMENTS

The resources necessary to accomplish the recovery and restoration tasks will be determined by the situation and established by Development Services Group and as stated in this ESF as well as the State RRTF.

VII.   REFERENCES

A.   CEMP Basic Plan, Appendix 3.

B.   City of Mercer Island 2015 Hazard Mitigation Plan
C.   King County Regional Disaster Plan (RDP)
D.   Washington State CEMP
E.   Washington State Public Assistance Manual, December 1995.
F.   Washington State Integrated Fixed Facility Radiological and Chemical Protection Plan, June 1997 with changes.
G.   FEMA Publication 262, Guide to Federal Aid in Disasters, April 1995.
H.   Federal Response Plan,

VIII.   DEFINITIONS AND ACRONYMS

A.   CEMP Basic Plan, Appendix 1.
B.   Damage Survey Report (DSR) – FEMA form used to document the initial damage and preliminary damage estimates of damaged sites.
C.   Project Worksheet (PW) – FEMA form used to document the damage and develop the scope of work for repair of a damage site.

IX.   APPENDICES

A.   Appendix 1, Hazard and Impact Matrix.
B.   Appendix 2, Reentry Operations.

APPENDIX 1

HAZARD AND IMPACT MATRIX

I.   HAZARD AND IMPACT MATRIX

A.   Purpose

This Matrix is a tool to link hazards that may affect jurisdictions, agencies, and business and possible related adverse impacts to life, property, and the environment. Across the top are the major hazards present in Mercer Island. The left column is an alphabetical listing of adverse impacts that may affect jurisdictions, agencies, and business. With proper planning and action, communities can mitigate against, prepare for, respond to, and recover from adverse impacts of hazards.

B.   Use

The Impact Matrix is a subjective estimate of the possible adverse effects on the community by a hazard based on historical experience. Marking the intersection of the hazard and the impact(s) with an "x" identifies these effects.

Hazard and Impact Matrix	Earthquake	Volcano	Landslide	Flood	Tsunami/Seiche	Severe Storm	Tornado	Heat Wave	Drought	Epidemic	Civil Disturbance	Urban Fire	Dam Failure	Pipeline Failure	Shortage	Transportation	Hazardous Materials/Accident	Terrorism	High Profile Abduction	Environment
Acid Rain		X																		X
Ash Cloud		X																		
Communication loss	X	X	X	X	X	X	X		X		X	X			X		X	X		
Contamination-air	X	X	X			X	X					X		X			X	X		X
Contamination-ground	X	X	X	X	X	X	X		X			X	X	X		X	X	X		
Contamination-water	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Evacuation	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X
Fire-urban	X	X				X	X	X	X		X	X		X			X	X		X
Flood-urban	X	X	X	X	X	X	X						X	X				X		
Fuel	X	X	X	X	X	X	X				X	X	X	X	X	X	X	X		
Hostage											X							X	X	
Failure-bridges	X	X	X	X	X	X	X	X			X	X	X	X		X	X	X		
Failure-buildings	X	X	X	X	X	X	X				X	X	X	X		X	X	X		
Failure-road	X	X	X	X	X	X	X	X			X	X	X	X		X	X	X		
Landslide	X	X	X	X	X	X	X					X	X	X		X				
Medical emergency	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Mud/rock flow	X	X	X	X	X	X						X	X	X		X				
Riot/looting											X							X		
Sabotage											X	X	X	X			X	X	X	
Strikes											X									
Transportation-air		X				X	X					X					X	X	X	
Transportation-marine	X	X		X	X	X	X		X		X	X	X	X	X	X	X	X		X
Transportation-road	X	X	X	X	X	X	X	X			X	X	X	X		X	X	X	X	X
Utilities-electric	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X		
Utilities-natural gas	X	X	X	X	X	X	X				X	X	X	X	X	X	X	X		
Utilities-sewer	X	X	X	X	X	X	X						X	X		X	X	X		
Utilities-telephone	X	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X		
Utilities-water	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X		

Table 1 Hazard and Impact Matrix

II.   HAZARD AND EMERGENCY SUPPORT FUNCTION MATRIX INSTRUCTIONS

A.   Purpose

This Matrix is a tool to link hazards that may affect jurisdictions, agencies, and business and the related Emergency Support Functions (ESF). ESFs provide a functional approach to assistance and operational support necessary to mitigate against, prepare for, respond to, and recover from hazards that endanger life, property, and the environment. Across the top are the major hazards that may occur in Mercer Island. The left column is a listing of ESFs found in the City of Mercer Island's Emergency Management Plan and the Federal Response Plan.

B.   Use

The ESF Matrix is a subjective estimate of what assistance and operational support is necessary to deal with a historical hazard. Marking the intersection of the hazard and ESF(s) with an "x" identifies areas that may require assistance or operational support.

Table 2 Hazard and Emergency Support Function (ESF) Matrix

Hazard and Emergency Support Function (ESF) Matrix	Earthquake	Volcano	Landslide	Flood	Tsunami/Seiche	Severe Storm	Tornado	Heat Wave	Drought	Epidemic	Civil disturbance	Urban Fire	Dam Failure	Pipeline Failure	Shortage	Transportation	Hazardous	Terrorism	High Profile Abduction	Environment
BP: Dir/Control/Coord/Policy	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
BP: Continuity of Gov	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
BP: Emer Public Info	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X
BP: Emer Fiscal & Admin Proc	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
BP: Training & Education	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
BP: Animal Care	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X		X
1 – Transportation	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X	X	X	X
2 – Comms & Warning	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3 – Public Works, Roadways Debris Removal	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X	X	X	X
4 – Fire Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5 – Emergency Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
6 – Mass Care	X	X	X		X	X	X	X		X	X	X				X	X	X		X
7 – Resource Support	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
8 – Health, Medical, Mental Health, & Mortuary	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
9 – Search & Rescue	X	X	X		X	X	X				X	X	X				X	X	X	X
10 – Hazardous Materials (HazMat)/Radiological Protection	X	X	X	X							X	X		X		X	X	X		X
11 – Food & Water/Procurement/EOC/ Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
12 – Energy & Utilities	X	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X		
14 – Recovery & Restoration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
13 – Law Enforcement	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
15 – External Affairs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
20 – Military Support to Civil Authorities (MSCA)	X	X	X		X	X				X	X		X				X	X		
ESF 23 – Damage Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ESF 24- – Evacuation	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X		

APPENDIX 2

REENTRY OPERATIONS

I.   INTRODUCTION

A.   Purpose
The purpose of this Appendix is to describe reentry operations from an emergency or disaster occurring in the City of Mercer Island.

B.   Scope
Reentry operations will vary depending on the disaster and its magnitude and will be an integral part of recovery. Access to the affected area may have to be controlled to prevent additional persons from becoming endangered by the hazard and to protect property within the area.

II.   CONCEPT OF OPERATIONS

A.   General
These procedures are developed to ensure coordination between the City, local jurisdictions, KC ECC, Washington State Emergency Management Division (EMD), Washington State Patrol (WSP), Washington State Department of Health (DOH), and the Washington State Department of Transportation (WSDOT) for the purpose of controlling reentry into restricted zones. Other local, county and state agencies may also be required to assist the City in restoring normal community life and assisting in temporary repairs and debris removal and disposal. Their assistance, as well as federal assistance, may be requested through the appropriate Emergency Operations Center (EOC).

B.   Procedures
1.   General
   a.   The City of Mercer Island EOC will identify Control Areas, Relocation Zones (RZ), and Community Shelter locations to assist dislocated and injured persons who have lost their homes due to emergencies or disasters, or are dislocated due to an evacuation caused by a Hazardous Material (HAZMAT) spill, nuclear or chemical incident, or other human caused disaster. The reentry of property owners and Emergency Workers into the RZ for short-term work and for shutting down or stabilization of businesses may be required. Persons desiring temporary reentry into restricted zones will be instructed by the Police Operations Division or the Fire Department, via radio and television public service announcement, or other means, to report to a designated control point.

   b.   In cases of disease or contamination, the Public Health Seattle and King County (PHSKC) in coordination with State DOH at the State EOC will, in consultation with the City, make the final decision to allow or disallow the request for reentry.

   c.   Upon approval for reentry into a restricted zone, Control Point personnel will verify and retain records indicating the identity, residence, and/or

employment of the individual(s) applying for reentry and obtain the:
1) Name, address, and phone number of the person(s) seeking reentry.
2) Date, time, and duration of request.
3) Purpose for reentry.
4) Reentry point and location of area to be visited.
5) Date(s) and time(s) of any previous visits.
6) Obtain signature of person(s) entering the area.

2. **Restoring "Normal" Community Life**
    Disaster effects can vary widely within the community. Some areas will be unaffected, others will experience limited effect, and some will have major impacts. Some will have major impacts that disappear quickly, while others will require protracted periods of recovery. Mercer Island will need to tailor emergency management strategies to area needs by setting and following priorities to support normal community and economic life. Priorities for restoring normalcy include:
    a. Utility service restoration.
    b. Debris removal and cleanup.
    c. Temporary repairs.
    d. Reopening of educational institutions as soon as possible as priority.
    e. Re-occupancy of residential and business structures.
    f. Full resumption of normal public services.

3. **Temporary Repairs and other Arrangements to Resume Essential Services.**
    a. The nature and extent of the temporary repairs will depend on the situation and considerations will need to be made.
    b. Using temporary re-routings to restore service around major breaks.
    c. Similar disaster(s) may occur soon after the event and may be caused by aftershocks such as in earthquakes, and other types of disaster events may occur before permanent repairs or replacement can be made.
    d. Shoring-up of buildings and bridges as a priority item for service restoration and to avoid hazards from falling structures.
    e. Prioritize restoration of water supply and pumping station facilities, followed by restoration of water and sewer services to properties.

4. **Debris Removal and Disposal**
    a. Debris management impacts community attitudes and encourages private recovery efforts.
    b. Include organizing activities so citizens can participate in a community effort.
    c. Bring regulatory authorities into the effort.
    d. Use current eligible contractors at local and county level as much as possible.

5. **Rebuilding Resource Stockpiles**
    a. Prepare for further disaster events in the near future.
    b. Plan restocking priorities.
    c. Prioritize restocking of items with short and long term lead times.

6. **Reassignment of Personnel**
    a. Assign lead personnel for reentry activities as early as possible.

     b.   Return staff to regular activities as soon as possible.

     c.   Contract for other outside services to complete reentry activities and temporary repairs.

     d.   Hire temporary fill-in personnel to support added workload.

     e.   Ensure continuity of personnel records management.

7. Public Information Actions

     a.   Inform the public of ongoing activities such as what to expect, what problems to look for, and what their responsibilities are in reentry and recovery.

     b.   Maximize the use of multiple media platforms to keep the public informed, such as TV, radio, press, mailers, social media and direct contact at public meetings.

     c.   Establish and staff public contact locations to supplement local and county contact points, using the same location(s) when possible use of a Joint Information Center (JIC) is recommended.

E.   Reentry Activities

1. Establish designated recovery teams.
2. Divide the area affected by the emergency or disaster into sectors and assign a person in charge of every area. Keep personnel in the area during the entire reentry phase.
3. Maintain open lines of communications with City Public Information Officer (PIO) and the Emergency Manager's office.
4. Maintain open communications between all staff members.
5. Initiate the work of cleaning up. Divide the City into sectors and establish priorities of work such as access to clinics, fire stations, banking areas, main streets, and restaurants. Review and revise the plan daily.
6. Establish and maintain a register of damages by each geographic area. Continuously gather and update information about the damages suffered.
7. Coordinate with American Red Cross (ARC) staff at each Community Shelter to conduct a needs assessment of the shelter, including requirements for adults, adolescents and children.
8. Provide for the psychological and stress related needs of victims and Emergency Workers resulting from the disaster, in addition to the physical health needs.
9. Remediate health and safety concerns.
10. Coordinate with the mutual aid, King County ECC, State EOC, State agencies, private organizations, individual citizens, and FEMA for needed resources.
11. Appoint a liaison with the authority and resources to coordinate reconstruction efforts with Mercer Island EOC.
12. Document the damages and damage related activities incurred by catastrophe.
13. Implement the Restoration and Recovery Plan and create a schedule for rebuilding.
14. Maintain constant daily communication with citizens to inform them about recovery efforts, reconstruction efforts and to give them new faith and hope. Daily TV and radio messages are recommended.

15. Contact local private companies for help to clean up devastated areas.

16. Return evacuees to their homes as quickly as possible. Time goes by very quickly and the sense of crisis subsides even quicker.

17. Review and revise reentry plans often and, as they near completion, adjust the work schedule accordingly.

18. Shift human resources when and where they are needed. Designated job descriptions may have little significance following a disaster but give people a sense of value and a job to accomplish. Be mindful that people need to be moved back to their designated jobs as soon as practicable.

19. Keep appropriate officials involved and informed.

20. Expect contractors, suppliers, and general repair people to arrive from surrounding states and from Canada.

21. Monitor weather conditions and their potential effect on the recovery effort.

22. Monitor and control wild and domestic animals that may create a safety hazard.

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EMERGENCY SUPPORT FUNCTION 15

EXTERNAL AFFAIRS

JOINT PRIMARY DEPARTMENTS: Communications Coordinator
    Police Department
SUPPORT DEPARTMENTS: Liaison Officer
    All Departments
    External Agencies

I.   INTRODUCTION

A.   Purpose

Emergency Support Function (ESF) 15 – Public Information is responsible for keeping the public information concerning a threatened or actual emergency and to provide protective action guidance as appropriate to save lives and protect property.

This plan supports the Incident Command System (ICS) Public Information Officer (PIO) function and the Joint Information Center and Joint Information System (JIC/JIS). The Joint Information System is to coordinate information before it is released to the public and the news media.

The purpose of this ESF is to establish uniform policies for the effective development, coordination, and dissemination of information to the public in the event of a disaster.

B.   Scope

The City of Mercer Island's public information requirements will be determined by the severity of the disaster or emergency as determined by the City of Mercer Island's Emergency Manager.

ESF 15 provides for public information, education and media relations functions that together comprise the Joint Information System (JIS). The JIS may be coordinated internally or with other agencies. Emergency public information actions before, during and following an emergency will be determined by the severity of the emergency as declared by involved jurisdictions, state agencies or perceived by the public. A significant emergency public information response will involve many state, county, local, private sector, media, and not-profit organizations. Public Information identifies those agencies and defines their responsibilities within the JIS. ESF 15 also addresses special considerations for communicating with significant segments of the population with limited English proficiency and those with access or functional needs.

II.   POLICIES

- Public Information activities will provide vital information citywide in a timely, consistent and unified method to state, count, local, private sector agencies, media, non-profit organizations. Local jurisdictions will provide immediate and vital information to the public and state, county, local, private organizations regarding response and recovery activities.

- The City of Mercer Island may start emergency public information operations to augment or enhance the normal communications capabilities of the City.

- The City of Mercer Island aims to communicate messages in a manner which can be understood by its diverse population.

- The City of Mercer Island's Public Information Officers (PIOs) may be located at the City of Mercer Island EOC, a Joint Information Center, or another location from which they may effectively coordinate the public information function of the City.

- During any activation of the City of Mercer Island EOC, City of Mercer Island staff from individual departments will be available to staff the EOC, field locations, or a Joint Information Center (JIC). The disaster procedures for each department should anticipate this fact and build in appropriate staffing.

III. SITUATION

C. Emergency/Disaster Conditions and Hazards

The City of Mercer Island and surrounding region will periodically experience emergency situations that require the coordinated dissemination of critical information to the public. The City of Mercer Island does not have a single warning system to communicate with the population but would use multiple systems depending on the need. The means of dissemination include the news media (radio, television, cable, print), reverse dial telephone systems mass notifications, the City of Mercer Island's website, social media applications, neighborhood information centers, and if warranted by the situation, hand distribution or A-frames. Potential emergency situations include natural, technological, and human-caused events. Public information is critical to alerting residents to an impending emergency, directing and informing them during the emergency (including animal evacuation and response instructions and status updates), and assisting them in the response and recovery phases of the event.

D. Planning Assumptions

1. The public needs timely and accurate information for protection of life and property during response to, and recovery from a disaster or emergency.
2. In case of an emergency, every effort will be made to communicate in a timely, effective manner; however, normal means of communication may not be available. In those situations, non-traditional means of communicating with the public, such as radio, billboards, flyers, newsprint, and community networks, will be established and utilized.

3. Members of the community with limited English proficiency and those with access and function needs will have additional difficulties in receiving and understanding warning and emergency notification messages if special efforts are not made to reach them.

4. Technological limitations may prevent communication with the public, including those with limited English proficiency and those with access or functional needs.

5. Depending on the nature and magnitude of the emergency, different levels of public information will be required. Public information may in fact be a primary objective during an emergency. During an emergency, timely and accurate public information will help protect people's health and safety and will help manage expectations about response capabilities. Conversely, it also could work to dispel public views that an incident is a bigger emergency than it is because of the way the media covers the story, making it critical for agencies to coordinate key messages.

6. Rumors or misinformation can cause unnecessary distress among residents, provoke counter-productive public actions, and impede response and recovery efforts. PIOs must focus on providing accurate and timely information using all dissemination methods including rumor control as a primary goal.

7. When external agencies are key stakeholders in the incident, particularly when they have been incorporated into a Unified Command structure to manage the incident, they will have a vested interest in the public information message. The Emergency Manager and City PIO will direct key public information messages.

8. Regional events involving multiple agencies may be coordinated through the King County Joint Information Center or Joint Information System.

IV.   CONCEPT OF OPERATIONS

A.   General
The following systems and procedures will be applicable to the response and recovery phase of any disaster or emergency.

- The City of Mercer Island will provide timely and vital information to the public regarding response and recovery activities.

- To reduce inaccuracies and misinformation, the City of Mercer Island will utilize a Joint Information System (JIS) to coordinate information with participating local, county, state, and federal agencies, and other organizations as required.

- Based on the urgency of the situation and the need for inter-agency cooperation, the city's assigned PIO will attempt to coordinate with other agencies to gather emergency public information relevant to the City of Mercer Island and share with the EOC and City Staff.

- In a minor emergency incident, an on-scene PIO may be the only portion of the JIS utilized.

- In a disaster, the public information function within the City of Mercer Island EOC becomes the focal point for the receipt of information, and therefore is a logical location for the preparation and distribution of emergency public information.

- The purpose of the JIC is not to control the activities of other jurisdictions, but to provide a forum for the sharing of information between jurisdictions and a central point for the media to get information. A JIC is established when non-City agencies are stakeholders in an incident. A JIC brings together diverse parties to coordinate information prior to public release. Involvement of other agency/organization PIOs will be determined by the scope and nature of the disaster. If the event is large enough, the JIC may be established by King County.

- Under the JIS/JIC concept, each agency representative has the commitment to share and coordinate information with all other participating agencies prior to release to the media and public.

- PIOs serve as part of the JIS and coordinate information from their respective agencies regarding their involvement in the response and recovery operation of an emergency event and work in conjunction with the City of Mercer Island EOC to disseminate and coordinate public information communications and messages.

- PIOs, whether within a JIC or the City of Mercer Island EOC, are responsible for setting up news briefings for key disaster officials; writing and disseminating news releases to appropriate media outlets; monitoring and analyzing TV, radio, newspaper, and Internet disaster news coverage; distributing this information throughout the JIS; and preparing background information and fact sheets. PIOs work closely with the City officials, response agencies, and the City of Mercer Island EOC Director (or the Emergency Management staff if the EOC is not activated).

- A virtual JIC may be initiated through technological means when geographical restrictions, incident management requirements, and other limitations preclude physical attendance by public information officers/liaisons at a central location.

- Communication resources may be utilized by the City of Mercer Island to retrieve and broadcast a public alert to specific jurisdictions and locations throughout the city, county, and state. For more information regarding communication resources see ESF 2 – Communications, Information Systems, and Warning.

- A media room may be designated at a location separate from the City of Mercer Island EOC to be used for news briefings, interviews, and press conferences.

- The public information function for an emergency may co-locate near the disaster area to support local public information efforts or may relocate to a JIC as needed.

- Code Red (King County Alert) is the mass notification system and would be activated during an emergency. The Emergency Manager and Incident Commander have the authority to active a Code Red (King County Alert).

B. Organization

- The City of Mercer Island operates under the National Incident Management System. ESF 15 describes the operation of the public information function within the Incident Management System.

- The City of Mercer Island Emergency Manager will appoint a PIO to serve as the Lead PIO within the City of Mercer Island EOC.

- The PIO will open the JIC, if activated, to coordinate public information activities with other public and private agencies.

C. Procedures

1. Upon notification, a designated city PIO will report to the City of Mercer Island EOC to coordinate and disseminate accurate and timely disaster-related information. This person will normally serve as the Lead PIO in the City of Mercer Island EOC.

2. In the event the City of Mercer Island EOC is not activated, a designated city PIO or another designated city PIO will work with the city's emergency management staff to issue appropriate press releases, situation reports and conduct media interviews.

3. A designated city PIO will coordinate working with the Officer in Charge to ensure there is appropriate PIO staffing. Depending on the severity of the situation, if the City of Mercer Island EOC is activated on a 24-hour schedule, additional PIO staffing may be required.

D. Prevention and Mitigation Activities

None

E. Preparedness Activities

- Identify areas where public education programs (e.g., personal preparedness) are needed, inclusive of plans for first responders and families.
- Develop 24-hour shift change and staffing procedures and checklists for supporting agencies.
- Identify emergency support function-specific training requirements.
- Identify locations for media briefing.
- Encourage city department's spokespersons to attend public information courses.
- Develop and maintain a roster of Public Information personnel, including shift change and staffing procedures and contact information (home address; telephone, cellular, and facsimile numbers; and email addresses).
- Develop equipment lists.
- list and maintain available media resources (station call letters, names, addresses, and telephone numbers) that will be used to disseminate emergency information to the public.
- Prepare media advisory and release templates.
- Ensure the support departments/agencies can access their respective networks from the City of Mercer Island EOC.
- Develop and maintain an accurate media contact list including print and broadcast media languages other than English that serve the Mercer Island community.
- Maintain active social media accounts and promulgate them during pre-disaster times.
- Develop procedures for rumor control inquires.
- Develop a list of volunteer groups.
- Maintain interpreter/translator service resources.
- Prepare a list and map of neighborhood information centers.

- Maintain generic pre-translated materials that can be easily customized to the specific emergency.

F.   Response Activities

- Coordinate with Incident Commanders to determine the scope, magnitude, extent and the potential duration of the incident.
- Request ESF 15 support PIOs based on incident assessment.
- Obtain a status report on all local and county activities as needed.
- Collect information concerning ESF field operations and activities.
- Coordinate with the City of Mercer Island EOC, ESF agencies and state, county, federal, private, and tribal organizations to develop a flow of information, including situation reports, health advisories and other public information releases concerning response and recovery efforts.
- Provide life safety, life-sustaining, or health-related messaging in a manner which can be understood by significant segments of the population with limited English proficiency and those with access and functional needs. This may include the use of universal symbols to convey messages without words, or utilization of interpreters/translators.
- Leverage community-based social networks, which may include word of mouth, email, social media, and other means of informal information sharing by the public.
- Attend briefings and gather information for situation updates.
- Document and maintain a record of incoming and outgoing communications.
- If a JIC is activated, send one or more PIOs to that location, if appropriate.
- Conduct media briefings on a regular basis.
- Monitor media and implement rumor control process when appropriate.
- Inform the King County Office of Emergency Management/Regional Communications and Emergency Coordination Center Duty Officer, the Washington State Emergency Management Division PIO or others as needed of response activities when appropriate.
- Arrange interpreter/translator services as needed.

G.   Recovery Activities

- Coordinate with appropriate agencies to deactivate the JIC, if activated.
- Disseminate information on recovery programs or available disaster assistance programs available, including targeted outreach to significant segments of the population with limited English proficiency or access and functional needs by communicating with them in a manner which can be understood.
- Keep elected officials informed of recovery activities.
- Provide information and support to the State Coordinating Officer during federally declared disasters.
- The City of Mercer Island EOC will coordinate with the Information Officer before deactivating the public information function.

V. RESPONSIBILITIES

A. Joint Primary Departments: Communications Coordinator and Police Department
- Assess the communications/public affairs implications of the incident.
- Support the chief elected official with disseminating emergency public information.
- Designate appropriate communications/public affairs staff person to serve as the City of Mercer Island PIO to coordinate all city public information.
- Coordinate City of Mercer Island EOC public information and assist JIC as needed.
- Coordinate public information activities with other participating agencies.
- Assist local officials with disseminating information.
- Collect and coordinate information from all sources (e.g., city departments, county, state, rumor control) to monitor overall response.
- Obtain approval for release of information from the City of Mercer Island.
- Conduct and/or coordinate regular news conferences.
- Enlist department staff to respond to media questions on technical or department issues if necessary.
- Provide maps, charts, status boards, schematics or other displays that clarify the disaster situation in support of news conferences and/or briefings.
- Monitor media broadcasts and articles to check for accuracy. Monitor and log incoming calls for information and rumors.
- Coordinate public information through the chief elected official and with the designated Lead PIO.
- Alert King County Office of Emergency Management/Regional Communications and Emergency Coordination Center
- Alert Washington State Emergency Management Division
- Provide PIO(s) to assist (if necessary) at the scene, JIC or the City of Mercer Island EOC as requested by the chief elected official or City Emergency Manager.
- Assist the Lead PIO by providing pertinent public information for dissemination to media sources and, as appropriate, fact sheets for distribution to the public. Participate in news conferences and briefings upon request.
- Coordinate information with another PIO(s).
- Monitor and log incoming calls for information and rumors. Monitor media broadcasts and articles for accuracy.
- Provide subject matter experts for media interviews and press conferences, as requested and appropriate.

B. Support Agencies: Internal/External
   1. **General: All Departments**
      a. Provide the services of a trained Public Information Officer(s), and staff, to the Joint Information Center as needed.
   2. **Information Services**

a. Assist with the technical communications aspects of setting up, operating, and maintaining a Joint Information Center as necessary and as capable.

VI.   RESOURCE REQUIREMENTS

Resource requirements, including staffing, office equipment, including computers, tablets, and phones, office supplies, portable drives, chargers, batteries, and functioning office facilities. These will be tailored to the type, location, and magnitude of each specific disaster and full, or partial activation of this ESF will be addressed on a case-by-case basis.

VII.   REFERENCES

- Significant segment of the population means 5% of the total population of the City of Mercer Island, or 1000 persons, whichever is smaller.
- Limited English proficiency populations refers to language groups who self-identify as not speaking English very well.
- Access and functional needs includes those people who may have specific needs related to the emergency incident. In the context of this ESF, this includes those members of community who are blind, visually impaired, deaf, and/or have experienced hearing loss.
- Neighborhood Information Centers are publicized locations where written emergency messages can be posted for the public when electronic and media communications are unavailable, explained further in ESF 2.
- See CEMP Basic Plan

VII.   TERMS AND DEFINITIONS

See CEMP Basic Plan, Appendix 1 Definitions, and Appendix 2 Acronyms.

EMERGENCY SUPPORT FUNCTION-20

DEFENSE SUPPORT TO CIVIL AUTHORITIES

PRIMARY DEPARTMENT: Police Operations Division
SUPPORT DEPARTMENTS: All Departments
           King County Office of Emergency Management
           Washington State Emergency Management Division
           Washington Military Department

SUPPORT AGENCIES

I. INTRODUCTION

A. Purpose
 1. This Emergency Support Function (ESF) is to describe circumstances and conditions under which units of the Washington State National Guard (WNG) and the Department of Defense (DOD) can provide defense support to civil authorities.
 2. To describe the procedure used to obtain military support.

B. Scope
 1. ESF 20 addresses all requests for military support originated by the City of Mercer Island (City) through the King County Emergency Coordination Center (KCECC), or through the Washington State Emergency Management Division (WSEMD), following a Proclamation of a Local Emergency.

II. POLICIES

A. Requests for military support to an emergency or disaster condition will be requested by the City's EOC and authorized by the City Mayor. The request will then be submitted to King County ECC, and/or the Washington State EMD directly if King County is unable to respond.

B. Response operations will be in accordance with the Incident Command System (ICS) and in alignment with the National Incident Management System (NIMS).

C. The WMD will deploy resources of the WNG in a federally-funded status in response to an emergency involving loss of life, to prevent great suffering and/or mitigate great destruction of property, in accordance to federal regulations and statutes. As soon as the emergency is stabilized, the WNG will begin to withdraw support unless a determination is made to order WNG into state active service, and the Governor so orders.

III.   SITUATION

A.   Emergency/Disaster Conditions and Hazards
  1. An emergency or natural disaster occurs that overwhelms or will imminently overwhelm the ability of the City to respond.
  2. The military can provide a wide range of support to local governments during an emergency or disaster; however, military assistance must compliment, not substitute for, local civilian resources.
  3. All requests for military assistance, except requests during imminently serious situations as described herein, will be submitted to the Washington State Emergency Operations Center through KCECC by the City's EOC.
  4. Refer to the City of Mercer Island 2015 Hazard Mitigation Plan

B.   Planning Assumptions
  1. The City may experience an emergency or disaster situation that will cause the Mayor to Proclaim a Local Emergency.
  2. Military support may be delayed until a state of emergency is proclaimed by the Governor or a Presidential Disaster Declaration has been issued.
  3. It may take 48 hours or longer to receive military assistance.
  4. When deployed to provide support, military forces will work under the direction of local authority but will retain their unit integrity and military chain of command.
  5. The King County ECC may act as a liaison between the City of Mercer Island and state and federal governments during times of emergency or disaster, or the City of Mercer Island may go direct to the State EOC to request state military resources to assist with an emergency or disaster response.
  6. The request will be based on the premise that the local ability, including mutual aid, to respond to an emergency of such magnitude without military assistance will result in loss of human life and extensive property damage.
  7. The Governor may activate the WNG and direct that military assistance be provided.
  8. The City of Mercer Island departments will execute their assigned ESFs in support of ESF 20 when requested.

IV.   CONCEPT OF OPERATIONS

A.   General
  1. If the City has submitted a resource request to KCECC and they are unable to accommodate the request using County or private assets, a resource request may be made to the State EOC as part of routine resource management activities.
  2. It will be up to the State to determine the appropriate means of meeting the County's request, including the use of military assets.
  3. If City or KCECC are aware of a specific resource owned by the military and needed by the City, the specific resource may be identified in the request sent to the State EOC.
  4. In an imminently serious situation, the County may request assistance directly from the military. An imminently serious situation is one in which there is an imminent threat to life and/or to property which will cause human suffering. A military unit commander can respond to direct requests for assistance, if:

a. An imminently serious situation exists.

b. The military unit can provide the type of support requested without degrading its primary national defense commitments.

c. The military unit is the only source of help available including the private sector, or the only source of help including the private sector that can respond in time to support the City and/or County in alleviating the situation.

d. The City's Mayor has issued a Proclamation of a Local Emergency.

e. The City, County, or State government is willing to certify to military authorities that conditions a, c, and d exist.

5. The base commander of a military installation has the authority to respond to immediate life-threatening emergencies. Requests made under these circumstances may be made directly to the local installation. An Example may be assistance from the U.S. Coast Guard. All other requests for military assistance must be submitted to EMD through KCECC.

6. The National Guard may be available following an activation by the Governor. Requesting National Guard assistance must be submitted to EMD through KCECC.

7. To obtain National Guard assistance, the City must demonstrate that the need is beyond its capability or that a special capability provided only by the military is immediately required.

8. Under the Posse Comitatus Act, federal military forces cannot engage in direct law enforcement activities, such as arresting individuals or conducting surveillance. However, they can provide indirect support, such as loaning equipment or providing technical assistance to civilian law enforcement agencies.

B. Procedures

1. An emergency or disaster occurs that meet the criteria for requesting military assistance.

2. The Mayor declares a Proclamation of a Local Emergency

3. The City's EOC requests assistance through King County ECC who then contacts Washington Military Department, EOC (or directly to the State EOC) with a request for military support. The State EMD will review all statewide resources which could result in a recommendation to the Governor to deploy WNG personnel and equipment in addition to other state assets.

4. The City's requests will be detailed with specific equipment/personnel needs identified, quantities and sizes listed, and location of delivery or staging areas designated.

5. The Governor may authorize the Adjutant General to mobilize National Guard resources to support the City.

6. A WNG Liaison will be assigned to the City's EOC for the duration of the WNG's involvement, as available.

7. A Task Force Commander will be assigned to maintain military control of all personnel and equipment tasked to support the emergency or disaster. A Unified Command (UC) structure will be implemented.

8. When the emergency overwhelms the state's resources, the Governor can request a Presidential Declaration. A major emergency or disaster declaration by the President is a prerequisite for federal response and recovery. The Federal Emergency Management

Agency (FEMA) coordinates the federal agencies response including utilization of the Department of Defense (DOD) assets.

9. FEMA will assign a Federal Coordinating Officer (FCO) and DOD will assign a Director of Military Support (DOMS) to oversee federal military personnel and equipment.

C.   Responsibilities

1. City Manager's Office

   a. Advise Mayor to issue a Proclamation of a Local Emergency.

2. Primary Department: Police Department Emergency Manager

   a. Determine when a recommendation will be submitted to DEM to request military assistance.

   b. Advise City Manager of the request and request a Proclamation of a Local Emergency from the Mayor.

   c. Transmit all requests to KCECC.

   d. Identify suitable staging areas and coordinate logistic support with the responding unit, as appropriate

   e. Coordinate activities to ensure efficient use of requested assets.

   f. Works with mutual aid, KCECC, State EMD and EOC, and other agencies as requested to determine that the requirements for needing military assistance have been met and are no longer necessary.

V.   REFERENCES

A. CEMP Basic Plan
B. City of Mercer Island Hazard Mitigation Plan
C. Chapter 38.08 RCW.
D. King County HIVA.
E. King County Mass Casualty Incident (MCI) Plan.
F. King County Regional Disaster Plan (RDP), ESF 20.
G. Washington State HIVA.
H. Washington State CEMP
I. State and Regional Disaster Airlift (SARDA) Operations Plan, Washington State DOT, Aviation Division, August 2004
J. Federal Response Plan, ESF 20.

VI.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2

EMERGENCY SUPPORT FUNCTION-23

DAMAGE ASSESSMENT

PRIMARY DEPARTMENT: Development Services Group
SUPPORT DEPARTMENTS: All Departments
SUPPORT AGENCIES   All Agencies
                            Mercer Island School District (MISD)
                            Mercer Island Emergency Volunteers
                            King County Emergency Coordination Center (ECC)
                            King County Sheriff's Office (KCSO)

I.   INTRODUCTION

A.   Purpose

1.   The purpose of this ESF is to establish uniform roles and responsibilities for the City of Mercer Island to manage and administer timely inspections of buildings for damage assessment resulting from natural and technological disasters.

2.   To provide preliminary citywide damage estimates and descriptions in order to help determine types of assistance needed and assignment of priorities to those needs.

3.   To define guidelines on the reporting of response and recovery information to the Mercer Island EOC, King County Emergency Coordination Center (ECC), and State EMD EOC.

B.   Scope

1.   Disasters cause injury to individuals and damage to property, the environment, businesses, non-profit entities, and to City owned facilities and assets.

2.   Damage assessment information is collected in phases to drive the response process, determine and verify damage at individual sites, and to determine eligibility of federal disaster aid.

3.   To determine a priority of response efforts, an initial rapid damage assessment must be promptly carried out to provide the EOC information on life safety threats, the status of lifelines, essential facilities, imminent hazards, access routes and major problems.

4.   A more quantified damage assessment process is conducted to determine eligibility for various forms of disaster aid with a Preliminary Damage Assessment (PDA) completed and reported to the King County ECC and State EOC.

5.   Damage verification may include a detailed ATC-20 inspection of individual sites by the Development Services Group and specialized personnel and is a procedure established by FEMA to qualify for various recovery programs.

II.   POLICIES

A.   The City of Mercer Island Development Services Group will lead the PDA effort including ATC-20 (Applied Technology Council) Post Earthquake Evaluations of Building activities.

B.   Response operations will be according to the Incident Command System (ICS) and align with the National Incident Management System (NIMS).

C.   Damage assessment activities include Windshield Surveys of affected areas. This assessment is a quick, cursory evaluation, usually accomplished by driving through the damaged areas, hence the term Windshield Survey. Windshield Surveys are generally performed soon after the event by the Development Services Group or Emergency Damage Assessment Team Volunteers regardless of a declaration. Rapid Damage Assessment Surveys (RDAs) will be conducted by both Fire and Police. Fire Department personnel will conduct RDAs along pre-designated routes, and will not respond to calls for service during the first five minutes after a significant event. Police will conduct RDAs along the I-90 corridor to determine if there is significant damage, such as collapse, to overpasses on Mercer Island.

D.   When an incident is so profound that the City of Mercer Island may qualify for county, state, or federal disaster relief, a Preliminary Damage Assessment (PDA) must be completed and reported to the King County ECC and State EOC via the City of Mercer Island EOC.

E.   If the PDA ultimately leads to a Presidential Disaster Declaration authorizing "Public Assistance," then detailed Damage Survey Reports (DSRs) and Project Worksheets (PWs) of public sector damages will be completed jointly by the City of Mercer Island EOC assigned department representatives, the state, and federal staff. These activities are coordinated through a FEMA Disaster Field Office (DFO), if activated.

F.   Survey lists of damages suffered by individual's homes and businesses may be compiled if Federal "Individual Assistance" is authorized, or by City of Mercer Island EOC approval.

G.   The City may streamline the permit process as appropriate to the emergency or disaster situation. Repair and restoration of damaged facilities, and new facilities, or an expansion of, or addition to, an existing facility may require an environmental impact study or other permits prior to final project approval. Statutes and regulations that apply include, but are not limited to, the following: All applicable provisions of Mercer Island Municipal Code Title 19 and Title 17, the Unified Land Development Code and the Construction Codes, all model codes and related standards adopted and amended by the State of Washington and the City of Mercer Island, in Title 19, Title 17 or elsewhere in the Code.

III.   SITUATION

A.   **Emergency/Disaster Conditions and Hazards**
    1.   Emergencies or disasters can occur causing significant human suffering, injury and death, property damage, environmental degradation, loss of essential services, economic hardship and disruption to the City of Mercer Island.
    2.   The City of Mercer Island's current Hazard Mitigation Plan provides information and identifies natural and technological or human-caused hazards. The Hazard

Mitigation Plan assesses the City's vulnerability to hazards, provides a methodology for analyzing hazards, and establishes the basis for this ESF.

3. The City of Mercer Island is vulnerable to the natural hazards of earthquake, severe storm, landslide, tsunami/seiche, heat wave, drought, epidemic, and volcano.

4. The City of Mercer Island is vulnerable to many technological (human-caused) hazards associated with civil disturbances, urban fire, dam/lock/water storage facilities, pipeline failures, water shortage, transportation, hazardous materials/accident, terrorism, cyber-terrorism, high-profile abduction, and environmental issues.

B. Planning Assumptions

1. An emergency or disaster has occurred, causing damage that requires a Fire Division citywide Windshield Survey and an initial rapid damage assessment, that will be followed by a preliminary damage assessment (PDA) managed by Development Services Group with ATC-20 methodology.

2. A disaster may cause innumerable natural gas pipe leaks, releases of other hazardous gasses and liquid hazardous materials.

3. Almost all buildings, including single-family residences, contain chemicals that can create flammable, explosive, or toxic hazards if spilled, mixed with incompatible materials, or exposed to extreme temperatures.

4. The implementation of an organized damage assessment program during the early hours following a disaster will give the City critical information on the type of damage in the community and will help to establish priorities for response and additional inspections needed.

5. The local and regional utilities, communications, buildings, lifelines, medical and transportation systems and networks may sustain damage.

6. Disaster response and recovery activities will be difficult to coordinate.

7. Public, private and volunteer organizations and the public may need to utilize their own resources and be self-sufficient for a minimum of seven to fourteen days, or longer.

8. No single City agency or organization will be able to satisfy all emergency resource requests during a major emergency or disaster.

9. A partnership approach will be needed between public, private and volunteer agencies in order to provide sheltering for large-scale disaster events.

10. Shortages of emergency response personnel may exist creating a need for auxiliary fire, police, search and rescue (SAR), emergency medical and mental health, public works, and shelter operations and management personnel. Private sector support will be needed to augment disaster response and recovery efforts. Water pressure may be low, hampering firefighting and impairing water availability and sewer system function.

11. Building owners, occupants, and tenants will immediately want to enter possibly unsafe buildings to remove belongings that maybe essential to their livelihood or for sentimental reasons.

12.   Previously inspected structures may require re-evaluation if subsequent events occur after the initial event, such as in earthquake aftershock(s).

IV.   CONCEPT OF OPERATIONS

A.   General

1.   Development Services Group is the lead department for this ESF and ultimately responsible for its execution in the EOC and the management of all field Damage Assessment teams.

2.   All City departments have an inherent function to conduct a cursory assessment of damage of their respective facilities; therefore, this must be a cooperative effort among all departments capable of contributing to the effort.

B.   Organization

3.   Development Services Group Director or designee will designate an EOC representative to coordinate damage assessment information.

4.   Development Services Group will coordinate and compile damage assessment information supplied by all departments and Mercer Island School District (MISD) that employ field crews and oversee department-managed facilities, i.e. Police, Fire, Public Works, Parks and Recreation, and Youth and Family Services. The Development Services Group Director will designate an EOC representative to coordinate and report this information.

5.   Public Works will provide damage assessments for utility connections of City buildings. Public Works will make necessary and reasonable repairs to these facilities and coordinate the relocation of employees, if necessary.

C.   Procedures

1.   Early Assessment Activity

a. Development Services Group coordinates and compiles damage assessment information supplied by all departments that employ field crews, oversees department-managed facilities, and reports to the EOC regarding City facilities.

b. Public Works provides damage assessments of utility connections of City buildings and other essential facilities, as requested.

c. All City departments will report to the EOC the status of their personnel and facilities for which they are ordinarily responsible and will also include the following:

1) Fire will report regarding fire facilities and general findings from their EMS and fire responses.

2) Police will report regarding police facilities and structures throughout the City while on patrol.

3) Public Works will report regarding utility lifelines, fleet, bridges, arterials and communications.

4) Parks and Recreation will report regarding citywide shelter needs.

5) Finance will report on telecommunication and computer systems.

6) Development Services Group will prioritize City facilities for safety according to essential City functions and preliminary damage assessment (PDA) evaluations, windshield surveys.

2. Damage Verification

a. The Development Services Group will coordinate post-disaster safety evaluation of damaged buildings.

b. The method of post-earthquake safety evaluation will be ATC-20 (Applied Technology Council), with posting of appropriate placards on each building.

c. When necessary, the Development Services Group will initiate requests for volunteer ATC-20 inspection assistance through the EOC, who will forward the request to the King County ECC.

d. MISD has trained ATC-20 Public Works staff to initially inspect facilities and report findings to the City EOC.

e. At the appropriate time develop the PDA reports for submission to the King County ECC and State EOC.

D. Mitigation Activities

1. Primary Department – Development Services Group

a. City departments will assist in the development, implementation, and maintenance of the 2015 Hazard Mitigation Plan (HMP) with primary lead, Public Works Department.

b. The goal of the HMP is to maximize the disaster resistance of the City of Mercer Island, citizens, communities, businesses, and government through all hazards planning and implementation of mitigation strategies.

c. The HMP describes how to identify, develop, implement, and evaluate strategies that reduce vulnerability to natural and technological hazards.

d. Reviews ATC-21 Rapid Visual Screening Procedure (RVS), FEMA 154 Data Collection Form.

2. Support Departments – All

a. Maintains departmental SOGs or operational plans in support of this ESF.

b. Provides safe work environments for their staff to include seismic tie downs, emergency supplies, and selected operational training as mandated by each department's SOGs or operational plans and adheres to the Emergency Manager's office Non-Structural Hazard Mitigation Program.

c. Enables mitigation measures to be implemented before, during, and after immediate recovery from an emergency or disaster.

3. Public Works Department

As primary lead, Public Works Department with City departments will assist in the development, implementation, and maintenance of the 2015 Hazard Mitigation Plan (HMP).

E. Preparedness Activities

1. Primary Department - Development Services Group

a. Prepares detailed departmental SOGs or operational plans to implement damage assessment programs with identified inspection priorities.

     b. Develops detailed SOGs or operational plans to conduct damage assessments within the City of Mercer Island following an emergency or disaster.

     c. Monitors ATC-20 / 21 training of personnel in building safety evaluation and placard posting techniques and procedures.

     d. Prepares and maintains Preliminary Damage Assessments (PDAs) forms and ATC-20 kits for inspection teams, in a buddy system of two or more personnel.

     e. Develops training, drills and exercises that pertain to this ESF.

2. **Support Departments – All**

   a. **General**

     1) Participates in training, drills, and exercises that pertain to this ESF where support services are required.

     2) Identifies and trains staff to conduct critical rapid Preliminary Damage Assessments, or PDAs.

     3) Develops procedures to evaluate damage to City property, utilities and facilities.

     4) Develops detailed administrative procedures to conduct damage assessment of facilities following an emergency or disaster.

   b. **Support Agencies**

     1) **MISD**

     Trains Public Works crew in ATC-20 methods for inspecting school facilities and reporting findings to the City EOC.

     2) **King County ECC**

     King County ECC and State EMD will support local jurisdictions in training, drills and exercises.

F. **Response Activities**

1. **Primary Department - Development Services Group**

     a. Coordinates initial preliminary damage assessment (PDA) of City infrastructure and posts ATC-20 placards accordingly, conducts preliminary windshield surveys of City with the assistance of the Damage Assessment Emergency Volunteers.

     b. Implements ATC-21 Rapid Visual Screening Procedure (RVS), FEMA 154 Data Collection Form.

     c. Reports damage assessment results to the EOC.

     d. Coordinates and compiles damage assessment information of essential citywide facilities.

     e. Provides support to the Fire Division in the assessment of structures during rescue operations.

     f. Provides damage assessment for both residential and business structures within the community with approval by the EOC.

     g. Compiles results of damage reports to include in the Situation Report (SitRep).

2. **Support Departments – All**
   a. **General**
      1) All Departments will support this ESF as requested and provide damage assessment reports to the EOC.
      2) Conducts damage assessments of internal department facilities.
      3) Documents and records damage assessment information on City facilities.
   b. **Finance**
      1) Evaluates damage assessments, status reports, repairs, and reconstruction estimates of City facilities for cost allocation.
      2) Establishes a "hotline telephone number(s)" to report damages of individual citizen's homes and businesses.
   c. **Fire Division**
      1) Provides preliminary damage assessments (PDAs) for fire station facilities (ATC-20).
      2) Provides incident command (IC) direction to inspection teams at damaged building sites.
      3) Assesses damage of structures during rescue operations.
   d. **Public Works**
      1) Executes initial damage assessment of facilities, and provides emergency repairs as required to operate.
      2) Assesses damage to utilities and roadways.
      3) Executes initial damage assessments of water and sewer systems.
   e. **Parks and Recreation**
      1) Assesses damage on possible Community Shelter facilities in coordination with Development Services Group for the ability to provide mass care.
      2) Coordinates with Development Services Group a list of damaged essential City facilities requiring priority repairs for EOC approval.
   f. **Public Information Officer (PIO)**
      Assists with public information dissemination.

3. **Support Agencies**
   a. **King County ECC**
      1) King County ECC activates the Regional Disaster Plan (RDP) at the request of City of Mercer Island to support mutual aid and requests for assistance (RFAs).
      2) Distributes PDA forms to the City of Mercer Island EOC, as well as providing individual citizens and businesses with "hotline telephone numbers" to report damage.

G. **Recovery Activities**
   1. **Primary Department – Development Services Group**
      a. Documents and records damage assessment information.
      b. Continues to conduct damage and impact assessments.
      c. Prepares necessary damage assessment reports and provides to the EOC.

d. Assigns a department representative for the Hazard Mitigation Assessment Team to assess priority projects.

e. Develops a list of essential public facilities requiring the highest priority for safety evaluation and approval of any required repair work.

f. Performs Hazard Mitigation Assessment Team duties and completes detailed Damage Survey Reports (DSRs) and Project Worksheets (PWs).

g. Coordinates specialized engineering consultants needed for further evaluation.

h. Supports and coordinates with Finance emergency demolition contract procurement.

i. Directs relocation activities of staff and works with the EOC to obtain the necessary resources to reestablish operations.

2. **Support Departments – All**

   a. **General**
      1) Assigns staff representative(s) to perform the Hazard Mitigation Assessment Team duties in cooperation with Development Services Group for the Damage Survey Reports (DSRs) and Project Worksheets (PWs) with the FEMA team.
      2) Reassesses hazard mitigation and recovery needs; and if necessary redefines citywide hazard mitigation and recovery policies.
      3) Documents and records damage assessment information.
      4) Compiles information for the After Action Report (AAR) for the Emergency Manager.

   b. **Finance**
      1) Provides financial coordination for reconstruction activities in City buildings and facilities.
      2) Supports mitigation, repair, and reconstruction activities for essential facilities.
      3) Pursues alternate recovery funding strategies, and or applies for possible grants with the Hazard Mitigation Assessment Team representatives.

   c. **Fire Division**
      Provides direction for demolition teams at extensively damaged building sites.

   d. **Public Works**
      1) Estimates debris clearance timeframes and coordinates debris removal.
      2) Coordinates emergency repairs of damaged essential, transportation routes, as required.
      3) Identifies alternate routes and provides temporary traffic control devices.
      4) Supports emergency demolition contract procurement.

   e. **Parks and Recreation**
      For general department Park facilities, coordinates and conducts debris removal, clean up and restoration activities, and secures severely damaged buildings.

V.   RESPONSIBILITIES

A.   Primary Department – Development Services Group

1.   Coordinates and compiles ATC-20 safety evaluations and initial rapid preliminary damage assessments (PDAs) of essential citywide facilities, as priority. Conducts an initial citywide Windshield Survey damage assessment of structures and reports this information to the EOC.

2.   Provides support in field operation activities as appropriate.

3.   Evaluates staffing, operational capabilities, and damages to real property and utilities, and reports this information to the City EOC in a timely manner.

4.   Coordinates the collection, dissemination, and evaluation of damage information in the EOC.

5.   Provides on a prioritized basis, safety evaluation of essential City facilities and possible Community Shelter site locations, or other residential or commercial structures within the City with EOC approval.

6.   Coordinates the building safety evaluation function after preliminary damage assessments. Posts inspected buildings according to the ATC-20 methodology.

B.   Support Departments – All

1.   General

Assigns a staff representative to perform the Hazard Mitigation Assessment Team duties of reassessing hazard mitigation and recovery needs. Writes and compiles Damage Survey Reports (DSRs) and Project Worksheets (PWs) with the FEMA team. See ESF 14 Recovery.

2.   Finance

a. Assists with developing and processing emergency purchases and emergency contracts.

b. Supports emergency demolition contract procurement.

4.   Public Works

a. Executes initial damage assessment of Public Works facilities and provides emergency repairs as required to operate.

b. Provides damage assessment status reports, detour and repair information for all City road systems.

c. Provides damage assessment of City buildings and utilities lifelines water, electric, gas and emergency power systems and coordinates priority restoration of critical facilities.

d. Provides initial damage assessments findings to the EOC if activated.

e. Provides for citywide debris management.

f. Provides debris clearance in the right of way.

g. Coordinates citywide debris pickup with the department's solid waste disposal contractor.

h. Coordinates with Development Services Group to develop building emergency plans for City facilities that include damage assessments, debris removal, and other services.

i. Contracts with vendors for major repair work as appropriate.

5. **Parks and Recreation**
Coordinates shelter and feeding for staff, and Emergency Worker volunteers with Youth and Family Services personnel, and determines Community Shelter needs.

C. **Support Agencies**
1. **King County ECC**
a. Coordinates the initial collection, evaluation, and dissemination of damage assessment information from Cities, citizens and the business community in King County.
b. Forwards initial PDA information to the Washington State Emergency Management Division (EMD) for a possible State and Presidential Disaster Declaration.

VI.   RESOURCE REQUIREMENTS

A.   One vehicle per PDA team, a buddy system is used with two or more.
B.   Other resource requirements are to be requested through the EOC.

VII.   REFERENCES

A.   CEMP Basic Plan Appendix 3.
B.   2015 Hazard Mitigation Plan
C.   Mercer Island Emergency Volunteer Manual
D.   King County Regional Disaster Plan (RDP)
E.   Washington State CEMP
F.   ATC 20 Procedures for Post-Earthquake Safety Evaluation of Buildings.
G.   ATC 20-1 Field Manual for Post-Earthquake Safety Evaluation of Buildings.
H.   FEMA Publication 262, Guide to Federal Aid in Disasters.
I.   Federal Response Plan
J.   FEMA 154 Report, Rapid Visual Screening of Buildings for Potential Seismic Hazards: A Handbook (second edition).
K.   FEMA 155 Report, The Companion.

VIII.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2.

IX.   LIST OF APPENDICES

A.   Appendix 1, Damage Assessment Checklist.

APPENDIX 1

DAMAGE ASSESSMENT CHECKLIST

Emergency/Incident	Date	MSG NO *SEQ. W/ OTHER MESSAGES*
Exercise	Facility Name	Floor/Wing
To be used to report back to Net Control or MI EOC. Not to be used for official building safety assessment or inspection		

None	Min	Maj	Destr*	Damaged? Check appropriate Category, Provide comment only if necessary	
(0)	(1)	(2)	(3)	**Structural**	
				a.	External Walls:
				b.	Internal Walls:
				c.	Roof:
				d.	Floors:
				e.	Stairwells/Fire Exits:
				f.	Other Structural:
				Non-Structural	
				g.	Ceilings/Light Fixtures:
				h.	Windows:
				i.	Interior Walls:
				j.	Mechanical Equipment:
				k.	Elevators:
				l.	Other Hazards:
Yes	**No**	**Limited**		**Resources Available/Functional? Check appropriate box. Provide comment only if necessary.**	
				m.	Electrical Power:
				n.	Generator:
				o.	Generator fuel: (based on 8 hr. usage)
				p.	Water:
				q.	Heat (Steam/Gas/Electric/Other):
				r.	Telephone (land):
				s.	Cellular Phone:
				t.	Radios (System Type)
				u.	Other:
				v.	Medical Supplies

Present	Need	Staffing	___	Injuries	___	Deaths
			w.	Medical Staff:		
			x.	Nursing/Paramedical:		
			y.	Ancillary/Support:		
			z.	Other Staff needed:		
When completed FAX to City of Mercer Island City Hall EOC at (206) 236-3659 or transmit via secure radio or runner.						
Completed by: Name/Call:				Information Provided By:		
Key: NONE = No apparent damage detected. MINOR = Some damage – does not hinder use. MAJOR = Significant damage – must have reinforcement to use. DESTROYED = Unusable / unsafe – for use due to significant hazard.						

EMERGENCY SUPPORT FUNCTION 24

EVACUATION AND MOVEMENT

PRIMARY DEPARTMENT: Police Department
SUPPORT PRIMARY DEPARTMENT: Fire Department/Public Works Department
SUPPORT DEPARTMENTS: All Departments
                                    Mercer Island Emergency Volunteers –
                                    (Transportation Team)
                                    Mercer Island School District (MISD)
                                    External Agencies

I.   INTRODUCTION

A.   Purpose

To provide for and assist in the coordinated evacuation or the temporary relocation of all or part of the City staff and/or the general population of the City of Mercer Island from any area when that population is threatened or stricken by an emergency or natural or technological disaster. An evacuation emergency involves an organized and supervised effort to relocate people from an area of danger to safety.

B.   Scope

This ESF encompasses the planning, coordination, and mobilization of citizens and City personnel when an evacuation order has been issued by the Mayor, or designate. Activities within this scope include:

1.   Participation in mitigation and preparedness activities as part of a civic comprehensive emergency plan.
2.   Damage assessment of potential evacuation routes prior to mobilization.
3.   Provision of equipment and personnel to assist in the movement of people.
4.   Coordination between the City, King County ECC, the State EMD, DOT, neighboring agencies, ARC, WAVOAD, and other special purpose districts as needed.

II.   POLICIES

A.   The Mayor of the City of Mercer Island or his/her designee will issue an evacuation order and the City of Mercer Island EOC will notify King Count ECC and State EMD, as appropriate.
B.   When the Mayor is not available, the responsibility for issuing evacuation orders will pass to the Mayor's line of succession (City Manager), or designate.
C.   In situations requiring routine evacuations, Police or Fire Incident Commanders (IC) may call for the evacuation of a limited area.

D. The City of Mercer Island departments will develop, update, and maintain departmental policy or operational plans for emergencies or disasters requiring evacuation or shelter in place.

E. Response operations will be according to the Incident Command System (ICS) and align with the National Incident Management System (NIMS).

III. SITUATION

A. Emergency/Disaster Conditions and Hazards

1. Mercer Island is vulnerable to many natural hazards. Included in these hazards are the damaging effects of high winds, floods, storms, earthquakes, volcanic eruptions, landslides, snowstorms, fires, and subsidence.

2. The City of Mercer Island is vulnerable to many technological (human-caused) hazards associated with civil disturbances, urban fire, dam/lock/water storage facilities, pipeline failures, water shortage, transportation, hazardous materials/accident, terrorism, cyber-terrorism, high-profile abduction, and environmental issues.

3. Any number of the above hazards could create a situation that would require the evacuation and eventual relocation of a City facility or may necessitate providing citizen evacuation and relocation support on Mercer Island.

4. Refer to the City of Mercer Island 2015 Hazard Mitigation Plan.

B. Planning Assumptions

1. The Mercer Island Police Department is the lead for all evacuation and movement in support of this ESF. The Fire Department and Public Works Departments will be primary support for this ESF.

2. The Mayor of the City of Mercer Island has the authority to proclaim an evacuation of the Mercer Island. In an evacuation, there may be other jurisdictions involved. The movement will cross jurisdictional boundaries, highways, and bridges under the supervision and control of other cities, i.e. City of Seattle Emergency Operations Center (EOC), City of Bellevue EOC, King County ECC, or others.

3. An emergency or disaster threatens or has occurred, and is of such proportion that people and property must be evacuated to avoid loss of life, property and/or severe infrastructure damage.

4. The primary movement of people, equipment and supplies will be by privately owned vehicles/trucks, Mercer Island School District buses, Mercer Island Parks and Recreation vans or bus, and King County Metro mass transit buses or Sound Transit mass transportation, as available. A secondary movement may be by boat across the waterways. Helicopter and air transportation systems are not immediately available to residents of Mercer Island in the event of an evacuation, but could possibly be available in a small isolated local incident. Rail and fixed wing air transportation systems are not available to residents of Mercer Island in the event of an evacuation.

5.   A number of residents without private transportation live in areas of the City and would depend on public assistance in an evacuation.

6.   Transportation system providers, private and public, will operate their own systems and facilities to provide the maximum essential services and support possible.

7.   The City of Mercer Island and the Emergency Manager's office encourage and support citizens and staff to be self-sufficient with sufficient emergency supplies at home, in vehicles and at work for seven days or more. Staff will prepare themselves and their family to ensure staff availability for the City's evacuation operations.

8.   The Human Resources Director and Youth and Family Services will facilitate the evacuation of staff families that reside on Mercer Island and provide proper communication to the EOC staff.

9.   Part of the population may not follow instructions to evacuate, but choose to remain in homes or places of business. Others may relocate to locations considered undesirable or unsafe. Some of the population can be expected to evacuate prior to receiving official instruction.

IV.   CONCEPT OF OPERATIONS

A.   General

1.   The decision to evacuate all or part of the City of Mercer Island is the responsibility of the Mayor, or designee. The Emergency Manager will notify King County ECC and State EMD as appropriate, and request a mission number from the State EMD. When decided, the Mayor issues an Evacuation Order for the areas affected. This decision will be based on the projected or current situation, and will be in accordance with previously established guidelines.

2.   The evacuation will be coordinated through the EOC. The evacuation routes and support coordination will be organized by EOC staff. During localized events requiring evacuation, assistance in traffic control and road lane restrictions can be requested via the State EMD EOC to the Washington State Department of Transportation (DOT) for the Interstate – 90 (I-90) corridors.

3.   Exceptions to EOC coordinated evacuations will apply when first responders, Police and / or Fire, require immediate evacuation of an area of Mercer Island due to its proximity to a dangerous situation, such as a large hazardous materials spill. On scene Incident Commanders (IC) have the authority to evacuate citizens in order to mitigate dangerous and/or life threatening situations.

4.   Evacuation areas may include areas directly affected and/or potentially affected by the event. Consideration must be given to the safety gained by moving people as opposed to the risk posed by the hazard, the warning time available, and the time available to evacuate. Situations may occur in which sheltering in place may be the safest option.

5.   Evacuation is to be considered a round-trip process. Immediate planning should include informing citizens as they are being evacuated, with a tentative plan in place to allow them to return at a future time to be determined by the circumstances.

6.   Direction and control of evacuation is exercised primarily on-scene. Mechanical considerations of evacuation are outlined in this and other ESFs (i.e., ESF 6 Mass Care, ESF 1 Transportation, etc.). Social processes and economic consequences should also be considered.

7.   The Mayor, or designee, has the ultimate responsibility in determining when reentry to the area will be authorized. This decision will be made with recommendations by the Incident Commander, EOC Team (EOCT), Police Chief and the Fire Chief or their designees. Residents may be allowed to return to their homes for a brief period to retrieve personal property, if conditions allow. Reentry will be decided based on availability of critical utilities (water and sewer), structural integrity of structures, and the safety of public infrastructure.

B.   Organization

1.   The Police Department as primary lead will provide direction and control for all field activities for the evacuation of people on Mercer Island as dictated by the EOC. All response and recovery activities will be under the Incident Command System with City departments integrating as requested.

2.   The Fire Department will support the control of on-scene evacuation activities as requested.

3.   The EOC will be activated any time there is a need to evacuate individuals to public community shelters or across jurisdictional boundaries. Coordination with other jurisdictions and authorities involved in the evacuation and or reception of victims shall be through the EOC.

4.   The operations and management of community shelters as evacuation sites is the responsibility of Parks and Recreation. (Refer to ESF 6 Mass Care).

C.   Procedures

1.   The actual message to the citizens requesting that they evacuate should be clear and concise and contain specific information as to the hazard and the specific risk, where citizens are supposed to go, what routes they should take and what provisions have been made for shelter. Experience in actual events has shown that people react better to messages from a recognized authority such as the Police Department, Fire Department, and other City officials.

2.   It should be anticipated that people will be hesitant to evacuate and will seek confirmation of the evacuation request from neighbors, friends and relatives and at least three times from government officials. Research has shown that there are incentives which can be provided to people to encourage people to leave. These include the following:

a.   The evacuation request should be made by elected officials or other recognized authority.

b.   Contact should be made by uniformed personnel.

c.   Information should be provided as to the exact nature of the threat.

    d. The evacuation request should be disseminated from multiple sources if possible.

    e. Assurances should be provided for security and property protection.

    f. Provisions for alternative emergency transportation should be provided, if needed.

    g. Provisions for vulnerable needs populations should be considered with regard to mobility issues, hearing and sight impairments and how the evacuation message reaches this population.

    h. Provisions for reducing family separation anxiety, such as information about school evacuations, if involved, should be considered.

    i. Provisions for pets should be considered. (Refer to ESF 6, Appendix 1).

    j. Information should be provided as to what exactly is expected of the citizens in the threatened area.

    k. Messages from the field and official sources should be consistent.

3. Provisions for evacuation of special populations, pick-up points for people without private transportation, support to evacuees, referrals for relatives, or re-entry into evacuated areas will be handled on a case-by-case basis.

4. In certain circumstances, attempting to evacuate people may expose them to more risk. In circumstances involving hazardous materials, residents should take measures to seal up their occupancies. This strategy is called "shelter in place" and involves closing up the occupancy, shutting off any ventilation, sealing cracks under doors, moving to an interior room and waiting the situation out. The decision to recommend evacuation or shelter in place should be a coordinated decision with the appropriate authority and expertise.

5. If people refuse to leave when requested to evacuate, it is recommended that the requestor try to get a signed statement indicating that they have been advised to evacuate. Contact information for the next of kin should be requested and the citizens informed that, in the event of a disaster, first responders may be overwhelmed and not able to assist them.

6. Consideration should be given to the sheltering and eventual return of the citizens. Continued information to evacuated citizens on the status of the threat, accountability of family members, reassurance of security and accurate information on the duration of the evacuation should be considered.

D. Mitigation Activities

1. Primary Department – Police Department
Creates, maintains and updates department policy or operational plans in support of this ESF.

2. Support Primary Department – Fire Department
Creates, maintains and updates department policy or operational plans in support of this ESF.

E. Preparedness Activities

1. Primary Department – Police Department

    a. Coordinates evacuation and movement guidelines with departments for City facilities with the assistance of Public Works and Fire Department.

      b. Conducts training, drills and exercises to help resolve issues and perfect guidelines to be as efficient as possible for an evacuation of the City of Mercer Island or identified impact areas.

      c. Assists with pre-planning the evacuation and movement of special populations with the Fire Department and the City Geriatric Specialist at Youth and Family Services.

  2.   **Support Primary Department – Fire Department**

      a. Supports City department evacuation guidelines for City facilities.

      b. Conducts training, drills and exercises with the Police Department to help resolve issues and perfect guidelines to be as efficient as possible for an evacuation of the City of Mercer Island or identified impact areas.

      c. Assists with pre-planning the evacuation and movement of special populations with the Police Department and the City Geriatric Specialist at Youth and Family Services.

  3.   **Support Departments – All**

      a. The Emergency Manager provides shelter in place concepts to all City of Mercer Island staff, Mercer Island School District (MISD), and citizens.

      b. Supports the Police Department with all preparedness activities including training, drills and exercises as appropriate in support of this ESF.

  4.   **Support Agencies**

      a. **King County ECC**
      Supports coordination of plans and procedures with the City of Mercer Island in the event of an evacuation.

      b. **Washington State Patrol (WSP)**
      Provides support in coordinating evacuation procedures on I-90 from the City of Mercer Island EOC, as requested, via State EMD EOC and State DOT.

      c. **American Red Cross (ARC)**
      Establishes training and procedures for providing mass care during an evacuation.

      d. **Mercer Island Emergency Volunteers – Transportation team**
      Assists in the evacuation of the island, if needed.

F.   **Response Activities**

  1.   **Primary Department – Police Department**

      a. Assists with notifying the public of the evacuation order by either EAS, Alert Code Red, public address, MIHS Radio Station 94.5 FM and door to door.

      b. Assists with activation of EAS in coordination with the King County Sheriff's Office (KCSO).

      c. Directs traffic control operations within the City of Mercer Island.

      d. Provides internal and perimeter control and security of the evacuation area, unless life threatening to personnel.

      e. Assists in coordinating the removal of stalled vehicles and equipment from evacuation routes.

      f. Provides representation at the EOC to assist in the identification and establishment of evacuation routes.

g. Assists with planning the evacuation of special populations with the Fire Department and City Geriatrics Specialists from Youth and Family Services.

h. Conducts evacuation of City facilities when appropriate with Fire Department support as needed.

i. Coordinates evacuation support to local jurisdictions through mutual aid.

2. **Support Primary Department – Fire Department**

a. Provides access to the mobile command vehicle during localized events requiring evacuation of possible City EOC locations.

b. Provides representation at the EOC to assist in the identification and establishment of evacuation routes.

c. Assists with planning the evacuation of special populations with Police Department and City Geriatrics Specialists from Youth and Family Services.

d. Assists in notifying the public of the evacuation order.

e. Assists with evacuation of City facilities when appropriate.

f. Coordinates evacuation support to local jurisdictions through mutual aid when requested.

3. **Support Departments – All**

a. **General**

Supports the Police Department through the EOC in response to an evacuation order.

b. **Development Services Group**

Assesses the structural integrity of evacuation routes, if necessary.

c. **Public Works**

1) Assists in crowd and traffic control operations by providing signs, traffic direction and barricades.

2) Provides personnel and equipment to keep evacuation routes clear.

3) Provides for the Public Works or repair of evacuation routes.

4) Coordinates the Public Works use and allocation of City owned transportation resources to City departments for emergency transportation of people, equipment and supplies.

5) Coordinates the rental of equipment required by the City for emergency transportation of people, equipment and supplies.

4. **Support Agencies**

a. **Mercer Island School District (MISD)**

1) Provides for the evacuation or lockdown of School District students when school is in session.

2) Allows access to School District vehicles and facilities to assist in the evacuation of residents after needs of students have been met.

b. **King County ECC**

Coordinates evacuation requests with the City of Mercer Island EOC and other jurisdictions within the County.

       c. State EMD EOC

       Coordinates evacuation requests with the City of Mercer Island EOC, King County ECC, Washington State Patrol, State DOT, and other jurisdictions within the County.

       d. Washington State Patrol (WSP)

       Provides assistance in traffic control and road lane restrictions or closures on I-90.

       e. Washington State Department of Transportation (DOT)

       Provides overall transportation system coordination via State EMD EOC.

       f. American Red Cross (ARC)

       Provides information about mass care provided to evacuees.

       g. Mercer Island Emergency Volunteers – Transportation Team

       Assists in the evacuation of residents, if necessary.

G.   Recovery Activities

    1.   Primary Department

       a. Supports, through the EOC, the return of residents to their evacuated area.

       b. Coordinates re-entry and return to City facilities.

    2.   Support Primary Department – Fire Department

       c. Supports, through the EOC, the return of residents to their evacuated area.

       d. Supports re-entry and return to City facilities.

    3.   Support Departments – All

    Supports the Police Operations Division through the EOC in recovery and stabilization after an evacuation.

    4.   Support Agencies

       a. King County ECC

       Coordinates recovery procedures with Mercer Island and other jurisdictions within the county to facilitate residents returning to the evacuated areas.

       b. American Red Cross (ARC)

       Provides mass care in an isolated event until the return of the evacuees is completed, as available.

       c. Mercer Island Emergency Volunteers – Transportation Team

       Assists in the return of evacuated residents, if necessary.

V.   RESPONSIBILITIES

A.   Primary Department – Police Department

    1.   Coordinates and supports requests from field commanders in evacuation and movement efforts.

    2.   Coordinates the identification of reception areas, or staging areas, and mass care community shelters with Parks and Recreation.

B.   Support Primary Department – Fire Department

    1.   Supports requests from field commanders in evacuation and movement efforts.

    2.   Assists with the identification of reception areas (staging areas) and mass care community shelter locations with Parks and Recreation.

C. Support Departments – All

1. General

Supports ESF 24 as requested.

2. Mayor or Designee

Signs and issues partial or full evacuation orders for the City of Mercer Island.

3. Incident Commander or designee

a. Decides when to evacuate all or any part of the City of Mercer Island.

b. Approves and directs the release of evacuation warnings, instructions, and information.

c. Communicates and coordinates with nearby jurisdictions, including the King County ECC, regarding emergency activities, that includes evacuation routes, destination areas and reception/community shelter centers.

d. Approves and coordinates the activation of the EAS though the KCSO Communications Center with the assistance of the City Public Information Officer, as requested.

e. Manages the coordination with outside agencies, including Metro, MISD, and others as appropriate.

f. Provides personnel to organize the collection of evacuation records of citizens, and / or with the assistance of the ARC, if available.

g. Assigns appropriate staff to develop procedures for evacuation record collection and re-entry priorities and procedures.

4. Emergency Operations Center (EOC)

Directs the evacuation activities of the City of Mercer Island government and provides liaison with citizens, businesses, institutions, and neighboring jurisdictions, King County ECC, State EMD, ARC and other WAVOAD agencies.

D. Support Agencies

1. General

All agencies as previously listed will support this ESF.

2. King County ECC

a. Assists in public notification of EAS messages in coordination with KCSO.

b. Provides additional information on evacuation routes.

c. Assists in the exchange of information between jurisdictions.

d. Assists the City of Mercer Island EOC with identifying and locating hosting areas and congregate care facilities.

VI. RESOURCE REQUIREMENTS

All mutual aid, local jurisdictions, county and state agencies should provide their own administrative and logistical support when responding to requests for assistance.

VII. REFERENCES

A. CEMP Basic Plan

B. 2015 Hazard Mitigation Plan

C. Mercer Island Emergency Volunteer Manual

D.   King County Regional Disaster Plan (RDP)

E.   Washington State CEMP

F.   Federal Response Plan

VIII.   DEFINITIONS AND ACRONYMS

CEMP Basic Plan, Appendices 1 and 2

Mercer Island EOC Organization Chart

EOC City Manager
Emergency Manager
7631

Elected Officials

Legal / Safety

PIO
7644

OPERATIONS

- Public Works Branch | 7638
- DSG 7633
- Police Branch 7643
  - Vol Liaison 7637
- Fire Branch 7636
- Mass Care Branch
- Parks & Rec Unit | 7639
- YFS Unit 7632

PLANNING 7634

- Situation Unit
- DEMOB Unit
- Resource Unit
- DOC Unit

LOGISTICS 7635

- Service Branch
  - COMMS Unit 7640 / 7641
  - Food Unit
  - Personnel Unit
- Support Branch
  - Ground Support Unit
  - Facilities Unit
  - Supply Unit
  - Tracking Manager
- Finance
  - Time Unit
  - Cost Unit
  - Comp. Unit
  - Procurement Unit

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Mercer Island Disaster Debris Management Plan

March 2018

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Appendices

Attachments

Tables

Figures

Input to Regional Plan: Organizations and Contacts

Agency/Organization	Contact
Allied Waste Services	Joe Casalini
City of Bellevue	Rebecca Clark Chris Hagen
City of Bellevue Emergency Management	Steve Thomas
City of Bellevue Utilities Department	Tom Spille
Emergency Services Coordinating Agency	Chandra Fox Lyn Gross
City of Kent	Alex Senecaut Bill Thomas
Federal Emergency Management Agency Region X	Andy Hendrickson
King County Solid Waste Division	Mike Long Jim Neely
King County Office of Emergency Management	Kathryn Howard
King County Zone One Coordinator	Mike Ryan
King County Zone Three Coordinator	Dominic Marzano Ed Reed
LeMay, Inc.	Charlie Maxwell
Pierce County Recycling, Composting and Disposal	Rusty Cole
Pierce County Department of Emergency Management	Richard Schroedel
Pierce County Department of Public Works and Utilities	Steve Wamback Yvonne Reed
Pierce County Sheriff	Rustin Wilder
Puget Sound Clean Air Agency	Elizabeth Gilpin
Seattle Office of Emergency Management/King County Zone 5 Representative	Erica Lund
Seattle Public Utilities	Jeff Neuner Laurie Van Leuvan Robin Friedman
Port of Seattle	Rod Hilden
Public Health Seattle & King County	Jim Henriksen
Snohomish County Solid Waste	Leo Kypuros
Snohomish County Dept of Emergency Management	Stephen Hagberg Mark Murphy
Snohomish County Solid Waste	Deanna Carveth
Snohomish Health District	Aran Enger

Agency/Organization	Contact
Suburban Cities Association Representative	Gail Marsh
Tacoma Solid Waste Utility	Gary Kato
Tacoma-Pierce County Health Department	Andy Comstock John Sherman
United States Army Corps of Engineers	Gretchen Martinsen Mamie Brouwer
United States Environmental Protection Agency	Josie Clark
Washington Refuse and Recycling Association	Brad Lovaas
Washington State Department of Ecology	Peter Christiansen
Washington State Department of Transportation	John Himmel
Washington State Emergency Management Division	Chuck Hagerhjelm Dave Hall
Washington Utilities and Transportation Commission	Layne Demas Gene Eckhardt Penny Ingram
Waste Connections	Keith Kovalenko
Waste Management	Steve Goldstein Susan Robinson

Glossary

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital that their incapacitation or destruction would have a debilitating effect on security, economic security, public health or safety.

Debris-causing Incident: An unplanned incident caused by natural or human means that creates debris.

Debris Clearance: Clearing roads and other critical infrastructure by pushing debris to the roadside to accommodate emergency traffic.

Debris Management Site (DMS): A location where debris is sorted, processed, reduced in volume, and/or disposed of.

Debris Monitoring: Actions taken by applicants to document eligible quantities and reasonable expenses during debris activities to ensure that the work complies with the contract scope-of-work and/or is eligible for Public Assistance grant reimbursement.

Debris Removal: Picking up debris and taking it to a Debris Management (DMS) site, composting facility, recycling facility, permanent landfill, or other reuse or end-use facility.

Disaster Debris: Items and materials broken, destroyed, or displaced by a natural or human caused disaster. Examples of debris include, but are not limited to, vegetative waste, construction and demolition material, and personal property. *See Section Six: Debris Classification, for the definitions of specific debris types.*

Disaster Debris Management: Actions related to the management of disaster debris including assessment, clearance, removal, sorting, reduction, hauling, and disposal.

EOC: Emergency Operations Center

Force Account: The Federal Emergency Management Agency (FEMA) uses the term "Force Account" to refer to a jurisdiction's own personnel and equipment.

Hazardous Waste: Waste with properties that make it potentially harmful to human health or the environment. Hazardous waste is regulated under the Resource Conservation and Recovery Act (RCRA). In regulatory terms, a RCRA hazardous waste is a waste that (1) appears on one of the four hazardous wastes lists or (2) exhibits at least one of the following four characteristics: ignitability, corrosivity, reactivity, or toxicity. See http://www.epa.gov/osw/hazwaste.htm.

Household Hazardous Waste: according to WAC 173-350-100, means any waste which exhibits any of the properties of dangerous wastes that is exempt from regulation under chapter 70.105 RCW, Hazardous waste management, solely because the waste is generated by households. Household hazardous waste can also include other solid waste identified in the local hazardous waste management plan prepared pursuant to chapter 70.105 RCW, Hazardous waste management.
Reference http://apps.leg.wa.gov/wac/default.aspx?cite=173-350-100

Initial Damage Assessment: The initial damage assessment is used to determine the magnitude and impact of an incident's damage. Also referred to as a "pre-Presidential Damage Assessment," it is often the first assessment a jurisdiction does to determine the impact of an incident.

Lifeline Transportation Route: Routes identified by a jurisdiction that provide primary access for emergency response, evacuation, and damage assessment.

Major Arterial: Moderate or high-capacity roads that provide direct service between communities or parts of larger cities and are needed to aid in response and recovery operations.

Minor Arterial: Routes that receive moderate traffic flow and carry a mix of local and through traffic.

Moderate Risk Waste (MRW): according to WAC 173-350-100, means solid waste that is limited to conditionally exempt small quantity generator (CESQG) waste and household hazardous waste (HHW) as defined in this chapter. Reference http://apps.leg.wa.gov/wac/default.aspx?cite=173-350-100.

National Response Framework: A framework developed to facilitate the delivery of all types of federal assistance to states following a disaster. It outlines the planning assumptions, policies, concept of operations, organizational structures, and specific assignments and agencies involved in federal assistance to supplement state, tribal, and local efforts.

PIO: Public Information Officer

Preliminary Damage Assessment (PDA): A joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/state team will usually visit local applicants and view their damage first-hand to assess the scope of the damage and estimate repair costs. The state uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

Recovery: The phase of emergency management that encompasses activities and programs implemented during and after response that are designed to return the entity to its usual state or to a "new normal."

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

Right-of-Entry (ROE): The document by which a property owner confers to a jurisdiction or their contractor the right to enter onto private property for a specific purpose without committing trespass.

Right-of-Way (ROW): The portions of land over which facilities such as highways, railroads, or power lines are built. It includes land on both sides of the facility up to the private property line.

Seattle Urban Area Security Initiative (UASI) Region: Geographic region of King, Pierce, and Snohomish counties and the jurisdictions, special purpose districts, private and public organizations, cities, and tribes that make up the counties.

Solid Waste Collection Company: Private entities that provide daily municipal solid waste service through the transportation and/or disposal of solid waste.

UASI Debris Management Plan Sponsor: A solid waste agency in the Seattle UASI Region that maintains a Washington State Comprehensive Solid Waste Management Plan. This includes Snohomish County Solid Waste Division, King County Solid Waste Division, Pierce County Public Works and Utilities, and Seattle Public Utilities Solid Waste Utility.

UASI Debris Management Plan Stakeholder: Any city, county, state, or tribal organization in the Seattle UASI Region that has an active role in debris management, including solid waste agencies, local emergency management entities, and local public health departments/districts.

Acronyms and Abbreviations

AAR	After-Action Report
APHIS	Animal, Plant and Health Inspection Service
CAMU	Corrective Action Management Unit
CDL	Construction, Demolition, and Land-clearing
CEQ	Council on Environmental Quality
CERCLA	Comprehensive Environment Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CRT	Cathode Ray Tube
DHS	Department of Homeland Security
DMS	Debris Management Site
DOD	Department of Defense
DOH	Department of Health
Ecology	Washington State Department of Ecology
EMAC	Emergency Management Assistance Compact
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
GA	General Administration
HHW	Household Hazardous Waste
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
ICS	Incident Command System
ISO	International Organization for Standardization
JIC	Joint Information Center
JIS	Joint Information System
KCC	King County Code
LEPC	Local Emergency Planning Committee

LHWMP	Local Hazardous Waste Management Program in King County
MOU	Memorandum of Understanding
MRW	Moderate Risk Waste
MSW	Municipal Solid Waste
NEPA	National Environmental Policy Act
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRCS	Natural Resource Conservation Service
NRF	National Response Framework
NRP	National Response Plan
NWWARN	Northwest Warning Alert and Response Network
PCB	Polychlorinated Biphenyl
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PPDR	Private Property Debris Removal
PSCAA	Puget Sound Clean Air Agency
RCRA	Resource Conservation and Recovery Act
RCW	Revised Code of Washington
RHMP	Regional Hazard Mitigation Plan
ROE	Right-of-Entry
ROW	Right-of-Way
RPIN	Regional Public Information Network
SCC	Snohomish County Code
SME	Subject Matter Expert
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act
SWD	Solid Waste Division
TDSR Site	Temporary Debris Sorting and Reduction Site
TSCA	Toxic Substances Control Act
Seattle UASI Region	Seattle Urban Area Security Initiative Region

USACE	United States Army Corps of Engineers
U.S.C.	United States Code
USCG	United States Coast Guard
USDA	United States Department of Agriculture
WAC	Washington Administrative Code
WAEMD	Washington Emergency Management Division
WSP	Washington State Patrol
WUTC	Washington Utilities and Transportation Commission

Section 1: Introduction

1.1   Purpose

The City of Mercer Island recognizes that natural and human caused disasters have the potential to create debris that can disrupt the quality of life for its citizens, and complicate disaster response and recovery following such disasters. The City of Mercer Island also recognizes that planning for such disasters can lessen the impact on the community, economy, and the environment. Therefore, the City of Mercer Island has developed this plan to facilitate a rapid response and recovery to debris causing incidents.

1.2   Mission

This Disaster Debris Management Plan provides direction to facilitate and coordinate the management of debris following a disaster to:

- Identify and address planning and staff training needs prior to a debris causing event.

- Mitigate against potential threats to the lives, health, safety, welfare, and economic and environmental well-being of the impacted area.

- Expedite recovery efforts in the impacted area.

- Identify threats of significant damage to improved public or private property.

1.3   Scope

This Disaster Debris Management Plan covers the response and recovery to all debris-causing incidents within the jurisdictional boundaries of the City of Mercer Island. This plan also covers additional tasks required to maintain jurisdictional disaster debris management readiness, including training, exercises, and plan maintenance.

1.4   Alignment with Other Plans

National Response Framework

The National Response Framework[1] (NRF) provides the concept of operations for federal response to events by listing the responsibilities for each federal agency and outlining how federal agencies will interact with other public-sector agencies at all levels, the private sector, and nongovernmental organizations (NGOs). The NRF also emphasizes the importance of personal preparedness by individuals and households. This plan aligns with

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[1] http://www.fema.gov/emergency/nrf/

the Emergency Support Functions (ESF) #3: Public Works and Engineering Annex,[2] and ESF #14: Long-Term Community Recovery and Mitigation Annex[3] of the Department of Homeland Security's (DHS) NRF by providing for coordination of disaster debris operations through all levels of government using the National Incident Management System[4] (NIMS) organization structure.

Washington State Comprehensive Emergency Management Plan

The Washington State Comprehensive Emergency Management Plan[5] (CEMP) provides the concept of operations for state agency response to disaster events by listing the responsibilities for each agency and outlining how state agencies will interact with each other and other regional and local public-sector agencies. This plan aligns with the CEMP ESF #3: Public Works and Engineering Annex, and ESF #14: Long-Term Community Recovery and Mitigation Annex, by providing operational instructions to organize disaster debris operations at the local level.

King County Disaster Debris Management Plan

Information is available on King County's Emergency Management website: http://www.kingcounty.gov/safety/prepare.aspx

For more information on King County's debris management, contact:

UASI Disaster Debris Management Program Manager
King County Office of Emergency Management
3511 NE 2nd Ave
Renton, Washington 98056
206-296-3830

Additionally:

Local Hazardous Waste Management Program in King County (LHWMP)
Office of the Program Administrator
Garrett Turner
206-263-8497
(Fax) 206-296-0189
130 Nickerson St., Suite 100
Seattle, WA 98109-1658
Business Waste Line: 206-263-8899
Household Hazards Line: 206-296-4692

Information is available at:
http://www.lhwmp.org/home/aboutus/planupdate.aspx

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[2] http://www.fema.gov/pdf/emergency/nrf/nrf-esf-03.pdf

[3] http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf

[4] http://www.fema.gov/emergency/nims/index.shtm

[5] http://www.emd.wa.gov/plans/documents/CompleteCEMP.pdf

The City of Mercer Island Emergency Plans

This plan is designed to stand-alone, but it aligns with other plans including the City of Mercer Island's Emergency Management Plan and the City of Mercer Island's Hazard Mitigation Plan.

1.5   Plan Maintenance and Update

This plan was assembled by the City of Mercer Island. Ongoing maintenance of the plan is the responsibility of Officer Jennifer Franklin, the Plan Manager.

Plan Revisions

As changes in staffing, organization, and external factors can occur, this plan will be reviewed semiannually prior to the fire season (April) and prior to the storm season (September), and updated as needed. This semi-annual plan review schedule aligns with the UASI Regional Disaster Debris Management Plan review schedule. To the extent possible, mid-review period changes to the plan will be avoided. In the event a revision is required outside of the normal review period, it is the responsibility of the Plan Manager to ensure that revised pages are distributed to plan holders. During plan review, specific attention will be directed to key plan components, including specific assigned roles and responsibilities, contact information for internal staff and external resources, and the location and status of identified Debris Management Sites (DMS).

Section 2: Situations and Assumptions

This chapter provides an overview of the types, amounts, and distribution of natural or human-caused incidents that may occur in the City of Mercer Island. It also provides tools to estimate debris volumes following an incident. Finally, it provides a list of the planning assumptions that were used to develop this plan.

2.1 Types of Hazards

The City of Mercer Island is susceptible to a variety of natural or human-caused incidents that may create disaster debris. A listing of potential debris causing incidents and the types of most common debris are listed in Table 2-1.

TABLE 2-1
Characteristics of Disaster Events Possible in The City of Mercer Island

Incident	Debris Characteristics	Regional Probability	Debris Impact
Wind Storm	Primarily vegetative waste; may also include construction/demolition materials from damaged or destroyed structures, some municipal solid waste from damaged structures. Extended power outages may result in large amounts of putrescible waste from private homes and grocery stores.	High	Moderate
Flooding	Construction/demolition waste, municipal solid waste, and problem waste, including sediment, vegetative waste, animal carcasses, and hazardous materials deposited on public and private property. Much of the debris from flooding events may be considered problem waste because of contamination from wastewater, petroleum, or other substances.	High	Moderate
Earthquake	Primarily construction/demolition waste and municipal solid waste intermixed with problem waste.	Moderate	High
Urban, Wildland, and Wildland/Urban Interface Fires	Burned vegetative waste, burned construction demolition waste, and problem waste, including ash and charred wood waste and ash covered items.	Moderate	Low
Ice Storms	Primarily vegetative waste from broken tree limbs and branches. May also include construction/demolition waste and putrescible waste from extended power outages.	Moderate	Moderate
Volcano	Primarily ash, mud, and ash covered items. May also include construction/demolition waste.	Low	High
Tsunami or Seiche	Sediment and construction/demolition waste possibly contaminated with problem waste, including wastewater, petroleum, or other hazardous materials.	Low	Moderate
Landslides	Sediments and construction/demolition waste possibly contaminated with problem waste.	High	High

TABLE 2-1
Characteristics of Disaster Events Possible in The City of Mercer Island

Incident	Debris Characteristics	Regional Probability	Debris Impact
Plant Disease	Variable amounts of vegetative debris that might require special handling as problem waste with specific disposal characteristics.	Low	Moderate
Animal Disease	Variable amounts of putrescible waste that might require special handling as problem waste with specific disposal instructions.	Low	Moderate
Nuclear, Chemical, or Biological Accident	Various amounts of contaminated soil, water, construction/demolition waste, and/or municipal solid waste that would require special handling as problem waste with specific disposal instructions.	High	Moderate
Nuclear, Chemical, or Biological Attack	Various amounts of contaminated soil, water, construction/demolition waste, and/or municipal solid waste that would require special handling as problem waste with specific disposal instructions.	Moderate	High

This information was compiled from multiple sources including the City of Mercer Island Hazard Identification and Vulnerability Assessment (HIVA) and UASI Regional Disaster Debris Management Plan.

2.2 Debris Estimates

The types and amounts of debris produced by an incident depend on the magnitude, duration, and intensity of the incident itself. The potential impacts resulting from two different debris scenarios were considered when creating this plan. The first is a wind storm that has the potential to create a low to medium amount of debris, and the second is a significant earthquake that has the potential to create a high amount of debris.

Windstorm Debris Events

Historically, wind storms occur one to five times a year in the City of Mercer Island. These events can create a low to medium amount of debris made up predominantly of vegetative waste, but may also include overhead wire service components, construction and demolition debris, white goods, and putrescible depending on the size of the event and secondary impacts such as power outage.

The City of Mercer Island contains a mix of urban and rural land that will create different amounts of vegetative debris during a wind storm event. Historically this region has created the highest volumes of debris following similar events. In 2006 a wind storm with gusts to 50-70 miles per hour created approximately 5,000 cubic yards of vegetative debris.

Earthquake Debris Events

Historically, earthquakes with significant magnitude to create disaster debris occur approximately every ten to twenty years in the Puget Sound Region.[6] Past events have created a low to medium volume of disaster debris but have the potential to create much higher levels of debris. For example, the 1994 Northridge earthquake in Los Angeles, CA created 7 million cubic yards of disaster debris.

In the 2001 Nisqually earthquake, damage sustained in the City of Mercer Island was primarily residential. Specifics on damage and the corresponding data are available in Mercer Island's City Emergency Management Plan (CEMP).

2.3   Situation and Assumptions

This section describes the situation and assumptions that were used during the development of this plan.

Situation

The plan situation is made up from known facts or observations used to develop the plan. The following situation factors were considered when developing this plan:

- Natural and man-made disasters such as earthquakes, wind storms, flooding, industrial accidents, and terrorist attacks precipitate a variety of debris that includes but is not limited to trees and other vegetative organic matter, building/construction material, appliances, personal property, mud, and sediment.

- The quantity and type of debris generated from any disaster will be a function of the location and kind of event experienced, as well as its magnitude, duration, and intensity.

- The quantity and type of debris generated, its location, and the size of the area over which it is dispersed will have a direct impact on the type of removal and disposal methods utilized to address the debris problem, including how quickly the problem can be addressed, and the associated costs that will be incurred.

Assumptions

Assumptions are unknown but expected events or actions that are used to develop the plan. The following assumptions were made during the development of this plan:

- A major natural disaster may require the removal of debris from public or private lands.

- The amount of debris resulting from a major natural disaster may exceed the City of Mercer Island's removal and disposal capabilities.

- If a debris event should occur, an accurate assessment of the disaster must be made as soon as practical.

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[6] http://www.pnsn.org/INFO_GENERAL/faq.html#1a

- The City of Mercer Island may contract for additional resources to assist in the debris removal, reduction, and disposal capabilities.

- Local, state, and federal agencies may have difficulty in locating staff, equipment, and funds to devote to debris removal, in the short as well as long-term, following a major natural disaster.

Section 3: Applicable Rules and Regulations

This chapter provides an overview of the state and local regulations and policies that affect how the City of Mercer Island handles disaster debris including debris reduction and Debris Management Sites (DMS) and neighborhood collection site operations. This chapter also addresses the environmental and policy considerations for reducing, recycling and disposing of the disaster debris at the DMS staging sites.

3.1   Planning

The City of Mercer Island has identified 8 locations to serve as DMS and neighborhood collection sites within the City of Mercer Island's boundaries. A representative from the local health department has reviewed these locations on a preliminary basis and will authorize these sites prior to engaging in debris removal operations. The City of Mercer Island will notify the health department prior to activating the DMS/neighborhood collection sites.

3.2   Response

The City of Mercer Island will initiate DMS site preparation activities during the response phase. A preliminary plan will be developed for reducing, recycling and disposing of the debris based on general estimates of the type of material generated by the event. The City of Mercer Island may decide to reduce the debris via air curtain incineration or grinding. Once a preliminary determination has been made, this plan will be communicated to the environmental officials for their guidance on the applicability of regulations to the operations and monitoring of the DMS sites and disposition of the disaster debris.

The site preparation activities will be initiated by the Debris Removal Manager. If disaster debris crosses over the City of Mercer Island's boundaries, the Debris Removal Manager will communicate with contacts in neighboring jurisdictions and King County to coordinate efforts in understanding the rules and regulations that will affect operations at the DMS sites.

For specifics on what prompts the city of Mercer Island staff to initiate action in a disaster or emergency, refer to Mercer Island's City Emergency Management Plan (CEMP).

Contact information for the key environmental agencies is provided in Appendix A, *Debris Resources.*

3.3   Recovery

This section summarizes rules and regulations that apply to the recovery phase of disaster debris management.

Waste Management Priorities and Recycling

The 1989 Waste Not Washington Act (ESHB 1671) revisions to RCW 70.95 established waste reduction and recycling as the priority methods of managing waste in the State of Washington. The City of Mercer Island will make reduction and recycling the highest priorities for managing disaster debris. The Debris Removal Manager will coordinate with the debris hauling contractors to ensure maximum segregation for recyclable materials, and make sure that debris reduction equipment (chipping/grinding/incineration) is operating properly and within the regulations of PSCAA and the local fire department.

Air Quality and Incineration as a Waste Reduction Method

During the recovery phase, the following measures will be taken by the Debris Site Supervisor:

- Monitoring of dust and ensuring proper dust suppression measures are implemented.

- Oversight of any air curtain incineration units. This activity will be coordinated with PSCAA. Any air curtain incinerators will have setbacks from on-site storage areas for incoming debris and structures. Wood ash will also be stored on-site with setbacks from storage areas for incoming debris, and processed mulch or tub grinders. Wood ash will be wetted prior to removal from the air curtain incinerator and placed in storage. The specific requirements will be provided by PSCAA.

Household Hazardous Waste Management

The City of Mercer Island will set up household hazardous waste, appliance and special waste collection areas. Household hazardous waste should be collected separately and disposed of at a licensed disposal facility. Contractors listed with the county household hazardous waste management program will be contacted for safely disposing of household hazardous debris. These contractors are listed in Appendix A, *Debris Resources*.

The City of Mercer Island has 8 pre-designated locations to serve as Debris Management Sites and neighborhood collection sites located throughout the city. After a disaster, the pre-designated DMS/neighborhood collection sites would be evaluated to see which ones are usable, safe, and accessible. Residents of the City of Mercer Island will be notified which locations are open to utilize and serve as DMS/neighborhood collection sites.

White good debris that contains ozone depleting refrigerants, mercury, or compressor oils need to have such materials removed by a certified technician before recycling. White goods will be properly disposed of by a licensed disposal company.

The PSCAA will have regulatory authority over the demolition of structures that contain asbestos or lead-based paint.

Section 4: Concept of Operations

This section provides information on how the City of Mercer Island will carry out debris management operations, including: response levels, organization, roles and responsibilities, communications strategies, and health and safety strategies.

4.1   Debris Management Response Levels

Debris management operations are categorized into three response levels. The current response level of the City of Mercer Island will be established by the Incident Commander or Debris Manager and is triggered by the geographic scope and impact of an actual or anticipated incident.

Level One: Routine Operations

A level one incident corresponds to day-to-day emergencies requiring minimal coordination and assistance. These include incidents such as small landslides, minor flooding, or a building collapse. The situation can be efficiently and effectively supported with existing resources and there is no foreseen need to proclaim a local emergency.

Level Two: Medium Impact Disaster

Level two incidents are situations requiring more than routine coordination and assistance, and generally involving multiple jurisdictions. These include incidents such as moderate earthquakes, minor or moderate flooding in multiple locations, and winter storms with snow, ice, or high winds. The situation may require mutual aid or contract resources, and it may be necessary to proclaim a local emergency.

Level Three: High Impact Disaster

Level three incidents are incidents that require a high degree of coordination and generally involve state and federal assistance. These include incidents such as large earthquakes, severe flooding, or severe winter storms. In most cases, a local emergency will be proclaimed.

Level Four: Catastrophic Disaster

Level four incidents are incidents that result in the partial or complete destruction of local government and require state and federal assistance. These include incidents such as catastrophic earthquakes, extremely severe flooding, or catastrophic human-caused attacks. This would always require a local proclamation of emergency and in most cases a Federal disaster declaration.

4.2   Debris Management Operational Phases

Response to debris management events are characterized by the three phases described as follows and may overlap based on the incident.

Increased Readiness

The City of Mercer Island will move to the increased readiness phase when a natural or human-caused incident capable of creating disaster debris threatens the region. During this time, staff will complete the following tasks:

- Review and update plans, standard operating procedures, generic contracts, and checklists relating to debris removal, storage, reduction, and disposal operations.

- Alert local departments that have debris removal responsibilities to ensure that personnel, facilities, and equipment are ready and available for emergency use.

- Relocate personnel and resources out of harm's way and stage in areas where they can be effectively mobilized.

- Review potential local, regional, and DMS sites that may be used in the response and recovery phases in the context of the impeding threat.

- Review resource listing of private contractors who may assist in debris removal process. Make necessary arrangements to ensure their availability in the event of the disaster.

Response

Debris management response operations are designed to address immediate or short-term effects of a debris causing incident. During the response phase, staff will initiate the following tasks:

- Activate debris management plan and coordinate with damage assessment team.

- Begin documenting costs.

- Begin debris clearance from transportation routes, based on debris removal priorities.

- Coordinate and track resources (public and private).

- Establish priorities regarding allocation and use of available resources.

- Identify and activate temporary debris storage and reduction sites (local and regional).

- Address any legal, environmental, and health issues relating to the debris removal process.

- Continue to keep public informed through the PIO.

Recovery

Debris management response operations are designed to return the community to normalcy following a debris causing incident. During the recovery phase, staff will initiate the following tasks:

- Continue to collect, store, reduce, and dispose of debris generated from the event in a cost-effective and environmentally responsible manner.

- Continue to document costs.

- Upon completion of debris removal mission, close out debris sorting and reduction sites by developing and implementing the necessary site restoration actions.

- Perform necessary audits of operation and submit claim for federal assistance.

4.3   Incident Command System

The City of Mercer Island will use the Incident Command System to structure debris management response, as outlined in the City of Mercer Island Comprehensive Emergency Management Plan (CEMP). Based on the size and scope of the incident, debris management staff may act in multiple roles. In an incident that predominantly entails debris operations, for instance, the Debris Manager may act as the Incident Commander or Operations Section Chief. During larger and more complex incidents, the Debris Manager may be assigned to the Operations Section as a branch director or group supervisor.

4.4   Roles and Responsibilities

This section identifies roles and responsibilities for internal and external agencies during a disaster debris incident.

The City of Mercer Island Departments

Supporting disaster debris management operations will involve multiple departments and divisions internally within the City of Mercer Island. Mercer Island's City Emergency Management Plan (CEMP) contains the specifics and roles for each of the following city departments and divisions: Public Works, Office of Emergency Management, Police Department, Planning Department, Fire Department, Parks & Rec Department, Finance Department, Information and Geographic Services Department, and the Human Resources Department.

External Agencies

Washington State Department of Agriculture (WSDA): The WSDA supports the producers, distributors, and consumers of food and agriculture products in Washington. During a disaster WSDA may provide support and advice to local health departments/districts and solid waste agencies, as needed, regarding the disposal of plant and animal waste.

Washington State Department of Ecology (Ecology): Ecology is responsible for the protection of Washington's environment. Ecology provides statewide regulation of municipal solid waste and hazardous waste. During a disaster, Ecology may support and advise local health departments and solid waste agencies, as needed, regarding disaster debris operations. Ecology may also issue temporary permits or recommend to the governor that certain regulations be suspended, if necessary, to hasten response and recovery.

Washington State Department of Health (DOH): The DOH manages programs and creates regulations to protect citizens' health by limiting exposure to environmental hazards. During a debris-causing incident, DOH will assist local health authorities, as requested, to

ensure appropriate steps are being taken to maintain the health of the state's citizens and workers.

Washington State Emergency Management Division (WAEMD): The WAEMD may assist The City of Mercer Island by facilitating the governor's disaster proclamations, facilitating EMAC requests, requesting Federal Disaster Declarations, and administering FEMA public and individual assistance requests. During the response phase of debris management, the WAEMD can ensure that facilities are operating in compliance with federal and state regulations and can determine priorities for handling and removal.

Washington State General Administration (GA): GA is the primary state agency responsible for Emergency Support Function (ESF) #3: Public Works and Engineering under the Washington State Comprehensive Emergency Management Plan, which includes coordination of logistical and engineering support for state facilities. During a debris-causing incident, GA primarily supports state agencies, but would also provide resources to local requests that are coordinated through the Washington State Military Department Division of Emergency Management.

Washington National Guard: The Washington National Guard may provide equipment, personnel, and technical assistance to protect the State of Washington. During debris-causing incidents, National Guard resources provide security for equipment staging and debris sorting and reduction sites, limited electrical power and sheltering, traffic control, and aerial reconnaissance. National Guard resources are available after local resources have been exhausted through a request to the State Emergency Management Division.

Washington State Patrol (WSP): WSP is the lead law enforcement agency within the State of Washington. During a debris-causing incident, WSP supports local law enforcement with evacuation of persons and property, coordination (along with the Washington Department of Natural Resources) of disaster firefighting and firefighting resources through the Washington State Fire Mobilization Plan, and augmentation of local law enforcement resources.

Puget Sound Clean Air Agency (PSCAA): The PSCAA is responsible for regulating air quality in Puget Sound. During debris-causing disasters, the PSCAA provides advice on outdoor burning of debris and the removal and disposal of debris containing asbestos. They also provide information and possible monitoring of air quality for debris operations that create large quantities of dust. Depending on the disaster severity, PSCAA can suspend part or all the Washington Clean Air Act or Regulations I, II, and III.

United States Department of Agriculture (USDA): The USDA Natural Resource Conservation Service (NRCS) provides technical and financial assistance to private land owners, land users, communities, and state and local governments in planning and implementing conservation systems that conserves soil, water, and other natural resources. NRCS is limited in its authority with debris-related activities; it is limited to either runoff retardation or soil erosion prevention in response to an imminent threat to life or property resulting from a sudden impairment in the watershed. Typically, this includes debris within, or near, to a channel.

The USDA Animal, Plant and Health Inspection Service (APHIS) may provide support under the Veterinary Service Program and the Plant Protection and Quarantine Program.

Both public and private lands are eligible under these programs, which aid federal and state agencies, tribes, local agencies such as The City of Mercer Island, and private landowners to manage animal and plant health. This is accomplished by collecting and providing information, conducting or supporting treatments, and providing technical assistance for planning and program implementation.

United States Coast Guard (USCG): The USCG, under the Ports and Waterways Safety Act (33 U.S.C. § 1221), is responsible for keeping waterways safe and open. While there is no specific language stating that the USCG is responsible for debris removal from waterways, the USCG has been tasked in the past to assist in waterway and marine transportation system recovery.

United States Department of Defense (DOD): The Seattle UASI Region has numerous DOD facilities with equipment and personnel that may be requested in response to a debris-causing incident. Requests for these assets are coordinated through the Washington State Military Department Division of Emergency Management and are only available after all local private and public resources have been nearly or completely exhausted.

United States Army Corps of Engineers (USACE): The USACE is the lead agency for ESF #3, Public Works and Engineering, of the NRF, which includes debris management. During a Presidentially declared disaster, the USACE may supply technical assistance to local responders for completing debris removal. The USACE also has contract resources available to support local debris management operations.

United States Environmental Protection Agency (EPA): EPA may provide technical assistance and advice on collection, reduction, and disposal of contaminated debris and other hazardous materials during debris management operations. EPA also has contract resources available to assist with collection, management, and disposal of hazardous materials.

Federal Emergency Management Agency (FEMA): FEMA is the federal agency charged with coordinating emergency management functions in the federal government. In catastrophic disasters, FEMA may provide direct federal assistance to support performance of local, tribal, and state governments activities related to debris clearance, removal, and disposal. The response capabilities of local, tribal, and state governments must be exceeded before this level of assistance can be provided. Following a Presidential declaration, FEMA may elect to use its mission assignment authority to task other federal agencies with debris clearance, including the USACE and EPA.

Contractors and Vendors

Contractors and vendors are often used to augment local resources in support of debris management operations.

1. Solid Waste Collection Companies

Solid waste collection companies are private entities that provide daily municipal solid waste service through the transportation and/or disposal of solid waste. During debris-causing incidents, these companies can be tasked with maintaining existing municipal solid

waste service, as well as potentially providing additional resources to assist with debris clearance, processing, and disposal activities.

2. Debris Management Contractors

Debris management contractors provide additional resources to assist with debris clearance, removal, separation, and disposal during debris-causing incidents. These contractors can be put under contract prior to an incident to ensure efficient response during or after an actual incident or event. Federal agencies, such as the United States Army Corps of Engineers (USACE) and U.S. Environmental Protection Agency (EPA), may also have contract resources available to assist with debris management operations.

3. Debris Management Monitoring Contractors

Debris monitoring contractors provide oversight and documentation of debris management operations. This may include supervising other debris management contractors, documenting debris clearance and disposal operations for potential reimbursement, and operations of temporary debris sorting and reduction sites.

Appendix A, *Debris Resources*, provides a list of pre-qualified contractors that can be used to support debris management operations.

4.5 Additional Resources

This section lists additional resources that are available to support the City of Mercer Island debris management resources.

Local, County, and State Resources

Additional resources may be available from jurisdictions neighboring the City of Mercer Island and county departments. Section 5.5 addresses existing mutual aid agreements that can be utilized to obtain additional resources.

Federal Resources

When an impacted state or local government does not have the regional capability required to respond to a presidentially declared disaster, a request for Technical or Direct Federal Assistance may be made. The approved request is called a Mission Assignment and can only be requested by Washington State. A Mission Assignment is a work order issued by FEMA to another federal agency directing completion of a specific assignment in anticipation of, or response to, a Presidential declaration of a major disaster or emergency.

There are two Emergency Support Functions (ESFs) that perform debris-related activities under FEMA Mission Assignments:

- **ESF #3 – Public Works and Engineering** is responsible for infrastructure protection, emergency repair, and restoration. This group provides engineering services and construction management and serves as a critical infrastructure liaison. The United States Army Corps of Engineers is the lead agency for ESF #3.

- **ESF #10 – Oil and Hazardous Material Response** is responsible for responding to oil and hazardous material issues, environmental safety, and short- and long-term cleanup.

The two most commonly deployed agencies that deal with these debris related activities are the United States Environmental Protection Agency (EPA) and the United States Coast Guard (USCG).

- **ESF #11 – Animal and Plant Disease and Pest Response** is responsible for coordinating an integrated Federal, State, Tribal, and local response to an outbreak of a highly contagious or economically devastating zoonotic (animal) disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation. This ESF is coordinated by the United States Department of Agriculture (USDA).

All Mission Assignments have the following requirements:

- The community must demonstrate that required disaster-related efforts exceed state and local resources.

- The scope of work must include specific quantifiable measurable tasks.

- FEMA must issue the Mission Assignment.

4.6   Emergency Communications Strategy

The City of Mercer Island debris management staff will utilize the following methods to communicate with Mercer Island residents, businesses, and city personnel, as well as with outside agencies and jurisdictions, during a debris-causing event:

1. The City of Mercer Island radio system

2. The City of Mercer Island website

3. Cellular phone

4. Cellular phone direct-connect

5. Email

6. Short Message Service (SMS) messages (i.e. text messages)

7. Informational sandwich board signs and electronic reader board signs will be posted throughout Mercer Island

4.7   Health and Safety Strategy

Debris operations involve the use of heavy equipment to move and process various types of debris. Many of these actions can pose safety hazards to emergency response and recovery personnel as well as the public. In addition to those safety hazards, exposure to certain types of debris, such as building materials that contain asbestos and mixed debris that contains hazardous materials, can pose potential health risks to emergency workers.

All debris operations shall be done in compliance with the health and safety requirements found in the City of Mercer Island's Health and Safety Plan Supplement. A copy of this plan is included as Appendix F. The Health and Safety plan enables the agency and their

contractors to avoid accidents during debris recovery operations and to protect workers from exposure to hazardous materials. The health and safety strategy establish minimum safety standards for the agency and contractor personnel to follow. In addition, the strategy provides emergency workers with information on how to identify hazardous conditions and specific guidelines on the appropriate and proper use of personal protective equipment (PPE).

To facilitate compliance, the health and safety strategy specifies how the safety information will be disseminated to all Mercer Island emergency employees and contractors, and how compliance with minimum safety standards will be monitored. The strategy also includes specific corrective actions to be taken if workers do not comply with the minimum safety standards.

Section 5: Current Resources, Staff Development and Responsibilities

This chapter addresses the internal and external resources that the City of Mercer Island has for debris clearance, removal, and disposal.

5.1   Staff

Debris operations staff is responsible for directing debris operations during and after an incident. The size and composition of staff needed to deal with debris clearance, removal and disposal depends on the magnitude of the disaster. Debris removal staff likely will be comprised of a combination of full-time personnel, personnel from other agencies, and/or contractors depending on the requirements of the incident.

During an incident, staff may be needed to assume one or more roles, including the following:

- **Debris Removal Manager**: A Debris Removal Manager coordinates all debris removal activities related to an incident. Activities include communication among other members of the disaster management team, communication of project status activity and reporting, and dissemination and implementation of policy directives to debris removal personnel. This role is fulfilled by the Public Works Director.

- **Debris Collection Supervisor**: A Debris Collection Supervisor oversees collection activities prior to debris arrival at the disposal site and coordinates the debris routing, staffing, and field reporting activities. This role is fulfilled by the Right of Way Manager.

- **Debris Site Supervisor**: A Debris Site Supervisor manages one or more Debris Management Sites (DMS) and is responsible for overseeing waste separation and environmental protection concerns, as well as filling out paperwork and reporting documentation. This role is fulfilled by the Row Foreman.

- **Finance, Administration, and Logistical Staff:** These positions track time for personnel, equipment, and incident costs. These positions also assist with contracting and purchasing resources, completing documentation required for reimbursement of expenses, and provides check-in for demobilizing resources. This role is fulfilled by the Accounting Manager.

Additional specialized staff may be needed to act as technical specialists during planning, response, and recovery for a debris-causing incident. These include the following:

- **Debris Management Subject Matter Expert (SME):** A debris management SME provides information and advice to command staff working in the operations and planning sections to help guide disaster operations. This role is fulfilled by the Public Works Director.

- **Quality Assurance Personnel**: Quality Assurance Personnel ensures the debris operations are cost effective. They do this by monitoring the type and amount of debris during collection, sorting, reduction, and disposal.

- **Structural Engineer**: A Structural Engineer oversees, inspects, and assesses impacted structures and makes appropriate recommendations on building condemnation and demolition. This role is fulfilled by the Building Official.

- **Legal Staff**: Legal department staff conducts reviews and manages all legal matters in the debris management planning process. In addition to advising the debris management planning staff, the legal department may also perform the following tasks:

  – Contract review
  – Right-of-entry permits
  – Community liability
  – Indemnification
  – Condemnation of buildings
  – Land acquisition for DMS sites
  – Site closure/restoration and insurance

  This role if fulfilled by the Assistant City Attorney.

- **Public Information Officer**: A Public Information Officer (PIO) familiar with debris management issues should be assigned to the Incident Commander or Joint Information Center (JIC), as necessary. Responsibilities include coordinating with PIOs of other agencies to keep the public informed about all debris removal activities and schedules. Immediately after a disaster and throughout the removal and disposal operation, the PIO is responsible for arranging for public notification of all ongoing and planned debris clearance, removal, and disposal activities. This role is fulfilled by the Communications Manager or Public Information Officer.

Appendix A, *Debris Resources,* summarizes some of the City of Mercer Island personnel positions and their potential role during debris management operations.

A contact list for the City of Mercer Island personnel is in the Emergency Operations Center (EOC).

5.2 Equipment

During an incident, agency equipment such as trucks, rubber tire loaders, graders, chippers, chain saws, small cranes, dozers and backhoes may be needed to assist with debris clearance and removal operations. Most often these resources will be used for debris clearance from public rights of way in cooperation with the City of Mercer Island's contract solid waste hauler(s).

The City of Mercer Island has a wide range of equipment that is available for debris operations and management.

5.3   Technology

The City of Mercer Island has a variety of tools that can be used to assist with debris operations. An example of one such tool is as follows:

GIS Mapping and Modeling: Geographic Information System mapping and modeling can be used to estimate debris volumes and distributions, plan debris clearance operations, and identify debris clearance priorities.

5.4   Contract Resources

During an incident it may be necessary to contract with other resource providers to augment the City of Mercer Island's debris management staff and equipment. These resources can be used to assist with specific tasks such as debris clearance or DMS site management or can be hired to manage the entire debris removal and disposal process.

Section 7, *Contracted Resources*, provides instructions for contracting additional resources prior to and during an incident.

It should be noted that contractors cannot be awarded pre-disaster/stand-by contracts with mobilization costs or unit costs that are significantly higher than what they would be if the contract were awarded post-disaster.

5.5   Mutual Aid and Interlocal Agreements

There are a variety of agreements the City of Mercer Island has in place and can enact to ensure adequate resources and staffing are available during a debris incident. Agreements applicable to a debris incident are listed in table 5-1 (below), including details on how the agreement is activated and what requirements are placed on both parties.

Notable for mutual aid is the Washington State Intrastate Mutual Aid Compact as well as current legislation found within the Revised Code of Washington (RCW).

TABLE 5-1
Existing Agreements

Agreement	Type	Participation Requirement	Service Requirement	How Activated	Types of Resources Available
Washington Public Works Emergency Response Mutual Aid Agreement	Mutual Aid	Voluntary	Voluntary		Public Works equipment and staff
Emergency Management Assistance Compact	Mutual Aid	Voluntary	Assistance is obligatory "provided that it is understood that the state rendering aid may withhold resources to the extent necessary to provide reasonable protection for such state."	Governor declares state of emergency, resources requested through WAEMD.	All types of resources, including debris clearance equipment and staff
Washington State Intercounty Mutual Aid Agreement	Mutual Aid	Voluntary	Lending county acts as an independent contractor of borrowing county in the performance of voluntary emergency assistance during any type of emergency. Reimbursement will be made by Borrower to Lender for costs and labor incurred by Lender beyond the first 8 hours of an asset's use.	Requests for emergency assistance shall be directed to the designated contact person(s) on the contact list provided by the Party Counties.	Equipment, supplies, personnel, or direct provision of services
Washington State Fire Mobilization Plan	Mutual Aid		Voluntary	The local fire chief, through the regional coordinator, makes a request for mobilization to the State Emergency Operations Center. The chief of the Washington State Patrol decides on mobilization in consultation with the governor's chief of staff. Reimbursement by the WSP will take place for any labor or resources expended after a	Firefighters and equipment needed to manage fires, disasters, or other incidents – this is an all-risk agreement.

Agreement	Type	Participation Requirement	Service Requirement	How Activated	Types of Resources Available
				mobilization is declared. Plan expressly notes that it is not a replacement for local mutual aid agreements and the resources available from such agreements must be expended before a mobilization request will be granted.	
Draft Washington State Law Enforcement Mobilization Plan	Mutual Aid	Unknown	Unknown	Unknown	Unknown
King County: Solid Waste Interlocal Agreements	Interlocal Agreement	Unknown	Unknown	Unknown	Solid Waste Disposal Resources
King County: Regional Disaster Plan for Private and Public Agencies in King County	Mutual Aid	Voluntary, signatures on file	Resource lending and borrowing are defined in the Omnibus Financial and Legal Agreement.	Local emergency proclamation by The City of Mercer Island. Then request is made.	Any type requested. Must have expended local and zone resources first.

5.6 Disposal Facilities

During an incident it may be necessary to utilize a variety of resources to dispose of different types of debris. Appendix A, *Debris Resources,* addresses disposal locations near the City of Mercer Island. Keep in mind that the amount and type of debris each facility accepts may change based on the size and severity of the incident.

5.7 Recycling and Composting Facilities

During an incident it may be necessary to utilize a variety of resources to recycle, compost, or otherwise reduce different types of debris. These resources provide an alternative to divert waste from landfills and may provide additional economic and environmental benefits. Appendix A, *Debris Resources,* addresses disposal locations near the City of Mercer Island. Keep in mind that the types of waste each facility accepts or is approved to accept may change based on the size and severity of the incident.

5.8 Staff Development and Responsibilities

This chapter lists staff roles that jurisdictions in the Seattle UASI Region will need to manage debris removal in the event of a disaster. This chapter describes the specific roles that jurisdiction staff may assume to plan for and respond to debris-causing incidents to ensure efficient response and recovery operations.

Staff Development

Each jurisdiction should assign staff to develop and maintain their operational disaster debris management plans and support debris management operations during an incident. Staff should be assigned to these roles prior to an incident so that proper training and planning can take place.

Plan Ownership and Maintenance

A single person or group within each jurisdiction should be responsible for the creation and maintenance of an operational disaster debris management plan for their jurisdiction. This person or group is responsible for directing the creation of the plan and ensuring it is updated and exercised based on the specifications within the plan. Appendix D, *Operational Debris Management Plan Template*, provides jurisdictions with a template to be the creation of their jurisdiction's operational disaster debris management plan.

Debris Operations Staff

Debris operations staff are responsible for directing debris operations during and after an incident. During an incident, staff with debris management experience may need to assume one or more roles, including the following:

- **Debris Management Subject Matter Expert (SME):** A debris management SME provides information and advice to incident command staff working in the operations and planning sections to guide disaster operations.

- **Debris Collection Supervisor**: A Debris Collection Supervisor oversees collection activities prior to arrival at the disposal site and coordinates the debris routing, staffing, and field reporting activities.

- **Debris Removal Manager**: A Debris Removal Manager manages, and coordinates debris removal activities related to an incident, and ensures communication among other members of the disaster management team, communication of project status activity and reporting, and dissemination and implementation of policy directives to debris removal personnel.

- **Debris Site Supervisor**: A Debris Site Supervisor manages a DMS site and is responsible for overseeing waste separation and environmental protection concerns, as well as filling out paperwork and reporting documentation.

- **Finance, Administration, and Logistical Staff:** Tracks time for personnel and equipment, tracks incident costs, assists with contracting and purchasing resources, completes documentation required for reimbursement of expenses, and checks in and demobilize resources.

5.9 Other Specialized Staff Resources

Additional specialized staff may be needed to act as technical specialists during planning, response, and recovery for a debris-causing incident. These include the following:

- **Quality Assurance Personnel**: Quality Assurance Personnel ensures the cost-effective and efficient monitoring of response and recovery operations.

- **Structural Engineer**: A Structural Engineer oversees, inspects, and assesses impacted structures and makes appropriate recommendations on condemnation and demolition of buildings.

- **Legal Staff**: Legal staff leads review and all legal matters in the debris management planning process. In addition to advising the debris management planning staff, the following tasks must also be performed by the legal department:

  – Contract review
  – Rights-of-entry permits
  – Community liability
  – Indemnification
  – Condemnation of buildings
  – Land acquisition for TDSR sites
  – Site closure/restoration and insurance

- **Public Information Officer**: A PIO familiar with debris management issues should be assigned to the Incident Command staff, JIC or JIS, as necessary. Responsibilities include coordinating with other public information officers of other agencies to keep the public

informed about all debris removal activities and schedules. Immediately after a disaster and continually throughout the removal and disposal operation, the PIO should arrange for public notification of all ongoing and planned debris clearance, removal, and disposal activities. Additional information on public information strategies in included in Section 12, *Public Notification and Communications Plan.*

5.10   Training and Exercises

To ensure consistent and comprehensive debris management operations, all jurisdictions in the Seattle UASI Region should periodically review the Disaster Debris Management Plan with all potential plan participants, including private companies franchised or contracted to provide debris management service during a disaster.

General Emergency Management Training

Staff participating in disaster debris management operations should have general emergency management training, as well as position-specific training depending on their roles and as identified in their jurisdiction's National Incident Management System (NIMS) implementation and training plan.

General emergency management training requirements are developed as part of the NIMS. Identified staff should complete the following courses:

- IS-700 NIMS: An Introduction (available online)
- IS-800 NRP: An Introduction (available online)
- ICS-100: Introduction to NIMS ICS for Operational First Responders (available online)
- ICS-200: Basic All-Hazards NIMS ICS for Operational First Responders (classroom)
- ICS-300: Intermediate NIMS ICS[7] (classroom)

These requirements are listed as part of the Fiscal Year 2007 NIMS Training Requirements and the 2008 Five-Year NIMS Training Plan. Additional information on position-based NIMS training requirements is available from FEMA (see Appendix B, *Online Resources*, for more information on NIMS training requirements).

Position-Specific Training

Specific training may be required depending on specific staff roles and positions. FEMA provides several online classes that may be applicable to debris management staff, including *IS-632, Introduction to Debris Operations, in FEMA's Public Assistance Program*, and *IS-630, Introduction to the Public Assistance Program. FEMA's Emergency Management Institute* offers classroom training in debris management *(E202 Debris Management).*

Exercises

Procedures for disaster debris removal can be tested and exercised through discussion-based or operational-based exercises. The purpose of these types of tests and exercises is to determine the overall efficiency and effectiveness of the operational procedures in a disaster

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[1] ICS-300 is recommended for strike team leaders, task force leaders, unit leaders, division/group supervisors, and branch directors, and is recommended for emergency operations center staff (FEMA 2008a).

scenario. These procedures can be exercised separately, or as part of another exercise. At a minimum, operational exercises should be conducted every 4 years. Plans should be modified based on AARs and corrective-action reports.

5.11 Credentialing and Resource Typing

As part of federal NIMS compliance objectives (FEMA 2008b), the United States Department of Homeland Security (DHS) is currently developing a nationwide credentialing system and position-specific resource typing metrics that will provide positive identification and verify baseline knowledge and experience criteria for emergency response and recovery professionals. Some of these criteria will be specific to debris management. Jurisdictions should work with the WAEMD to adopt a credentialing system that is compatible with the NIMS and tracks the position descriptions and proposed qualifications of all staff who will participate in emergency management operations and disaster debris operations.

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[1] ICS-300 is recommended for strike team leaders, task force leaders, unit leaders, division/group supervisors, and branch directors, and is recommended for emergency operations center staff (FEMA 2008a)

Section 6: Debris Collection and Hauling Operations

This section provides information on disaster debris response and recovery operations, including: damage assessment, debris collection, and the establishment of debris management sites (DMS).

6.1   Damage Assessment and Debris Estimates

Damage assessment is the systematic process of gathering preliminary estimates of disaster debris quantities and composition; damage costs; and general descriptions of the locale, type, and severity of damage sustained by both the public and private sectors. Initial damage assessments are usually completed within 36 hours of an incident by local, state, federal, and volunteer organizations and provide an indication of the loss and recovery needs. The initial damage assessment is the basis for determining the level of state and federal assistance needed, as well as the types of assistance necessary for recovery. The assessment and may take longer depending on the City of Mercer Island or the Region's ability to respond to life, safety, and property concerns. Information about the Washington Emergency Management Division's (WAEMD) Public Assistance Damage Assessment program, including the applicable forms to complete the assessment, is included in Appendix K, *Washington Public Assistance Damage Assessment*, of this plan.

The debris assessment should accomplish all the following:

- Estimate the quantity and mix of debris.

- Estimate damage costs.

- Determine impact on critical facilities.

- Identify impact on residential and commercial areas.

- Identify what additional resources are needed for response and recovery.

FEMA Preliminary Damage Assessment

A preliminary damage assessment (PDA) report is a more detailed assessment that is completed following the initial damage assessment if it is suspected that the incident has, or will, overwhelm local resources and require federal assistance. The PDA serves two purposes, as follows:

- The PDA provides reliable damage estimates, which are used as a basis in applying for assistance and, where justified, the governor's request for a Presidential Disaster Declaration.

- The PDA provides for the effective implementation of state and federal disaster relief programs, if a Declaration is made.

The PDA is completed by a team of officials from FEMA, the Washington Emergency Management Division, county and local officials, and the U.S. Small Business

Administration. Usually it takes approximately thirty days to complete and compile a PDA and route it through the Governor's office to FEMA.

6.2   Debris Clearance and Removal Guidelines

The City of Mercer Island has developed the following guidance for prioritizing debris removal:

1. Life Safety
2. Situation Stabilization
3. Property Protection
4. Economic Stability and Environmental Protection

These guidelines will dictate planning, response, and recovery during disaster debris creating events.

6.3   Debris Removal Priorities

The City of Mercer Island has developed the priorities for debris clearance. Circumstances, such as crime scene preservation and accident investigation, may require a delay of debris clearing during disaster operations until approved can be obtained from local or federal law enforcement officials.

1. **Clear Emergency Access Routes – Lifelines**. Lifelines are those routes in a traffic network that provide access for emergency responders, alternate and evacuation routes, and damage assessment routes. Lifelines should include areas identified for potential staging, temporary shelters, and other resources available in the community that support emergency response. The City of Mercer Island will work closely with the county and neighboring cities to identify priorities for clearing transportation access routes.

2. **Clear Access to Critical Facilities and Infrastructure**. Assets, systems, and networks, whether physical or virtual, so vital that their incapacitation or destruction would have a debilitating effect on security, economic security, public health or safety. These typically include hospitals, fire stations, police stations, and emergency operation centers, as well as cellular and land-line telephone services, drinking water and power utilities, and sanitation facilities.

3. **Clear Major Freeways or Arterial Routes**. Major freeways and arterial routes are portions of the public transportation network that are needed to aid in response and recovery operations but may not have been cleared as an emergency access route.

4. **Clear Areas Necessary for Movement of Goods and Services/Economic Restoration**. These areas include those portions of the public transportation network necessary for effectively transporting goods and services throughout the Region that are not included in one of the previous categories. These may include access to warehouses, airports, seaports, and major business districts.

5. **Clear Minor Arterial Routes**. These routes include those portions of the public transportation network that receive moderate traffic flows but are not included in one of the previous categories.

6. **Clear Local Routes**. These areas include those portions of the public transportation network in residential neighborhoods that are not included in one of the previous categories.

Appendix D, *Lifelines and other Debris Clearance Priorities,* addresses debris removal priorities.

6.4 Debris Operations

Debris-clearing and removal operations predominately focus on public roads and other critical infrastructure; they should be prioritized based on the methodology listed in Section 6.3 of this plan.

Debris Clearance

Initial debris clearance will focus on removing debris from public property based on the priorities listed in Section 6.3. Additional debris clearance from private or commercial property may be necessary if the debris presents a health or safety risk to the community.

Appendix A, *Debris Resources*, lists additional resources that can be used to clear and haul disaster debris following an incident. Items to be considered during debris clearance and collection include the following:

- **Debris composition**: Commingling of debris creates problems with reduction and recycling techniques, which may impact future reimbursement. Whenever possible, immediate action should be taken to prevent or reduce commingling of debris during debris collection operations.

- **Location of debris**: There will often be different reimbursement and operational guidelines for debris clearance on public property, private residential, and private commercial property. While debris clearance on private property is not usually a reimbursable expense, the City of Mercer Island has cleared debris from private property in the past when it presented a health or safety risk to the community.

Collection Methods

Based on the types and distribution of debris, several collection methods are available during a debris causing incident:

Curbside: Residents may be asked to place their debris at the edge of the right of way for pickup. If curbside pickup is used, residents should be instructed to separate their debris into multiple categories including municipal solid waste, vegetative waste, construction and demolition debris, household hazardous waste, and putrescible.

DMS Site or Drop Box: Residents may be asked to bring disaster debris to collection sites to temporarily store, segregate, and process debris before it is hauled to its final disposal site. If possible, the sites should remain at the same location for each debris-causing incident and

should be included in the incident communication strategy. Facilities that can be used for drop-offs include debris drop boxes, DMS sites, landfills, and transfer stations.

6.5   Debris Management Sites

Site Management

DMS Site preparation and operation may be managed by the City of Mercer Island or a contractor. To meet overall debris management strategy goals and to ensure that the site operates efficiently, a site manager, debris monitoring personnel, and safety personnel should be assigned for each site. Appendix A, *Debris Resources*, lists the City of Mercer Island personnel identified for staffing of each of these positions, with responsibilities as follows:

- **Site Manager:** The site manager is responsible for supervising day-to-day operations, maintaining daily logs, preparing site progress reports, and enforcing safety and permitting requirements during site operations. The site manager is also responsible for scheduling the environmental monitoring and updating the site layout. The site manager has oversight of the activities of the debris removal contractors and the onsite debris processing contractors to ensure that they comply with the terms of their contracts.

- **Monitoring Staff and Assignments:** Regional monitors (whether the city of Mercer Island employees or contractors) should be placed at ingress and egress points to quantify debris loads, issue load tickets, inspect and validate truck capacities, check loads for hazardous waste, and perform quality control checks. The specific duties of the monitors would depend on how debris is collected.

- **Safety Personnel:** Safety personnel are responsible for traffic control and ensuring that site operations comply with local, state, and federal occupational safety regulations.

Establishment and Operations Planning

Whenever possible, DMS sites should be identified and established prior to an incident to allow appropriate planning and permitting to be completed. The City of Mercer Island has 8 pre-designated locations to serve as DMS/neighborhood collection sites.

Permits

Section 3. *Applicable Rules and Regulations*, provides a discussion of the applicable permits necessary for establishing and operating DMS sites.

Debris Management Site Locations

The City of Mercer Island has 8 locations pre-designated as DMS sites for use during disaster debris operations that meet the criteria discussed below. For the appropriate form to use at DMS sites, see Appendix C, *DMS Site Inventory*.

Locating Additional Debris Management Sites

When identifying additional DMS sites, planning staff should first consider sites that already have solid waste handling permits and, secondly, public lands to avoid costly land leases. Existing disposal or recycling facilities close to lifelines and major access routes are ideal DMS sites. Sites owned by the City of Mercer Island that will not require extensive repair costs, such as parks, vacant lots, or sports fields, should be considered as well. State-to-state or county-to-county agreements may provide solutions for public land use; however, if these are not available, planning staff should develop criteria for identifying potential private property locations for the DMS sites. Private land easements should be reviewed by the legal staff to avoid extensive damage claims upon site closeout. Additional selection considerations for DMS sites include the following:

- Proximity to the sources of disaster debris; as close as possible

- Large enough to accommodate a storage area, a sorting area, and volume reduction operation area

- Hard, preferably non-porous, surface such as a paved parking lot

- Accessible by main transportation routes with good ingress and egress to accommodate heavy truck traffic

- Outside of environmentally sensitive areas, such as wetlands or well-fields

- Reuse and recycling possibilities, including: timber agreements, mulch and chip disposal in the agriculture community and fuel sources for incinerators or heating. Recycling success will depend on the types of debris and the local recycling environment.

Site Preparation:

Develop a Memorandum of Understanding, a Memorandum of Agreement, or lease/use agreement, if required. Establish lined temporary storage areas for materials (including ash, household hazardous waste, fuels, and other materials) that can contaminate soils, groundwater, and surface water. When possible, set up plastic liners under stationary equipment, such as generators and mobile lighting plants. This should be included as a requirement in the scope of work if DMS site preparation will be contracted out. The topography and soil/substrate conditions should be evaluated to determine the best site layout. When planning for site preparation, the designer should consider ways to make site closure and restoration easier. Upon site closeout, the uncontaminated soil can be re-spread to preserve the integrity of the tillable soils. Operations that modify the landscape, such as substrate compaction and over-excavation of soils when loading debris for final disposal, adversely affect landscape restoration. Identify who would be responsible for updating the initial baseline data and develop an operation layout to include ingress and egress routes.

Site Layout

The efficiency and the overall success of the DMS site operations are determined by how the site is designed. Significant accumulation of debris should not be allowed to occur at temporary storage sites because of environmental and safety concerns, such as the risk of fire. Moreover, permits for such sites may impose maximum capacity restrictions. While FEMA recommends 100 acres as the minimum size for DMS site, this may be altered due to

facility availability. Additional debris management sites may be necessary if actual debris
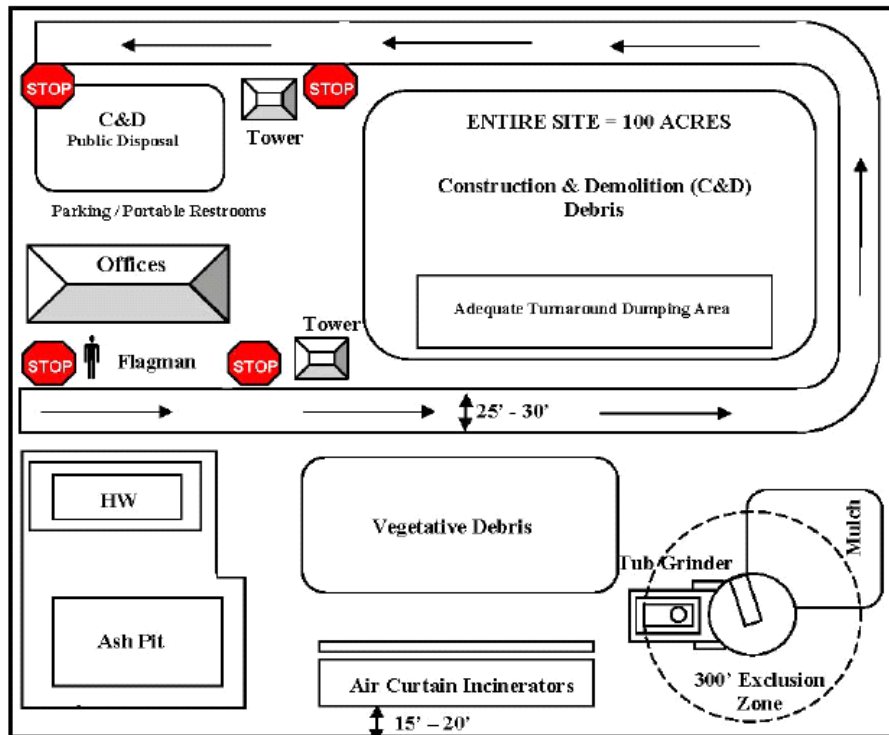
Example of a TDSR site layout.

quantities flowing into the site are greater than the site storage and processing capacity.

Operational Boundaries

Operational boundaries are the boundaries or areas that clearly define the different use areas on the DMS site. In establishing the operational boundaries, the DMS site design staff may consider using earthen berms, temporary barriers, or other physical restrictions. This aids traffic circulation and keeps the backlog of debris to a minimum.

Common operational areas include the following:

- Reduction

- Recycling

- Tipping areas (unloading)

- Loading areas for processed debris to go to its final disposition

- Drop-off centers for the public (this may include vegetative, recycling, or construction and demolition debris)

- Household hazardous waste storage

- Monitoring tower and/or scale locations at both the ingress and egress points

- Equipment, fuel, and water storage

Separation of the areas listed above should be clearly delineated and defined. Maximum separation helps to reduce conflicts in use. As operations proceed, these areas may change with the various types of debris. The reduction, recycling, tipping, and loading areas need ample room for large equipment operations. The design should consider the possibility of multiple pieces of equipment engaging in the same activity at one time. Depending on the scale of operations, each debris stream may have its own tipping area and should be designed accordingly.

Public drop-off areas for recycling, reduction, and construction and demolition debris may be included within a DMS site. These public use areas should be carefully designed for passenger vehicle traffic and public safety. Account for all weight or volume of materials received from public drop-off to ensure accurate and complete records for all debris received to the site by source.

Household hazardous waste storage should be in a safe location close to the public drop-off center, yet restricted, so that qualified personnel can process the waste appropriately. The design staff may consider constructing an impermeable lining and earthen berms to contain spills and prevent surface water runoff from leaving the area.

Monitoring towers should be located at ingress and egress points. Monitoring towers should be constructed of durable structural materials. The structures should be designed to withstand active and static loads. A stepladder is not an acceptable monitoring tower.

Equipment and fuel should have a designated storage area and signs posted appropriately. The fuel storage areas need to be designed to contain spills. For dust and fire suppression, water should be readily available throughout the site always and must be identified appropriately.

Traffic Patterns

Traffic circulation should be well defined throughout the entire DMS site. Although traffic signs and barricades aid in directing traffic, the planning staff may also consider flag personnel to help direct traffic. Drivers unfamiliar with the new environments, routes, and rules will need assistance to safely navigate through the site.

Optimally, the designed traffic pattern should allow trucks to enter and exit through different access points, if each is monitored. Haulers are typically paid by the volume or weight of a load. The load is evaluated when entering the site, based on a percentage of the full capacity of the truck. Stationing monitors at ingress and egress points ensures that every truck releases the entire load prior to leaving the site. This prevents debris left in a truck from a previous load from being counted again in a subsequent load. The empty trucks that enter the site to remove the processed (reduced) debris should enter and exit through an access point other than that of all other traffic. This reduces the site management and debris monitor confusion regarding debris being deposited or removed from the site.

Environmental Monitoring Program:

Additional data should be collected on a continuous basis during site operations to support site closeout and quality assurance. The data can be compared to the previously established information to determine any remediation that may be necessary.

DMS site operations may expand, contract, or shift on the site. It is important to track reduction, hazardous waste collection, fuel, and equipment storage to sample soil and water for contaminants. Periodically, map or sketch out activity locations so that areas of concern can be pinpointed later for additional sampling and testing.

If the site is also an equipment staging area, monitor fueling, and equipment repair to prevent and mitigate spills (e.g., petroleum products and hydraulic fluids). Include clauses in the contract scope of work to require immediate cleanup by the contractor.

Site Closure

After the site operations are complete, the property (either the City of Mercer Island-owned or leased) must be restored to its pre-activity environmental state. Restoration of a site involves removing all traces of the operations and possible remediation of any contamination that may have taken place during the operations. Debris, processing equipment, storage tanks, protection berms, and other structures constructed on the site should be removed from the site upon completion of all debris removal and processing operations.

Site Evaluation and Restoration

Final restoration of the landscape must be acceptable to the landowner, within reasonable expectations. Therefore, plan the landscape restoration as early as possible, preferably incorporating provisions within the lease.

The final environmental site evaluation is an extension of the environmental monitoring program. Testing, like that which is done for the baseline study, should be conducted to confirm that the site has been returned to its pre-activity state. Test samples should be taken at the same locations as those of the initial assessment and monitoring program. However, if warranted, additional test samples may be needed at other locations on, or adjacent to, the site.

Based on the results of the testing, additional remediation may be required before the owner takes final acceptance of the site. The lease agreement should have provisions to release the City of Mercer Island from future damages when the site is returned to its original condition, or when final acceptance is received from the owner.

Neighborhood Collection Sites

DMS sites may also be Neighborhood Collection Sites. The City of Mercer Island may establish neighborhood collection sites to support disaster debris operations. These sites are used to collect debris from a small area and transport them to an established DMS site, or a recycling or disposal facility. Guidelines for locating and establishing neighborhood collection sites will be developed with the local health department.

6.6   Debris Reuse, Reduction, and Disposal Methods

Numerous methods are available that reduce the overall volume of disaster debris and limit the amount of debris remaining for landfill disposal.

Recycling and Reuse

Recycling and reuse strategies involve diverting material from the disposal stream and reusing it. The recycling and reuse of disaster debris is most often limited to metals, soils, and construction and demolition debris. Recycling and reuse debris types are described below.

- **Metals:** Most nonferrous and ferrous metal debris is suitable for recycling. Metal maulers and shredders can be used to shred trailer frames, trailer parts, appliances, and other metal items. Ferrous and nonferrous metals are separated using an electromagnet and then sold to metal recycling firms.

- **Soil:** Soil can be combined with other organic materials that will decompose over time. This procedure produces significant amounts of material, which can be sold, recycled back into the agricultural community, or stored onsite to be used as cover when the site is returned to its pre-incident state. In agricultural areas where chemical fertilizers are used heavily, recovered soil may be too contaminated for use on residential or existing agricultural land. The City of Mercer Island should consult with their local health department to establish what monitoring and testing is necessary to ensure that soil is not contaminated with chemicals. If the soil is not suitable for agricultural or residential use, it may ultimately need to be disposed of at a permitted landfill.

- **Construction and Demolition:** Concrete, asphalt, and masonry products can be crushed and used as base material for certain road construction products, or as trench backfill. Debris targeted for base materials needs to meet certain size specifications as determined by the end user. Clean wood products used in construction can also be chipped or ground and used as mulch or hog fuel.

- **Composting:** Composting is the controlled decomposition of organic materials, such as leaves, grass, wood, and food scraps, by microorganisms. The result of this decomposition process is compost, a crumbly, earthy smelling, and soil-like material. Yard trimmings and food scraps make up about 25 percent of the waste generated in the average household; composting can greatly reduce the amount of waste that ends up in landfills or incinerators. A section of DMS sites should be reserved to receive compost material after a disaster. Composting can be used not only for backyard garden soil additives, farmlands, highways, and other landscaping projects, they can also be put to many innovative uses. The City of Mercer Island may use composting to reduce organic material need and be aware of, and prepared to mitigate, several hazards, which include spontaneous combustion of piles and vector control for rodents.

Volume Reduction Methods

Volume reduction methods reduce the volume of disaster debris to decrease impact on disposal facilities or create opportunities to reuse debris. Appendix A, *Debris Resources*, has a list of contractors that can provide these services during an incident. Descriptions of volume reduction methods are as follows:

- **Chipping and Grinding:** Chipping and grinding reduces the volume of some debris types by as much as 75 percent. This method is commonly used to reduce the volume of disaster debris, including vegetative debris, construction demolition debris, plastics,

rubber, and metals. Clean wood can also be reduced and used for mulch, while other debris such as plastic and metals can be chipped to reduce the overall volume of the material prior to transportation or disposal. The benefit of using a reduction method can be increased by identifying alternate uses for the residual material. The ability to use recycled wood chips as mulch for agricultural purposes, fuel for industrial heating, or in a cogeneration power plant helps to offset the cost of the chipping and grinding operations. The City of Mercer Island may use chipping and grinding to reduce the volume of vegetative debris and must be careful to ensure that contaminants such as plastics, soils, rocks, and special wastes are not present in the vegetative debris to be processed. Care must also be taken when reducing construction and demolition debris to ensure that it does not contain hazardous materials, such as asbestos. Appendix A, *Debris Resources*, lists resources that provide chipping and grinding services.

- **Incineration:** Curtain pit incineration, portable incinerators, and controlled incineration in rural areas are all methods for reducing disaster debris. Because of air quality concerns in the region, incinerating debris is not generally considered a viable reduction strategy. The decision to use incineration as a reduction strategy for some types of debris would be made by the PSCAA, as outlined in Chapter 3, Legislation and Policies, of this plan. The following subsections discuss the various incineration methods.

    - **Hog Fuel Incinerators:** Hog fuel is made up of a specific grade of ground-up wood and bark. It varies in size, generally somewhere between 1/2-inch and 6-inch screen size. In the Pacific Northwest, wood and paper processing companies that use hog fuel to fuel boilers have facilities for storing hog fuel. These companies may purchase surplus storm debris that is processed into hog fuel, depending on market conditions and their existing supply, which is lowest in the spring. Depending on the quality of the material used to create the hog fuel, the Puget Sound Clean Air Agency (PSCAA) may need to relax the permit restrictions for any hog fuel burners that burn hog fuel processed from disaster debris. Appendix A, *Debris Resources*, includes a list of hog fuel burners in the region.

    - **Air Curtain Pit Incineration:** Air curtain pit incineration offers an effective means to expedite the volume reduction process, while substantially reducing the environmental concerns caused by open-air incineration. The air curtain incineration method uses a pit constructed by digging below grade or building above grade (if a high-water table exists) and a blower unit. The blower unit and pit comprise an engineered system that must be precisely configured to function properly. The blower units deliver air at predetermined velocities and capacities. The blower unit must have adequate air velocity to provide a "curtain effect" to hold smoke in and to feed air to the fire below. A 20-foot long nozzle provides air at a velocity of over 120 miles per hour and will deliver over 20,000 cubic feet of air per minute to the fire. The air traps smoke and small particles, recirculating them to enhance combustion, which takes place at over 2,500 degrees Fahrenheit.

    - **Pre-permitted Portable Incinerators**: Portable incinerators use the same methods as air curtain pit incinerator systems. The only difference is that portable incinerators use a pre-manufactured pit instead of an onsite constructed earth/limestone pit. Portable air curtain incinerators are the most efficient incineration systems available

since the pre-manufactured pit is engineered to precise dimensions to complement the blower system. The pre-manufactured pit requires little or no maintenance compared to earth or limestone constructed pits, which are susceptible to erosion. Portable air curtain units are ideal for areas with high water tables and sandy soils and areas where smoke opacity must be kept to a minimum.

- **Rural Controlled Incineration:** Controlled open-air incineration is a cost-effective method for reducing clean, woody debris in rural areas. The City of Mercer Island should consult with their local fire departments and the PSCCA to determine what permits are necessary for rural incineration. Ash from rural incineration may be used as a soil additive; however, local health departments and agricultural extension personnel should be consulted to confirm whether this is allowed in any specific The City of Mercer Island. The controlled open-air incineration option should be terminated if mixed debris enters the waste stream.

Problem Waste Processing and Disposal

Problem waste, such as pathogenic waste; white goods; household hazardous waste; or biological or nuclear waste, requires additional handling before it can be processed or disposed of and will vary depending on the type and scope of the debris-causing incident. During debris processing, problem waste should be removed and stored in a secure location until it can be disposed of properly. Because of their prevalence during debris-causing incidents, several types of waste warrant further discussion:

- **Household Hazardous Waste (HHW)**: HHW has been prevalent during past disaster debris causing incidents. Strategies need to be developed to collect and store HHW during disaster debris operations.

- **White Goods**: White goods (including refrigerators) are commonly discarded after debris-causing incidents because they no longer function or because of extended power outages that cause their contents to decompose. Refrigerators are often processed in groups to remove the refrigerant along with any food waste, before being recycled.

- **Electronic Waste (E-waste)**: E-waste may contain a variety of potentially toxic chemicals, including heavy metals and polychlorinated biphenyls (PCBs). EPA has specifically classified cathode ray tube (CRT) monitors as hazardous waste, and other electronic components may also qualify. Whenever possible, E-waste should be separated from other waste and recycled by an E-waste processor.

- **Treated Wood**: Treated wood includes different types of building material, including telephone poles, railroad ties, fence posts, and wood used to construct docks. Care needs to be taken to ensure treated wood is not chipped, shredded, mulched, composted, incinerated, or disposed of in unlined landfills during processing and disposal.

- **Gypsum Drywall**: When gypsum deteriorates in landfills it can create hydrogen sulfide gas, which poses an explosion and inhalation hazard. Large amounts of drywall are often created during storms and floods. Landfill managers must be aware of this and implement the proper precautions. If possible, gypsum drywall should be recycled rather than disposed of in a landfill.

- **Asbestos**: Regulations for asbestos handling are well established by several different local, state, and federal agencies, including Ecology and the PSCAA. After a major debris-causing incident, asbestos inspections may not be possible prior to demolition, resulting in an increased risk to public health. The City of Mercer Island should work with the PSCAA and local public health agencies to ensure waste that possibly contains asbestos is properly handled and disposed of.

- **Human Waste**: Following a disaster that disables water, sewer, or septic systems, citizens may have human waste stored in containers that requires disposal. This is considered bio-hazardous waste that cannot be included in the debris stream. Close cooperation is necessary between emergency managers, local public health officials, and utility personnel to properly collect and dispose of this waste.

Whenever possible, the City of Mercer Island should attempt to segregate hazardous substances from the waste stream as early in processing as possible to prevent contamination of larger amounts of waste. The City of Mercer Island undergoing any cleanup effort that includes hazardous waste should consult with their local hazardous waste staff, public health officials, and EPA to ensure the protection of public health.

6.7　Debris Management Operations Monitoring

Debris monitoring operations document the debris clearance and removal operations, including the location and amount of debris collected. Monitoring is needed to ensure that the any debris removal contractor(s) are performing the scope of work required by the contract, and to determine eligibility for FEMA reimbursement.

Debris monitoring can be accomplished by the City of Mercer Island staff, or by a debris monitoring contractor hired by the City of Mercer Island. Contact information for debris management contractors is included in Appendix A, *Debris Resources*.

The key elements to record when monitoring and documenting debris operations include:

- Type of debris collected

- Amount of debris collected

- Original collection location

- Equipment usage

- Staff labor hours

Documentation and Reporting Requirements

During the operation of DMS sites, any operations that will have a bearing on site closeout need to document, such as petroleum spills at fueling sites; hydraulic fluid spills at equipment breakdowns; discovery of household hazardous waste; and commercial, agricultural, or industrial hazardous and toxic waste storage and disposal. This information will be used during site closeout operations.

6.8   Debris Management Contractor Monitoring

All the City of Mercer Island's contracts for debris operations should establish a contract monitoring plan. The purpose of this plan is to protect a municipality's financial interest. Monitoring debris removal operations achieves two objectives:

- Verification that the work completed by the contractor is in the contract scope of work

- Documented justification, as required, for Public Assistance grant reimbursement

Contractor monitoring can be accomplished by the City of Mercer Island staff, or by a separate contract company. Failure to document eligible work and costs may jeopardize Public Assistance Program funding. In federally declared disasters, FEMA periodically validates a region's monitoring efforts to ensure that eligible debris is being removed and processed efficiently. Sample debris monitoring forms are included in Appendix E, *Debris Management Monitoring Forms*.

Considerations for Unit Price Contracts

A unit price contract requires that all trucks be accurately weighed, or measured and numbered, and that all truckloads be documented. Full-time trained contract monitors are usually necessary for this type of contract to keep an accurate account of the actual quantities of debris transported (in either cubic yards or tons). Monitors must be available at debris pickup locations to ensure the debris being picked up is eligible. In addition, this type of contract requires the contractor to provide or construct an observation stand at all reduction and disposal sites, so the contract monitor can certify the load. If scales are used, monitors must also ensure that proper weights are registered before and after trucks have been emptied. The following conditions for unit price payments also apply:

- If unit price payments are based on weight, a truck scale must be available at the disposal site for weighing trucks. The weight of an empty truck must also be confirmed.

- If unit price payments are based on volume, monitors must verify truck capacities and inspect trucks for proper loading and compaction.

Load Tickets

The term "load ticket" refers to the primary debris-tracking document. A load ticket system tracks the debris from the original collection point to the DMS site or landfill. By positioning debris monitors at each point of the operations (collection, DMS site, and/or final disposition), the eligible scope of work can be properly documented. This process enables the City of Mercer Island to document and track debris from the initial collection location, to the DMS, and to final disposal locations. If the City of Mercer Island uses a contract hauler, this ticket often verifies hauling activities and can be used for billing purposes. Load tickets should be multi-copy and sequentially numbered. All copies of load tickets presented for payment must match for payments to be made. A sample load ticket is included in Appendix E, *Sample Debris Management Monitoring Forms*.

Truck Certification and Periodic Recertification

Prior to beginning contract work, each truck must be certified. Certification includes a record of the following:

- Volume of the truck bed in cubic yards or empty truck weight

- Truck license number

- Any identification number assigned by the owner

- A short description of the truck

Monitors may need to be trained to measure truck capacities for certification purposes. Recertification of the hauling trucks on a random and periodic basis should be implemented for contract compliance and reimbursement considerations. A listing of certified trucks should be maintained by debris monitors to ensure that truck identifications have not been altered. A sample truck certification form is included in Appendix E, *Sample Debris Management Monitoring Forms*.

Awareness of Improper Unit Price Contractor Strategies

Monitors must be aware of the following techniques, which have been used by contractors to take advantage of unit price contracts during the debris cleanup process:

- Reporting improper truck volumes

- Adding improper debris to a load to increase weight (i.e., steel, boulders, excess soil, or concrete)

- Soaking debris with water

- Tipping half of the load

- Switching a truck number

- Using large fuel tanks that are almost empty on initial weigh-in and full when delivering debris

- Adding steel plates or other weights to the bottom of the truck bed

Considerations for Time and Materials Contracts

For time and materials contracts, the City of Mercer Island must document the length of time that equipment and personnel is used and must ensure that equipment and personnel are being used efficiently. FEMA does not reimburse for "down time" of equipment or personnel. A sample Time and Materials Contract is included in Appendix I, *Sample Contracts*. FEMA form *90-123 Force Account Labor*, is included in Appendix B to track labor hours for contract and the city of Mercer Island employees.

Considerations for Debris Monitoring Contracts

Debris monitoring contractors can be used to monitor and document debris operations, to manage other debris management contractors, or to operate the City of Mercer Island's complete debris management operation.

When developing scopes of work for debris management contractors, or when evaluating their performance, the following should be considered and evaluated:

- Documentation of the type of debris collected

- Documentation of the amount of debris collected

- Documentation of the original collection location

- Measurement and certification of truck capacities (recertify on a regular basis)

- Completion and physical control of load tickets (in monitoring towers and the field)

- Validation of hazardous trees, including hangers, leaners, and stumps (use appropriate documentation forms)

- Confirmation that trucks are accurately credited for their load.

- Confirmation that trucks are not artificially loaded to maximize reimbursement (e.g., debris is wetted, or debris is fluffed instead of compacted)

- Confirmation that hazardous waste is not mixed in with loads.

- Confirmation that all debris is removed from trucks at the DMS

- Notification to project manager if improper equipment is mobilized and used

- Notification to project manager if contractor personnel safety standards are not followed

- Notification to project manager if public safety standards are not followed

- Notification to project manager if completion schedules are not on target

- Confirmation that only debris specified in the scope of work is collected and identification of work as potentially eligible or ineligible

- Monitoring of site development and restoration of the DMS

- Confirmation that daily loads meet permit requirements

- Confirmation that work stops immediately in an area where human remains, or potential archeological deposits are discovered

- Notification to project manager if debris removal work does not comply with all local ordinances, as well as state and federal regulations

- Completion of a pre- and post-event environmental assessment of each DMS site

Section 7: Contracted Resources

This section provides information on establishing and maintaining contracts for debris management services including debris clearance, removal, processing, and disposal.

7.1 Existing Debris Management and Solid Waste Contracts

Section 5, *Current Resources*, addressed contracts the City of Mercer Island can use to augment their existing resources during a debris creating incident. Prior to engaging additional resources for debris collection and hauling it is imperative that the City of Mercer Island consult with its current solid waste collection company. The current solid waste company is granted a garbage certificate from the Washington Utilities and Transportation Commission (WUTC) that provides them the authority to collect waste in a defined service area. If additional resources are needed to collect debris and the franchised solid waste collection company is unable to provide adequate resources the City of Mercer Island can contract with another company, but only after the company has been granted a temporary garbage certificate from the WUTC. The provision of temporary garbage certificates is discussed in RCW 81.77.110.

7.2 Contract Debris Management Resource Needs

Contracts and resources were addressed in Section 5, *Current Resources.* However, the City of Mercer Island has identified that additional resources may be needed in these areas to support a disaster debris operation:

- Right of Way (ROW) vegetative debris removal
- ROW construction and demolition debris removal
- ROW household hazardous waste collection and disposal
- ROW tree trimming and clearing
- General debris collection
- General debris hauling
- Debris processing and reduction
- Commercial and private property demolition and debris removal
- Commercial and private property sediment removal
- Debris Management Site (DMS) management
- Debris monitoring and inspection

Contracts have been or are being developed to address these needs.

7.3 Emergency Contracting and Procurement Procedure

It is advisable for the city of Mercer Island to contract for debris management resources prior to a debris causing incident or to pre-qualify contractors who may perform debris management operations. If emergency contracts must be established during an event the following general emergency contract rules apply:

- The contractor must be licensed and bonded
- The contractor must have adequate insurance
- The contract must comply with state and Federal procurement standards including provisions of 44 CFR Part 13
- The contractor cannot be on the Washington State Department of Labor and Industries Debarred Contractors list[8]

In addition, the city of Mercer Island has emergency contracting and procurement procedures that must be followed.

Types of Contracts

When developing contracts for emergency work it is advised that the scope of work reference terms such as "eligible work," "work eligible under FEMA Public Assistance regulations, policies, and guidance," "work performed on public property and/or public rights-of-way," or other similar elements if the performed work is to be potentially reimbursed by FEMA. The type of contract used to supply debris management services will vary depending on the type of work to be performed and how soon after the incident the work is planned. The three recommended contract vehicles for debris operations are:

Time and Materials Contract: Under a time and materials contract, the contractor is paid based on time spent and resources used in accomplishing debris management tasks. Time and materials contracts are extremely flexible and especially suitable for early debris right-of-way clearance jobs and hot spot cleanups. For reimbursement purposes, FEMA recommends that the use of time and materials contracts be limited to the first 70 work hours after a disaster.

Unit Price Contract: A unit price contract is based on weight (tons) or volume (cubic yards) of debris hauled. This kind of contract should only be used when the scope of work is not well defined. It requires close monitoring of debris collection, transportation, and disposal to ensure that quantities are accurate. A unit price contract may be complicated by the need to segregate debris for disposal.

Lump Sum Contract: A lump sum contract is used when the scope of work is clearly defined, and the areas of work are specifically quantified. Lump sum contracts require the least monitoring by the contracting City of Mercer Island.

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[8] http://www.lni.wa.gov/TradesLicensing/PrevWage/files/DebarList.pdf

The following contract vehicles should not be used because they do not meet FEMA contracting guidelines:

Cost plus Percentage of Cost: A cost-plus-percentage-of-cost contract is one whereby the contractor is compensated for work performed, such as a time and materials contract, but also compensated an additional percentage of that compensation.

Conditional upon Federal Reimbursement: This kind of contract only reimburses contractors if the region receives federal funding and is not an eligible contract under FEMA guidelines.

Piggyback Contracts: When the City of Mercer Island uses another City of Mercer Island contract it is referred to as "piggybacking" on their contract. Variables associated with scopes of work and costs generally make this an option to be avoided.

Competitive Bid Process

In some situations, such as clearing road for emergency access (moving debris off the driving surface to the shoulders or rights-of-way), or removal of debris at a specific site, FEMA allows for awarding a non-competitive contract for site-specific work "only if the emergency is such that the contract award cannot be delayed by the amount of time required to obtain competitive bidding"[9].

During an emergency it is possible to develop an expedited process to competitively bid work. In the past the city of Mercer Island has developed scopes-of-work, identified contractors that can do the work, made telephone invitations for bids, and received competitive bids.

It is also important to note that in the city of Mercer Island where solid waste collection is regulated by the WUTC, contracting with additional resources for debris collection and hauling may only be pursued if the WUTC-certified hauler is unable to provide service, and only after the replacement contractor has been issued a temporary garbage certificate by the WUTC. The provision of temporary garbage certificates is discussed in RCW 81.77.110.

It should be noted that a debris removal contract should only be signed after it has been reviewed by the city of Mercer Island's legal representative. Additionally, FEMA does not certify, credential, or recommend debris contractors.

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[9] http://www.fema.gov/government/grant/pa/9580_4.shtm

Section 8: Private Property Demolition and Debris Removal

Private property debris removal refers to the demolition and removal of disaster debris on private commercial or residential property. Private property demolition and debris removal is generally not eligible for reimbursement under the FEMA Public Assistance Program; however, under specific circumstances private property demolition and removal may be reimbursed. The following section provides information on the process to demolish and remove disaster debris on private property with or without owner consent and outlines the procedures that the city of Mercer Island will need to follow to potentially receive expense reimbursement through the Public Assistance Program.

8.1   Debris Removal and Demolition Permitting and Procedures

Following a debris causing incident, the city of Mercer Island may need to enter private property to demolish private structures made unsafe by disasters to eliminate immediate threats to life, public health, and safety. The demolition of privately owned structures deemed unsafe, and subsequent removal of demolition debris, may be required when the following conditions are met:

- The city of Mercer Island building official identifies that the structure is unsafe and poses an immediate threat to the public. An unsafe structure is so damaged or structurally unsafe that partial or complete collapse is imminent.

- The city of Mercer Island demonstrates that it has the authority and legal responsibility to enter private property to perform the demolition. The legal basis for this responsibility must be established by law, ordinance, or code at the time of the disaster and must be relevant to the post-disaster condition representing an immediate threat to life, public health, and safety, not merely defining the applicant's uniform level of services.

- A legally authorized official has ordered the demolition of unsafe structures and removal of demolition debris.

The condemnation and demolition of structures must comply with existing City of Mercer Island condemnation and demolition procedures unless expedited procedures are in place due to the severity of the incident. Additional information on condemnation and demolition are provided below.

Demolition Documentation

The following documents should be collected and/or completed prior to demolition to comply with the city of Mercer Island regulations and conform to FEMA reimbursement guidelines.

- **Verification of ownership** ensures that the proper site and owner are identified, and that the owner is aware of the nature of the scheduled building assessment.

- **Right-of-entry form** is signed by the property owner, which allows the building official to enter the property to complete the assessment. It often contains a hold harmless

agreement that documents the property owner's promise that he or she will not bring legal action against the applicant if there is damage or harm done to the property. A sample Right of Entry form is included in Appendix H of this plan.

- **Building official assessment** is the documentation of the damage to the structure and the description of the threat to public health and safety. This assessment often contains the building official's determination as to whether the structure should be condemned, repaired or demolished. This may be in the form of an official structural assessment.

- **Verification of insurance information** allows the applicant to pursue financial compensation if the property owner's homeowner insurance policy covers demolition and debris removal.

- **Archeological review** outlines the archeological low-impact stipulations for demolition and debris removal activities; it also highlights the implications for the applicant if they fail to comply with the guidelines.

- **Environmental review** ensures that adverse impacts to protected environmental resources are minimized or avoided when removing debris from the proposed site. These reviews should be acceptable to the appropriate resource agency. Wetland and other water resources, hazardous materials, and habitats of endangered species are among the resources of most frequent concern.

- **Washington State Historical Preservation Office Review** confirms that the Washington State Historic Preservation Officer has been notified and correspondence has been received to absolve the area of any historic significance.

- **Photos** show the disaster-damaged condition of the property prior to the beginning of the demolition work. This is generally one or more labeled photographs that confirm the address and identified scope of work on the property. If it is determined that a structure needs to be demolished, additional documentation may be required for the applicant's legal protection as well as the public's health and safety during the demolition and debris removal operations.

- **Letter or notice of condemnation** is a document signed by the building official that outlines the specific threat to public safety and health.

- **Notice of demolition** is issued to inform the property owner when the demolition will begin and shall be posted in advance to provide a reasonable period for personal property to be removed. The applicant should attempt to notify the property owner, if not already contacted, through direct mail and local media.

- **Notice of intent to demolish** is normally provided for the public health and safety of neighboring residents. This notice is conspicuously posted on the structure to be demolished.

Inspections

A few days prior to the demolition, a city of Mercer Island representative should conduct an inspection of the site. The inspector should take photographs at each site visit for their records. These inspections and verifications generally include the following:

- **Water and sewer/septic tank inspection** to verify the utilities have been terminated and isolated from the proposed sphere of influence during the demolition operations. The inspector should verify that all other utilities have been terminated during the same visit.

- **Occupancy inspection** is conducted immediately prior to demolition to ensure that no one is physically in the building.

- **Open void inspection** is performed if the structure has a basement that is to be filled. This inspection will be conducted once the above-grade structure is gone and the inspector can visually see the entire below-grade excavation.

- **Post-demolition inspection** is completed once the structure is demolished, the debris is removed, and the site is graded.

Debris Removal and Demolition of Private Property without Owner Consent

If a privately-owned structure meets the requirements for demolition but the consent by the owner is not obtained, an abbreviated and expedited procedure shall take place. The procedure should consist of the following:

- A notice describing the area and/or parcel of land where debris removal will take place shall be published in the Mercer Island Reporter (based upon the most expedient publication deadline) at least seven (7) calendar days prior to the beginning of the debris removal. During this seven (7) day period, property owners shall have the right and opportunity to go upon their property and remove such items as they deem appropriate, under rules promulgated by the City of Mercer Island.

- A notice shall be clearly posted in the area where debris removal will take place. The media will be advised of this action to give the broadest public notice. The notice shall contain the following information:
  - A general description of the area where debris removal shall take place.
  - The date and time when debris removal will begin.
  - The name and telephone number of the office where the property owner can secure information about the debris removal.
  - A statement of the reason for the debris removal.

- In addition to requirement of publishing the above referenced notice, an attempt must be made to identify and contact the owner of the structure. (Attempt to contact shall only be required to consist of those measures reasonable and possible based upon the state of available records and communication channels, which may have been severely diminished because of the disaster).

- A determination by a designated officer of the planning department that the structure is unsafe, unfit for human habitation, or presents a danger to the public in its existing state.

- The posting of a notice of condemnation on the structure containing a phone number and physical address where the owner can contact the city of Mercer Island designating

the date of posting of the condemnation notice, and stating the time available prior to demolition for contacting the city of Mercer Island,

- A waiting period of seven (7) days from the posting of the notice for a property owner to contact the city of Mercer Island and present compelling evidence to the Director of the planning department stating why the condemned structure should not be removed.

- At the next the city of Mercer Island Council meeting following said seven (7) day period, a public hearing shall be held. Upon confirmation of adjudication of condemnation of a structure, the structure shall be demolished.

If an owner does contact the city of Mercer Island as provided in the notice and the Director of the Building Department does not conclude that the evidence presented by the owner alleviates the danger to the public, an owner aggrieved of this process may appeal to the city of Mercer Island Council by written notice to the council prior to the demolition of the structure; however, while the city of Mercer Island officials should make every effort to schedule demolitions in a sector to allow time for such an appeal, no appeal shall be allowed to jeopardize the health and safety of the rest of the citizens by causing a postponement of demolition beyond the next city of Mercer Island Council meeting following the filing of such an appeal, unless postponement is ordered by the city of Mercer Island.

8.2   Special Considerations

Navigation Hazard Removal

Damage to the city of Mercer Island marinas and navigable waterways can include abandoned sunken boats and other debris that may impede navigation. Marine debris removal will be coordinated with the Mercer Island Marine Patrol and United States Coast Guard. Debris removal may also include assistance from marine salvage contractors, commercial divers, and certified surveyors to ensure that navigation hazards are removed safely and efficiently.

The two main challenges with navigation hazards are 1) locating the debris, and 2) finding the legal owners. Marinas can be visually inspected by helicopter or by boat. Sonar or dive teams may need to be employed for submerged vessels. A location or flotation marker may be helpful to keep vessel positions documented. The legal owner's information may be obtained by using a vessel's registration number and marina records.

Vehicles and Vessels

Vehicles, vessels, and other legally registered personal property present challenges if abandoned following an event due to their need to be individually processed and stored until they can be sold or destroyed based on an official declaration of abandonment. The city of Mercer Island must follow all local and state laws that apply to the impoundment, and the resulting salvage, or sale of the vehicle or vessel. The city of Mercer Island has identified the following procedure to impound and handle abandoned vehicles.

- Abandoned vehicles or vessels that are left and present a public nuisance will be tagged with a readily visible notification sticker. The sticker shall contain the following information:

- The date and time the sticker was attached.

- The identity of the individual tagging the vehicle.

- A statement that if the vehicle is not removed within twenty-four (24) hours from the time the sticker is attached, the vehicle may be taken into custody and stored at the owner's expense.

- The address and telephone number where additional information may be obtained.

- If the vehicle has current Washington registration plates, the city of Mercer Island shall check the records to learn the identity of the last owner of record and shall make a reasonable effort to contact the owner by telephone to give the owner the information on the notification sticker.

- If the vehicle is not removed within twenty-four (24) hours from the time the notification sticker is attached, the city of Mercer Island may take custody of the vehicle and provide for the vehicle's removal to a safe location. This location may include an impound yard or the yard of a registered tow-truck operator.

After a vehicle has been impounded, the city of Mercer Island will again notify the registered and legal owner that the vehicle has been declared abandoned in accordance with RCW 46.55.110. If the registered or legal owner has not contacted the city of Mercer Island within fifteen (15) days, the vehicle or vessel will either be junked, or sold at auction.

8.3 Eligibility of Private Property Demolition and Debris Removal Costs

In some cases, the costs of performing demolition of private structures may be eligible for Public Assistance grant funding. FEMA will consider alternative measures to eliminate threats to life, public health and safety posed by disaster-damaged unsafe structures, including fencing off unsafe structures and restricting access, when evaluating requests for Public Assistance grant funding for demolition work. The Public Assistance staff must also concur that the demolition of unsafe structures and removal of demolition debris are in the public interest.

Eligible costs for FEMA Public Assistance associated with the demolition of private structures may include, but are not limited to, the following:

- Capping wells

- Pumping and capping septic tanks

- Filling in basements and swimming pools

- Testing and removing hazardous materials from unsafe structures, including asbestos and household hazardous wastes.

- Securing utilities (electric, phone, water, sewer, etc.)

- Securing permits, licenses, and title searches. (Fees for permits, licenses, and titles issued directly by the applicant are not eligible unless it can be demonstrated that the fees are above and beyond administrative costs).

- Demolition of disaster-damaged outbuildings, such as garages, sheds, and workshops determined to be unsafe.

Ineligible costs associated with the demolition of private structures include:

- Removal of slabs or foundations, except in very unusual circumstances, such as when disaster-related erosion under slabs on a hillside causes an immediate public health and safety threat.

- Removal of pads and driveways.

Structures condemned as safety hazards before the disaster are not eligible for demolition and subsequent demolition debris removal under Public Assistance grant authority.

Vehicles

For the removal of vehicles and vessels to be eligible for Public Assistance Grant Funding, the following conditions must be demonstrated:

- The vehicle or vessel presents a hazard or immediate threat that blocks ingress/egress in a public-use area.

- The vehicle or vessel is abandoned, e.g. the vehicle or vessel is not on the owner's property and ownership is undetermined.

- The city of Mercer Island followed local ordinances and state laws listed above by securing ownership.

- The city of Mercer Island verified chain of custody, transport, and disposal of the vehicle or vessel.

Commercial Property

The removal of debris from commercial property and the demolition of commercial structures are generally not eligible for Public Assistance grant funding. It is assumed and expected that these commercial enterprises retain insurance that can and will cover the cost of debris removal and/or demolition. However, in some cases as determined by the Federal Coordinating Officer (FCO), the removal of debris from private commercial property and/or the demolition of private commercial structures by a state or local government may be eligible for FEMA reimbursement only when such removal is in the interest of the public.

Duplication of Benefits

FEMA is prohibited from approving funds for work that is covered by any other source of funding. Therefore, the city of Mercer Island will take reasonable steps to prevent such an occurrence and will verify that insurance coverage or any other source of funding does not exist for private property debris removal work and the demolition of private structures. The Right of Entry form included in Appendix H of this document has a clause stating that a

private property owner will re-pay the city of Mercer Island the amount of insurance proceeds received for any debris removal or demolition work performed.

If the property owner indicates that they have insurance that will cover all or part of the cost for debris removal and structure demolition, the insurance proceeds must be used as the first source of funding. Public Assistance grant funding may be eligible for the remainder of the cost of the eligible work after insurance proceeds are recouped from the property owner.

Section 9: Public Information and Communication Plan

The goal of the public information strategy is to ensure that the residents are given accurate and timely information for their use and their own individual planning purposes. If information is not distributed quickly, rumors and misinformation spread and erode confidence in applicant management of the recovery operations. This section provides information on the city of Mercer Island Public Information Strategy to assist in debris management operations.

9.1 Public Information Officer

The incident command structure for all debris incidents should include a Public Information Officer (PIO) to distribute information and educate citizens about the debris operations. Section 5, *Current Resources*, contains a description of the role and responsibilities of a PIO. The positions the city of Mercer Island staff can assume in the event of an emergency is listed in the Emergency Operations Center (EOC).

9.2 Communication and Public Education Strategy Prior to an Incident

The city of Mercer Island has developed a public information campaign around disaster debris causing incidents. The campaign is a coordinated effort to provide information to the city of Mercer Island employees, stakeholders, and the public prior to, during, and after a debris causing incident. The campaign introduces debris-causing incidents and includes the following elements:

- Develop messages based on situation including debris pick-up schedules, disposal methods and ongoing actions to comply with federal, state, and local environmental regulations, disposal procedures for self-help and independent contractors, restrictions and penalties for creating illegal dumps, curbside debris segregation instructions, public drop-off locations for all debris types and contact information.

- Following review and approval by the Incident Commander, distribute information through available channels including but not limited to the City website, RPIN, press releases, and email. When applicable, messages will also be distributed through signage and flyers.

Special Waste Considerations

Special waste items are those that need special handling, treatment, and disposal due to their hazardous potential, large volumes, or other problematic characteristics. Pre-scripted messages have been developed to provide the public with information on:

- How to identify Special Waste

- Why they should separate Special Waste

- Precautions to be taken if placing Special Waste in the Right of Way

9.3   Public Information Strategy during an Incident

The city of Mercer Island's public information staff will provide information to media outlets and the public during an incident. These activities may be provided solely by the city of Mercer Island or through the cooperation of multiple jurisdictions.

Coordination with the Joint Information Center (JIC)

Communications should be coordinated through the Joint Information Center (JIC) or Joint Information System (JIS); if a JIC or JIS has not been established, coordination should take place through each the city of Mercer Island's PIOs.

If a JIC is established during a debris-causing incident, a city of Mercer Island debris liaison or technical specialist will report to the JIC to assist the PIOs. The debris operations liaison will provide current information on such topics as:

- Cleanup instructions
- Status of cleanup
- Locations of drop-off or collection sites
- How to source-separate waste
- Handling procedures
- Illegal dumping provisions
- Addressing complaints regarding debris piles or illegal dumping

Pre-scripted Information

Debris management public information products should use various types of information vehicles (print, radio, internet, etc.) and include pre-scripted information concerning topics, such as:

- Debris pick-up schedules
- Disposal methods and ongoing actions to comply with federal, state, and local environmental regulations
- Disposal procedures for self-help and independent contractors
- Restrictions and penalties for creating illegal dumps
- Curbside debris segregation instructions
- Public drop-off locations for all debris types
- Process for answering the public's questions concerning debris removal

Appendix L contains a message template for debris removal.

Distribution Strategy

The public information strategy should include methods to disseminate the prepared information to the public. This can be accomplished in several ways. The following are suggested vehicles for dissemination of information:

- **Media** – Local television, radio, newspapers, or community newsletters

- **Internet Site** – Regional Public Information Network (RPIN [10]), www.mercergov.org

- **Direct Outreach** – Door hangers, direct mail, fact sheets, signage

The public information staff must take advantage of every information vehicle available if power, utilities, and other infrastructure have been damaged. Often, the best carriers of information are the responders in the field. The public recognizes their role and frequently asks questions regarding the operations. Stocking the equipment and trucks with flyers, pamphlets, and other print media allows responders to perform their duties while also satisfying the public's need for information. The Emergency Operations Center (EOC) and Public Information Officer (PIO) have a contact list for the media.

9.4   Public Notification and Communication Plan

This section is designed to help jurisdictions in the Seattle UASI Region develop a plan to communicate effectively with the public before, during, and after a debris-causing incident, and to collaborate with neighboring jurisdictions to deliver coordinated public messages.

Communication and Public Education Strategy Prior to an Incident

Prior to an event, Jurisdictions should develop a public information campaign around disaster debris-causing incidents. The campaign is a coordinated effort to provide information to jurisdiction employees, stakeholders, and the public prior to, during, and after a debris-causing incident. Jurisdictions should develop a public information campaign that introduces debris-causing incidents and includes the following:

- Identification of a debris-causing incident communications strategy

- Creation of debris management presentation designed for different audiences including policy makers, jurisdiction employees, and community groups.

- Development of material to be passed out prior to a disaster including pamphlets and fact sheets, press releases and tie-ins with other jurisdiction public information campaigns.

- Identification of anticipated issues during an event through message mapping, and creation of talking points, press releases, and disaster specific information.

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[10] http://www.rpin.org/rpinweb/

Message Mapping

Message mapping is a technique used to identify anticipated issues during a debris-causing incident and creates key messages that officials can use when providing information to the public prior to, or during an event. Ideally, public information officers throughout the Seattle UASI region work together to develop common message maps for debris causing events.

To begin a message map, a group of staff identifies types of debris causing incidents, such as an earthquake and flood. Next the group brainstorms all the possible questions the public may ask during the identified incident. After that the questions are grouped into similar topics and related categories. Finally, three key messages are created, including at least two supporting facts for each category. These messages should be used when creating communications prior to and during an emergency to create continuity in debris management communications.

Identification of Public Information Processes and Protocols

Identification of common process and protocols is important in providing a coordinated public message. Public Information Officers (PIO) in the Seattle UASI Region should consider the following questions when planning within their jurisdiction and at a regional level with neighboring jurisdictions:

- Who will have the lead responsibility for public messaging?
- Who will have decision-making authority for public messaging?
- Which department within a jurisdiction will release messages to the public?
- What guidelines will be used when crafting public information messages?
- How will messages be coordinated between jurisdictions?
- How will consistency be maintained between jurisdictions?

Develop Materials to be used During an Event

Another element that supports success of this plan is to develop types of public information prior to an incident that helps to ensure communication with the public is systematic, consistent, and relevant. In this way, the public receives clear and consistent messages throughout the incident and recovery phases of the operation.

The first step for developing public information and messages is to define the communication objective. Consider the following questions:

- Who are your audiences, both primary and secondary?
- What behaviors of your audience do you want to influence?
- What knowledge of your audience do you want to influence?
- What attitudes of your audience do you want to influence?
- What will help manage the public health threat?
- What do you need to accomplish?

At times, the use of different communications procedures by different jurisdictions can frustrate and confuse the public. To prevent this, common language and coordinated messages should be used in communications. Messages, at a minimum, should be:

- Clear, direct, and simple so that all residents in the Seattle UASI Region understand their meaning

- Free of technical jargon and acronyms

- Consistent with expert understanding of the crisis

- Distributed in more than one language

- Appropriate in tone and appeal for the intended audience; and

- Responsive to audience concerns

The following elements should be avoided when developing public messages:

- Technical jargon or unnecessary filler. It only complicates your message and alienates the audience.

- Condescending or judgmental phrases.

- Attacks. Avoid attacks against individuals and organizations—stay focused on issues.

- Promises or guarantees. For example, rather than, "We are protecting the public," say, "We are working to protect the public."

- Speculation that could be mistaken for fact.

- Discussion of money. Don't give the appearance that financial considerations outweigh concerns and obligations to public health and safety.

- Humor. The public may believe you don't take the situation seriously or that you don't care about their safety and health. Or they may get the impression that the risk is not serious. Or they may be offended that you can joke about a serious concern.

Developing Messages in Alternate Languages and Formats

When developing message materials, a jurisdiction should include languages likely to be spoken in the community. Based on community demographics in the Seattle UASI Region, messages may need to be developed in the following languages:

- English
- Spanish
- Korean
- Ukrainian
- Chinese
- Vietnamese
- Russian
- Somali
- Tagalog

Messages should also be crafted in alternate formats to target members of the community with special needs.

Distribution Strategy

Another key step in effective messaging is identifying methods for disseminating information to the public. The following is a list of suggested ways to communicate pertinent information:

- Regional Media – Local television, radio, newspapers, or community newsletters

- State and City Internet Sites – Displays of clear links to debris information flyers for printing

- Online Web sites and notification systems such as the Regional Public Information Network (RPIN), or the Northwest Warning Alert and Response Network (NWWARN)

- Public Forums – Interactive meetings at town hall or shopping mall kiosks

- Direct Mail Products – Door hangers, direct mail, fact sheets, flyers within billings, and billboards

- Hand delivery of messages, fact sheets, flyers to homes, shelters, community centers, or other temporary housing locations

- A hotline available both in and/or outside the Region for the public to call for debris management information, including pickup locations and disposal sites open to the public for various types of debris

- Megaphones and public-address systems

- Posting on Web sites or bulletin boards at libraries, fire stations, and other public areas

Developing and maintaining a current contact list for the media (television, radio, cable access, ham operators, newspapers, neighborhood newsletters), public information officers, jurisdictional leads, and key decision-makers will make message distributing during an incident much easier.

Depending on the nature of an incident, some modes of communication will be more appropriate than others. For example, people may not have access to television or the Internet if the power is out; public forums may not be appropriate if roads are not passable.

Key Issues to Consider

Jurisdictions should use a technique such as message mapping to identify all issues that may require messaging during an event. Listed below are some ideas for ideas for creating message maps:

- How will contaminated waste be collected?

- What kind of health threat does contaminate waste pose for citizens?

- How should citizens collect human waste if the sewer system is inoperable?

- How will waste such as putrescible, household hazardous waste, and human waste be handled and disposed of?

- Where should citizens put debris and how will it be collected?

If curbside collection:

- Will only certain types of debris be collected (will specific debris such as putrescible be collected in the days following a disaster)?

- How will the debris be collected?

- How should citizens sort or separate their debris, especially hazardous waste?

- What are the schedules and the routes for collection?

- What is the final collection date for streets, sectors, or subdivisions?

If collection centers:

- Where are the collection centers?
- Will residents be charged a fee to use the collection center?
- What are the daily collection center hours?
- Is debris to be segregated at the collection centers?
- What types of debris will be accepted at the centers?
- How long will the collection centers accept disaster-related debris?

For DMS sites:

- Where can a resident find a map of the DMS sites for public debris drop-off household hazardous waste, construction and demolition debris, etc.? Are these areas segregated and well-marked for vehicular traffic?

- Will residents be charged a fee to use the DMS sites?

- Will residents be restricted as to how much disaster-related debris can be dropped off at the DMS sites?

- Will the DMS sites have burning, chipping, or grinding operations? If so, during which hours will these activities take place? Address any environmental concerns the public may have as well.

- How long will residents be able to bring their disaster-related debris to the DMS sites?

- How long will the DMS sites be open to process (reduce/recycle) debris?

- Are there traffic changes that will impact the public due to the location or operation of the DMS sites?

Addressing Concerns and Complaints

How well a jurisdiction identifies and responds to the public's issues and concerns following an event is important for building long term trust within the community. Prior to an event, jurisdictions should identify strategies for addressing public concerns during an incident including:

- A toll-free number that can be activated during an event and staffed to provide information and route requests.

- An information center at an accessible location for walk-up questions and requests.

- Teams of jurisdiction staff who can travel through neighborhoods distributing information.

9.5   Public Information Strategy during an Incident

The jurisdiction's public information staff will provide information to media outlets and the public during an incident. These activities may be provided solely by a single jurisdiction or through cooperation of multiple jurisdictions.

Coordination with the Joint Information Center (JIC)

Communications should be coordinated through the Joint Information Center (JIC) or Joint Information System (JIS); if a JIC or JIS has not been established, coordination should take place through each jurisdiction's Public Information Officers (PIOs).

If a JIC is established during a debris-causing incident, a debris liaison or technical specialist should be available to the JIC to assist the PIOs. The debris operations liaison can provide current information on such topics as:

- Cleanup instructions
- Status of cleanup
- Locations of drop-off or collection sites
- How to source-separate waste
- Handling procedures
- Illegal dumping provisions
- Addressing complaints regarding debris piles or illegal dumping

9.6   Reviewing and Updating Public Information Strategy

The public information strategy should be evaluated after each disaster. Planning staff should assess whether the public information strategy addressed the needs of the community in a clear and timely manner.

Changes should be made in the public information strategy to reflect lessons learned from a disaster. The strategy should also be updated annually to reflect advances in communications technology and major policy changes in solid waste processing.

It is important to note that the public will likely assume the strategy used in one incident will be appropriate for use in the next one. If changes are made to the debris management program, these changes will need to be communicated to the public as part of a public information campaign.

Section 10: Training and Exercises

This section summarizes training and exercise components necessary to support disaster debris operations. The City of Mercer Island staff participating in disaster debris management operations has emergency management and position-specific training, depending on their expected role during a debris causing incident. For further information on the City of Mercer Island exercises and training, consult the City of Mercer Island Exercise and Training Plan.

10.1 General Emergency Management Training

General emergency management training requirements are developed as part of National Incident Management System (NIMS). The NIMS online courses are available at https://training.fema.gov/nims. Additional FEMA courses and information are available at http://training.fema.gov/is/crslist.asp. The NIMS report maintains a record of staff training. The following are examples of recommended courses that staff complete:

- IS-700 NIMS: National Incident Management System (NIMS), An Introduction (http://training.fema.gov/EMIWEB/IS/is700.asp)

- IS-800 NRF: National Response Framework, An Introduction (http://training.fema.gov/emiweb/is/is800b.asp)

- IS-100.b: Introduction to Incident Command System, ICS-100 (http://training.fema.gov/emiweb/is/is100b.asp)

- IS-200.b: ICS for Single Resources and Initial Action Incidents (http://training.fema.gov/emiweb/is/is200b.asp)

- ICS-300: Intermediate NIMS ICS[11] (classroom)

- ICS-400: Advanced NIMS ICS[1] (classroom)

These requirements are listed as part of the Fiscal Year 2007 NIMS Training Requirements and the 2008 Five-Year NIMS Training Plan. Additional information on position-based NIMS training requirements is available from FEMA's Emergency Management Institute[12] and the Washington Military Department Emergency Management Division[13].

10.2 Position-Specific Training

Specific training is available for staff that will support debris management operations. This includes:

- **IS-630: Introduction to the Public Assistance Program:** This class introduces the FEMA Public Assistance Program and how it applies locally to the City of Mercer Island. It is

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[11] ICS-300 and ICS 400 are recommended for Command and General staff, strike team leaders, task force leaders, unit leaders, division/group supervisors, and branch directors, and is recommended for emergency operations center staff

[12] http://training.fema.gov/

[13] http://emd.wa.gov/training/training.shtml

well suited for debris managers, DMS site mangers, finance and administration staff supporting debris operations, and any other staff who direct or have an active role in debris clearance, collection, and disposal operations. The class is available online through the FEMA Emergency Management Institute.

- **IS-631: Public Assistance Operations:** This class builds on IS-630 and provides additional information on the FEMA Public Assistance Program. It is well suited for debris managers, DMS site mangers, and finance and administration staff supporting debris operations. The class is available online through the FEMA Emergency Management Institute.

- **IS-632: Introduction to Debris Operations in FEMA's Public Assistance Program:** This class introduces local debris management operations and the FEMA public assistance program. It is well suited for any staff who will be participating in debris management operations, including Debris Managers, DMS Site Mangers, debris monitors, and finance and administration staff supporting debris operations. The class is available online through the FEMA Emergency Management Institute.

- **E202 Debris Management:** This class provides in-depth training on a variety of debris management topics. The course is delivered in a classroom setting and is provided through a variety of sources, including the FEMA Emergency Management Institute and Washington Emergency Management Division.

10.3 Exercises

Procedures for disaster debris removal can be tested through discussion-based and operational-based exercises, as defined in the Homeland Security Exercise and Evaluation Program[14]. The purpose of conducting exercises is to determine the overall efficiency and effectiveness of the City of Mercer Island Operational Disaster Debris Management Plan or a subset of the plan in a disaster scenario. These procedures can be exercised specifically using a debris management scenario, or as part of another exercise. At minimum, operational exercises involving the debris management plan will be conducted every four years.

The plan will be modified based on after action reports (AARs) and improvement plans (IPs) from exercises, as well as actual events.

The exercises will be developed and executed individually and through collaboration with other regional stakeholders. Regional stakeholders that will be considered include:

- Federal Agencies
  - U.S. Army Corps of Engineers
  - Federal Emergency Management Agency
  - Environmental Protection Agency

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[14] https://hseep.dhs.gov/pages/1001_HSEEP7.aspx

- Washington State Agencies
  - Washington Military Department, Emergency Management Division
  - Department of Ecology

- Local and Regional
  - County Agencies
  - Local Health Department
  - Local Hazardous Waste Management Program in King County
  - Agencies/Jurisdictions Neighboring the City of Mercer Island

Section 11: Eligibility for Funding

This chapter outlines the current funding eligibility requirements for debris removal under the Public Assistance Program, as described in FEMA 325 Debris Management Guide (FEMA 2007). The information may in some cases be different from local requirements and is meant to provide baseline guidance to jurisdictions within the Seattle UASI Region when drafting their own funding eligibility requirements. Note that FEMA's funding policy changes over time, so it is important to consult FEMA's debris management documentation during every incident or during annual plan review.

11.1 Debris Removal from Public Property

Debris removal work from public property is usually eligible for FEMA assistance under the Public Assistance Program. Eligible debris removal work must meet the following criteria:

- The debris was generated by a major disaster.

- The debris is located within a designated disaster area on an eligible applicant's improved property or right-of-way.

- The debris removal is the legal responsibility of the city or the county.

Debris on public property that is not eligible for FEMA assistance under the Public Assistance Program includes the following:

- Unimproved property or undeveloped land

- Debris removal from a facility that is not eligible for funding under the Public Assistance Program

- Debris on federal lands or facilities that are the authority of another federal agency or department

11.2 Debris Removal from Private Property

Private property debris removal (PPDR) is generally not eligible for reimbursement under FEMA's Public Assistance Program because debris on private property does not typically present an immediate health and safety threat to the public. Additionally, debris removal from private property is generally the responsibility of individual private property owners and other sources of funding such as insurance are commonly available to property owners to cover the cost of work. However, if private property owners move disaster-generated debris to the public right-of-way, the costs associated with removing that debris from the right-of-way may be eligible under the Public Assistance Program. Debris management planners need to consider when and how private property owners can dispose of their disaster debris and make appropriate plans prior to a debris-causing incident including collection and public communication strategies.

When large-scale debris-causing incidents cause mass destruction and generate large quantities of debris over vast areas, debris on private property may pose health and safety

threats to the public-at-large. If private property owners are not available because they have evacuated, state or local government may need to enter private property to remove debris considered to be an immediate threat to the life, health, and safety of its residents. In such situations, the FEMA Federal Coordinating Officer (FCO) is authorized to approve the provision of public assistance for removal of debris from private property when it is in the public interest.

Eligible debris removal work from private property may include removal of the following:

- Large piles of disaster-generated debris in the living, recreational, and working areas of properties

- Disaster-generated debris obstructing primary ingress and egress routes to improved property

- Debris created by removal of damaged interior and exterior materials from improved property

- Household hazardous wastes

- Disaster-generated debris on private roads and/or streets of a gated community, provided that the removal of the debris has become the legal responsibility of an eligible jurisdiction

Eligibility also includes disaster-damaged limbs and leaning trees in danger of falling on improved property, primary ingress or egress routes, or public rights-of-way. However, tree removal carries some qualifying conditions described below:

- Hazardous tree removal is eligible only if the tree is greater than 6 inches in diameter and:

  - The tree has more than 50 percent of the crown damaged or destroyed

  - The tree has split trunk or broken branches that expose heartwood

  - The tree itself is leaning at an angle greater than 30 degrees and shows evidence of ground disturbance

- Hazardous limb removal is eligible only if the limb (hanger) is greater than 2 inches in diameter measured at the point of break.

Ineligible debris removal on private property includes the removal of the following:

- Debris from vacant lots, forests, heavily wooded areas, unimproved property, and unused areas

- Agricultural debris used for crops or livestock

- Concrete slabs or foundations-on-grade

- Reconstruction debris consisting of materials used in the reconstruction of disaster-damaged improved property

11.3 Debris Removal from Private Commercial Property

Debris removal from commercial property and the demolition of commercial structures generally are not eligible for public assistance grant funding. Commercial enterprises are the exception because they have insurance that will cover the cost of debris removal and/or demolition. However, in some cases, as determined by the FCO, debris removal from private commercial property and/or the demolition of private commercial structures by a state or local government may be eligible for FEMA reimbursement only when the removal is in the public interest.

Industrial parks, private golf courses, commercial cemeteries, apartments, condominiums, and mobile homes in commercial trailer parks are generally considered commercial property.

11.4 Processing and Disposal

Landfill tipping fees usually include fixed and variable costs along with some special taxes or fees assessed by the jurisdiction. Examples of variable costs include costs for labor, supplies, maintenance, utilities, and gas or recovery systems. Fixed costs generally include equipment, construction, permits, landfill closure, post closure, and amortized costs for ancillary landfill building structures.

Eligible landfill costs are limited to the variable and fixed costs that are directly related to landfill operations. Jurisdictions may incorporate special taxes or fees into the landfill tipping fee to fund government services or public infrastructure. When tipping fees include such costs, those costs are not eligible for public assistance grant funding

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APPENDIX A: DEBRIS RESOURCES

APPENDIX A-1
Debris Resources –Staff

City of Mercer Island Personnel Position	Potential Debris Management Role
Public Works Director	- Debris Removal Manager
	- Debris Management Subject Matter Expert (SME)
Right of Way Manager	Debris Collection Supervisor
Streets Generalist	Debris Site Supervisor
Accounting Manager	Finance, Administration, and Logistical Staff
Building Official	Structural Engineer
Assistant City Attorney	Legal Staff
Communications Manager	Public Information Officer
- Information and Geographic Services Manager - GIS Analyst	Technology Resources
Utility Manager	Right-of-Way Manager

APPENDIX A-2
Debris Resources – Optional Disposal Facilities Located Near Mercer Island

Local Hazardous Waste Management Program in King County (LHWMP)

Factoria Household Hazardous Waste Drop-Off Site
13800 S.E. 32nd St.
Bellevue, WA 98005
Mon-Fri: 6:30 a.m. – 4 p.m.
Sat & Sun: 8:30 a.m. – 5:30 p.m.
Closed Mondays
206-296-4692

South Seattle Household Hazardous Waste Collection Facility
8105 5th Ave. South
Seattle, WA 98108
Open Thursday, Friday and Saturday from 9:30 a.m. - 4:30 p.m.
206-296-4692

- **Disposal restrictions at king county solid waste facilities**

King County's solid waste facilities are designed to accept a wide range of materials; however, there are legal, operational and safety reasons why some materials are restricted.

- **Not accepted for disposal**
- Items more than eight feet long – includes large objects such as boats, trailers, and campers. See "items that require prior written approval for disposal" below.
- Explosives – includes fireworks and ammunition: contact your local police department or the King County Sheriff for disposal options; the Seattle Police Athletic Association shooting range external link in Tukwila accepts fireworks and ammunition; and some rifle and pistol ranges may also accept ammunition.
- Burning or smoldering material
- Computers, monitors and laptops (visit the Take it Back Network or the What Do I Do With…? website for **free** recycling options)
- Dense items – items that are larger than 2 feet by 2 feet by 2 feet and weigh more than 200 lbs. are not accepted because they can damage garbage handling equipment. Examples of unacceptable dense items include large stumps, large pieces of concrete, and wood stoves. Recycling and composting options exist for many dense items and some can be disposed with prior written approval. See "items that require prior written approval for disposal," below for more info. **Note:** couches, bookshelves, desks, and other items that are less dense and less than eight feet long are accepted for disposal.
- Liquids
- Motor vehicles and major vehicle parts
- Paint – no liquid latex or oil-based paint (dried out or solidified latex paint is okay)
- Propane tanks
- Televisions
- **Not accepted for disposal but accepted for recycling at some facilities.** Fees **apply for some items.**

Visit the What Do I Do With…? website, call the King County Solid Waste Division or contact us online if you have questions about recycling or disposal options for these materials.

- Large appliances – includes refrigerators, hot water heaters, stoves, etc. (accepted at Bow Lake, Enumclaw, Shoreline and Vashon)
- Batteries – alkaline batteries, rechargeable and button batteries (accepted at Factoria household hazardous waste [HHW] drop-off service and other HHW collection sites)
- Batteries – vehicle and marine batteries (accepted at Factoria HHW drop-off service only)
- Mercury-containing light bulbs and tubes, including fluorescent lights, are accepted at Bow Lake, Enumclaw, Factoria, Shoreline, and Vashon only. There is a limit of 10 bulbs and tubes per person per day at each of these five King County facilities. No fee will be charged, due to the Light Recycle Washington program external link , which was established under Washington's second product stewardship law where manufacturers are responsible for providing a convenient recycling system for their product. Lighting manufacturers will add an environmental handling charge to the purchase price of mercury-containing light

bulbs and tubes sold at retail in Washington and ensure that the charge is remitted to a stewardship organization that will operate the recycling program efficiently.

- Household hazardous waste – includes automotive fluids, oil-based paints, pesticides, wood preservatives, alkaline batteries and petroleum products (accepted at Factoria HHW drop-off service only)
- Mercury-containing products (including mercury switches, thermometers, thermostats and button batteries) (accepted at Factoria HHW drop-off service only)
- **Accepted for disposal with restrictions**

Visit the What Do I Do With…? website, call the King County Solid Waste Division or contact us online about disposal options for these materials

- **From residential self-haul customers only:**
- Containerized sharps – home generated only. Accepted at no charge in designated sharps bin at the Bow Lake and Shoreline stations.
- Dirt (uncontaminated) – up to one pickup truck full. Must control dust.
- Drums – limit one open, empty metal or plastic drum per load
- Tires – passenger car tires only. Limit four per load from residential customers only.
- Treated wood – such as railroad ties and pressure treated wood. Must be less than eight feet long.
- **From residential self-haul customers and commercial customers:**
- Construction and demolition debris – such as drywall, roofing, siding, etc. Not accepted from dump trucks, dump trailers, flat beds that dump, or roll-off boxes (dump trucks, flat beds and roll-offs accepted at the Vashon station only). Materials must meet size and length limits.
- Hot tubs – accepted at the Bow Lake, Enumclaw and Vashon stations only. Must meet size and length limits.
- Mattresses or box springs – combined total of six per customer/company per day.
- **Items that require prior written approval for disposal**

The following items may be accepted, with conditions, at King County's Cedar Hills Regional Landfill when accompanied by a waste clearance. See the waste clearance page for more information. Disposal locations are limited, and special fees may apply.

- Items more than eight feet long
- Asbestos-containing waste – contact Puget Sound Clean Air Agency external link for removal, packaging and transportation information
- Contaminated soil
- Dead animals (over 15 lbs.)
- Dense items: items that are bigger than 2 feet by 2 feet by 2 feet and weigh more than 200 lbs. Examples include safes, wood stoves, and large pieces of concrete.
- Excessively dusty or odorous wastes
- Home heating oil tanks or other underground storage tanks
- Industrial waste products
- Large quantities of food or beverages that must be destroyed
- Lengths of cable, wire, stranded wire rope, etc.
- Metal or plastic drums in quantities greater than one
- Needles and other sharps from clinics, dentists, etc. and other biomedical waste
- **Accepted for disposal at all facilities**
- Latex paint that is dried out or solidified
- Printers, fax machines and scanners
- Polystyrene packing material ("peanuts") – must be bagged securely to prevent litter
- Small appliances such as microwaves and toasters
- Truck canopies – shell type only. No campers.
- Used oil filters – must be drained for 24 hours or crushed
- Yard waste – accepted as garbage at all stations. Accepted for recycling – at a reduced fee at Bow Lake, Cedar Falls, Enumclaw and Shoreline stations if separated from garbage. Branches and trees must be 4 inches in diameter or less, and less than 8 feet long.
- **Length limit for vehicles and trailers**

(Subject to operating conditions)
Total length from bumper to bumper may not exceed:
30 feet at Algona, Cedar Falls, Houghton, Renton and Vashon
40 feet at Bow Lake, Enumclaw, Factoria and Shoreline

- **Transfer station safety guidelines**

For your safety, please follow these guidelines when visiting the transfer station:
- Turn off your cell phone
- Keep children and pets in vehicle
- No smoking
- Watch for moving vehicles
- Use extreme caution
- Follow directions from station staff
- **Water conservation measures in effect at all facilities**

All non-essential water use is prohibited. Customers may not use water to hose out their vehicles or to rinse garbage cans – use brooms instead.
- **Transfer station construction projects**

Visit the transfer station construction projects page to see if there are any current projects that may affect your visit.

All information on this page is from the Local Hazardous Waste Management Program in King County (LHWMP) and additional specifics and details are available on their website.

APPENDIX A-3
Debris Resources –External Agencies

Reference: http://www.lhwmp.org/home/HHW/whattobring.asp

Agency	Address	Phone
Local Hazardous Waste Management Program in King County: Office of the Program Administrator	130 Nickerson St., Suite 100 Seattle, WA 98109-1658	206-296-4692 206-263-8899
Local Hazardous Waste Management Program in King County	Hazardous Waste Program King County Water and Land Resources Division 130 Nickerson St., Suite 100 Seattle, WA 98109-1658	206-296-4692 206-263-8899
Environmental: Public Health – Seattle & King County	Hazardous Waste Program Environmental Health Services Division Public Health – Seattle & King County 401 Fifth Ave., Suite 1100 Seattle, WA 98104	206-205-4394
Public Health – Seattle & King County	2124 - 4th Ave Seattle, WA 98121	206-296-4755
King County Solid Waste Division	201 S. Jackson St., Suite 701 Seattle, WA 98104	206-296-4466
Puget Sound Clean Air Agency	1904 Third Avenue Suite 105 Seattle, WA 98101	206-343-8800 800-552-3565 Air Quality Hotline: 800-595-4341
Environmental Protection Agency: Region 10 (AK, ID, OR, WA)	Environmental Protection Agency Region 10 1200 Sixth Avenue, Suite 900 Seattle, WA 98101	206-553-1200 (800) 424-4372

APPENDIX B

Only need to fill out the **yellow** boxes.										

FEDERAL EMERGENCY MANAGEMENT AGENCY **FORCE ACCOUNT LABOR SUMMARY RECORD**			PAGE ____ OF ____		O.M.B. No 3067-0151 Expires September 30, 2005					
APPLICANT		PA ID NO.		PROJECT NO.		DISASTER				
LOCATION/SITE			CATEGORY		PERIOD COVERING TO					
DESCRIPTION OF WORK PERFORMED										

	DATE	Dates and Hours Worked Each Week							Costs				
									TOTAL HOURS	HOURLY RATE	BENEFIT RATE/HR	TOTAL HOURLY RATE	TOTAL COSTS
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
TOTAL COST FOR FORCE ACCOUNT LABOR REGULAR TIME										⟶			
TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME										⟶			
CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.													
CERTIFIED			TITLE					DATE					
FEMA Form 90-123, OCT 02													

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to 30 minutes per response. The burden includes the time for reviewing instruction, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless a valid OMB control number appears in the upper right corner of this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (3067-0151). Submission of the form is required to obtain or retain benefits under the Public Assistance Program. **Please do not send your completed form to the above address.**

APPENDIX C

DMS Site Inventory

Site Name:

Site Address: **Site Coordinates:**   **N**

Estimated Property Size: acres   **W**

Site Owner:

Ownership Type: ☐ Jurisdiction Property   ☐ County Property   ☐ Private Property
☐ Other (describe)

Owner Address:

Owner Phone:

Owner Email:

Site and Neighboring Properties Characterization

Characteristic	Comments
Current Use	
Proposed Future Land Use	
Current Land use/Zoning	
Restoration Time Requirements	
Proximity to School, Church, or Community Center	
Property Topography	
Environmental Considerations	
Open Water or Wetlands	
Ground Water Wells	
Within 100-year floodplain	
Soil/Slope Integrity	
Surface Water Drainage	
Suitable for use in wet weather	
Prevailing Wind Direction	
Brownfield Site	
Superfund Site	
Archeological or Historic Properties or Artifacts	
Underground Utilities (water, wastewater, natural gas, electricity)	
Noise Control Buffer	
Adjacent to Airport/Airfield	
Access to Electrical Service	
Access to Water Service	
Access to Sewer Service	
Existing Lighting	
Traffic Ingress/Egress Capacity	
Capable of Accepting Heavy Trucks (site and neighboring roads)	
Proximity to Major Roadway	
Fencing and Other Security Features	

Site Preparation Level of Effort   ☐ High   ☐ Medium   ☐ Low

Suitability to Wet Weather   ☐ High   ☐ Medium   ☐ Low

Ability to Serve Spatial Area   ☐ High   ☐ Medium   ☐ Low

List Jurisdictions that could utilize this site:

Closest Landfill Available to This Site:

Recommended Uses for This Site:
☐ C&D
☐ Vegetative
☐ White Goods
☐ Hazardous Waste
☐ Other (describe)

Reduction Methods Acceptable for This Site: ☐ Open Burning ☐ Incineration   ☐ Grinding

Site Map:
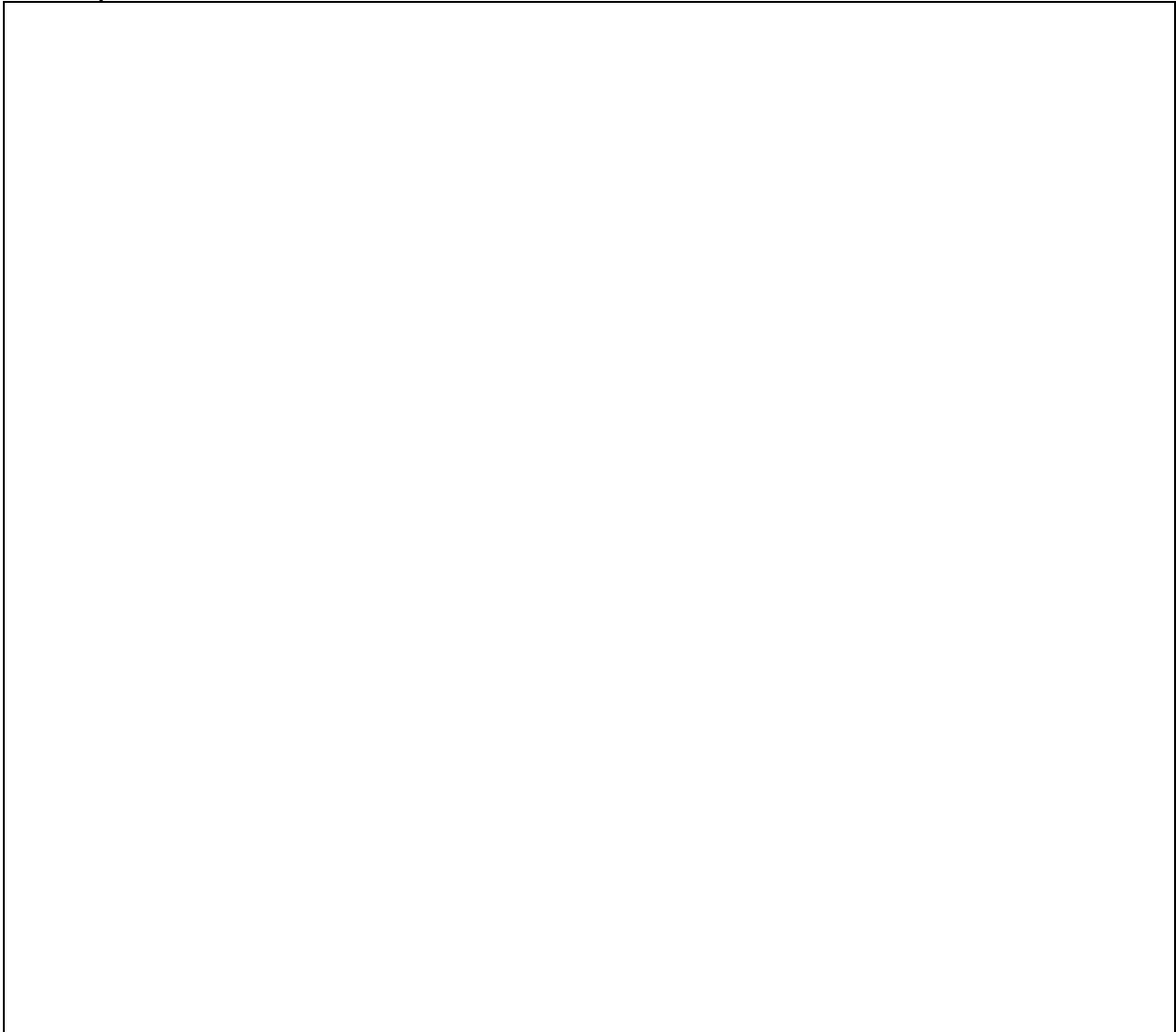
Date of Site Survey:

Picture Numbers Taken During Site Survey:

Potential Site Rating   ☐ Primary   ☐ Secondary   ☐ Tertiary

Appendix D: Lifelines and other Debris Clearance Priorities

Roads/areas will be cleared based on priority:
- Lifelines
- Major freeways or arterial routes
- Clear areas necessary for movement of goods and services/economic restoration
    - Town Center Business District
    - South Shopping Center
- Minor arterial routes
- Local routes

Lifelines:
- SE 36th St (from Gallagher Hill Rd. to EOC and I-90 Interchange
- Island Crest Way (from I-90 Interchange to SE 68th)
- East Mercer (from I-90 Interchange to SE 70th Pl.)
- West Mercer (from I-90 Interchange to SE 70th St.)

Clear areas necessary for movement of goods and services / economic restoration
- Town Center Business District:
    - SE 27th to I-90
- South Shopping Center:
    - SE 68th

Minor Arterial Routes:
- SE 40th (from East to West Mercer)
- 86th Ave SE (from SE 40th to Island Crest)

Appendix Table D-1

Route	Description	Reference Map
SE 36th St	From Gallaher Hill Rd. to EOC & I-90 interchange	C5
Island Crest Way	From I-90 interchange to SE 68th	
East Mercer	From I-90 interchange to SE 70th Pl.	
West Mercer	From I-90 interchange to SE 70th St.	

Appendix Table D-2

Facility or Infrastructure	Location	Owner
Emergency Operations Center (EOC)	SE 36th	City of Mercer Island
Emergency Well Site	88th Ave. SE	City of Mercer Island
Mercer View Community Center	SE 26th	City of Mercer Island
Fire Department	78th Ave. SE	City of Mercer Island

APPENDIX TABLE D-3

Debris Clearance Priorities – Major Freeways or Arterial Routes

Route	Description	Reference Map
Same as D-1		

APPENDIX TABLE D-4

Debris Clearance Priorities – Clear Areas Necessary for Movement of Goods and Services/Economic Restoration

Route	Description	Reference Map
Town Center Business Dist.	SE 27th to I-90	
South Shopping Center	SE 68th	

APPENDIX TABLE D-5

Debris Clearance Priorities – Minor Arterial Routes

Route	Description	Reference Map
SE 40th	East to West Mercer	
86th Ave SE	From SE 40th to Island Crest	

APPENDIX TABLE D-6

Debris Resources Priorities – *Local Routes*

Route	Description	Reference Map
Previous listed in D-1 and D-5		

Facility or Infrastructure	Location	Owner
Emergency Operations Center (EOC)	SE 36th	City of Mercer Island
Emergency Well Site	88th Ave. SE	City of Mercer Island
Mercer View Community Center	SE 26th	City of Mercer Island
Fire Department	78th Ave. SE	City of Mercer Island

Appendix E:
Important City of Mercer Island Facilities/Infrastructure

- Emergency Operations Center (EOC) - SE 36th

- Emergency Well Site – 88th Ave. SE

- Mercer View Community Center – SE 26th

- Fire Department – 78th Ave. SE

Appendix F:

8 Pre-Designated Locations to Serve as Debris Management Sites (DMS) and Neighborhood Collections Sites (NCS)

- Luther Burbank Park (2430 84th Ave SE

- Mercerdale Park (3205 77th Ave SE)

- Homestead Park (8100 SE 40th St)

- Boat Launch (3600 E Mercer Way)

- Island Crest Park (5701 Island Crest Way)

- South Mercer Playfields (8220 SE 78th St)

- Wildwood Park (7400 86th Ave SE)

- Clarke Beach Park (7700 E Mercer Way)

Appendix G:

City of Mercer Island Equipment Resources

(Location: City Maintenance Yard)

- JD Loader

- CAT 420 D Backhoe

- John Deere Backhoe

- (2) 5yd Dump Trucks

- (5) Flat Bed Dump Trucks

- Crosswind Sweeper

APPENDIX H: Forms

DAILY OPERATIONAL REPORT

CONTRACT NO. _____

DAILY REPORT					
CONTRACTOR: CONTRACT NO:				DATE OF REPORT:	
Truck No.	Location of Work	Landfill Trips	Tonnage Totals	Local Collection Site Trips	Tonnage Totals
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
	DAILY TOTALS				

DAILY OPERATIONAL REPORT

CONTRACT NO. _____

Date	Load Ticket #	Landfill Ticket #	Time	Truck #	Truck Weight	Actual Weight Minus Truck Weight	Eligible (Y/N)	Comments

LOAD TICKET

LOAD TICKET	
TICKET NUMBER:	
CONTRACT NUMBER	
CONTRACTOR	
DATE:	
DEBRIS QUANTITY	
Truck No:	**Truck Weight (ton):**
Load Size (Tons):	
Truck Driver:	
DEBRIS CLASSIFICATION	
	Burnable
	Non-Burnable
	Mixed
	Other
LOCATION	
Section/Area:	Dumpsite

	Time	Inspector
Loading		
Dumping		
Eligibility (Y/N):	Original: City/County/State Yellow: Contractor Pink: Driver Gold: FEMA	

TRUCK PLACARD

Company Name

Truck Number

Truck Weight

Weighed by and Date

APPENDIX I

Health and Safety Plan Supplement

Purpose

The purpose of this Health and Safety Supplement is to support the existing City of Mercer Island safety plan and procedures regarding debris removal activities. These are recommended baseline safety provisions. Ultimately, health and safety are the responsibility of the contracted parties involved in debris removal activities. This document will outline some of the general steps necessary to provide a safe work environment for debris removal and monitoring employees. In addition, this document will identify some representative work hazards and the appropriate measures to reduce risk of injury.

Dissemination of Information

The debris hauling contractor and monitoring firm project managers will be provided with this document and will be expected to disseminate the information and guidelines to their respective personnel. A copy of the document should be available for consultation. In addition, elements of the document will be reviewed periodically during the project to increase worker awareness.

Compliance

The debris hauling contractor and monitoring firm project managers are responsible for health and safety compliance of their respective personnel and subcontractors. Any crews or individuals that are not compliant shall be suspended from debris removal activities until the situation is remedied. Offenders of safety policies and procedures will be dismissed from the project entirely.

Job Hazard Assessment

Though debris removal activities are similar among events, assessing the hazards of each disaster is an important part of maintaining health and safety for the debris removal workers. At a minimum, the following areas of focus should be considered as part of job hazard assessment:

- **Disaster Debris** – Disasters that result in property damage typically generate large quantities of debris which must be collected and transported for disposal. The type of debris varies depending on the characteristics of the region (e.g. terrain, climate, dwelling and building types, population, etc.), age and use of structure and the debris-generating event (e.g. type, event strength, duration, etc.). In addition, the disaster debris produces a host of uneven surfaces, which must be negotiated.

- **Debris Removal** – Often the removal of disaster debris involves working with splintered, sharp edges of vegetative or construction material debris. Many disasters

involve heavy rains or flooding. Consequently, disaster debris is damp and heavier than usual. As weights increase, so does the risk of injury.

- **Removal Equipment** – In most disasters, debris must be removed from the public Right-of-Way (ROW) to provide access for emergency vehicles and subsequent recovery efforts. Debris collection and removal requires the use of heavy equipment and power tools to trim, separate and clear disaster debris.

- **Traffic Safety** – The ROW is located primarily on publicly-maintained roads. As a result, much of the debris removal process takes place in traffic of varying levels of congestion. In addition, disasters often damage road signs, challenging safety on the road.

- **Wildlife Awareness** – Disasters are traumatic events for people as well as wildlife. Displaced animals (rodents), reptiles and insects pose a hazard to debris removal workers.

- **Debris Disposal** – After disaster debris is collected it is often transported to a Debris Management Site (DMS). Upon entry to a DMS, the monitoring firm will assess the volume of disaster debris being transported. The collection vehicle will then dispose of the disaster debris and the debris will be reduced either through a grinding operation or incineration or sent offsite for recycling. The DMS is a common area for injury. Response and recovery workers in this environment are more likely to be exposed to falling debris, heavy construction traffic, high noise levels, dust and airborne particles from the reduction process. Load spotters will be trained to watch for hazardous waste and other items that do not belong at the DMS.

- **Climate** – Debris-generating disasters often occur in areas or seasons with extreme weather conditions. The effects of temperature and humidity on physical labor must be monitored, and proper work-rest intervals must be assessed.

Administrative and Engineering Controls

The use of administrative and engineering controls can greatly reduce the threats to public health and safety in debris removal activities. Some common administrative and engineering controls used in the debris removal process are:

<u>Collection Operations</u>
- Conduct debris removal operations during daylight hours only (unless site is fully lit for nighttime operations).
- Limit clean-up operations to one side of the road at a time.
- Limit collection work under overhead lines Work with PUD to clear fallen lines prior to working in that area.
- Inspect piles before using heavy equipment to remove them to ensure that there are no hazardous obstructions.

- Make sure that all collection vehicles have properly functioning lights, horns and back-up alarms.
- Load collection vehicles properly (not overloaded or unbalanced).
- Cover and secure loads, if necessary.
- When monitoring the collection process, stay alert in traffic and use safe driving techniques.
- Watch for hazardous waste, white goods, propane tanks and other hazardous materials.

Power Tools

- Inspect all power tools before use.
- Do not use damaged or defective equipment.
- Use power tools for their intended purpose.
- Avoid using power tools in wet areas.

Debris Reducing Machinery (Grinders/Wood Chippers)

- Do not wear loose-fitting clothing.
- Follow the manufacturer's guidelines and safety instructions.
- Guard the feed and discharge ports.
- Do not open access doors while equipment is running.
- Always chock the trailer wheels to restrict rolling.
- Maintain safe distances.
- Never reach into operating equipment.
- Use lock out/tag out protocol when maintaining equipment.

TDSRS/Disposal Operations

- Use jersey barriers and cones to properly mark traffic patterns.
- Use proper flagging techniques for directing traffic.
- Monitor towers must not exit into traffic and should have hand and guard rails to reduce trips and falls.
- Monitor towers must have properly constructed access stairways with proper treads and risers and proper ascent angle (4:1 height/width ratio).
- Monitor towers must be surrounded by jersey barriers which protect the tower and monitors from being struck by inbound or outbound collection vehicles.
- Monitor towers should be located upwind from dust- and particulate generating activities.
- A water truck should spray the site as necessary to control airborne dust and debris.

Personal Protective Equipment

Personal Protective Equipment (PPE) is the last resort to providing a safe working environment for workers. PPE does not eliminate or even reduce hazards as administrative and engineering controls do. PPE works to reduce the risk of injury by creating a protective barrier between the individuals and work place hazards.

Proper use of PPE includes using PPE for its intended purpose. For example, using the wrong type of respirator might expose the worker to carcinogenic particulates. Properly fitting the equipment to the user may require examination by a medical professional. PPE that does not fit well will not provide maximum protection and will decrease the likelihood of the individual continuing to use the equipment. In addition, improper use may result in serious injury or death. The proper use of the equipment is outlined in detail in the manufacturer's instructions.

The following PPE may be applicable in standard ROW, Right-of-Entry (ROE), and vegetative and construction & demolition debris removal activities:

- **Head Protection** – Equipment designed to provide protection for an individual's head against hazards such as falling objects or the possibility of striking one's head against low hanging objects. PPE used to protect the head must comply with ANSI Z89.1-1986, "American National Standard for Personnel Protection - Protective Headwear for Industrial Workers – Requirements."

- **Foot Protection** – Equipment designed to provide protection for an individual's feet and toes against hazards such as falling or rolling objects, objects that may pierce the sole or upper section of the foot, etc. PPE used to protect the feet and toes must comply with ANSI Z-41-1991, "American National Standard for Personal Protection-Protective Footwear."

- **Hand Protection** – Equipment designed to provide protection for an individual's hands against hazards such as sharp or abrasive surfaces. The proper hand protection necessary is dependent upon the situation and characteristics of the gloves. For instance, specific gloves would be used for protection against electrical hazards while the same gloves may not be appropriate in dealing with sharp or abrasive surfaces.

- **Vision/Face Protection** – Equipment designed to provide protection for an individual's eyes or face against hazards such as flying objects. PPE used to protect eyes and face must comply with ANSI Z87.1-1989, "American National Standard Practice for Occupational and Educational Eye and Face Protection." Again, the proper eye/face protection necessary is dependent upon the situation and characteristics of the equipment. For instance, eye and face protection used by individuals who are welding may not be appropriate for individuals operating a wood chipper.

- **Hearing Protection** – Equipment designed to provide protection for an individual's hearing against prolonged exposure to high noise levels. According to OSHA, the permissible level of sound is an average of 90 decibels over the course of an eight (8) hour work day. Above the sound exposure level, hearing protection is required. PPE used to protect hearing must comply with ANSI S3.19-1974, "American National Standard Practice for Personal Protection-Hearing Protection."

- **Respiratory Protection** – Equipment designed to provide protection for an individual's respiratory system against breathing air contaminated with hazardous gases, vapors, airborne particles, etc. PPE used to the respiratory system must comply with ANSI Z88.2-1992. In addition, the use of respiratory protection requires a qualitative fit test and, in some cases, a pulmonary fit test by a licensed medical professional.

PPE Debris Removal Activity

PPE requirements are made based upon the results of the job hazards assessment. The following list of PPEs is organized by debris removal activity and is meant to be a representative list. Specific PPE requirements vary from location to location. In general, individuals involved in the debris removal process should personally monitor water consumption to avoid dehydration and use appropriate skin protection (breathable clothes, light colors, sunscreen, etc.). Ultimately, the selection of PPE is the responsibility of the debris hauling contractor and monitoring firm project managers.

Debris Collection Monitoring

The hazards of disaster debris collection monitoring include, but are not limited to: struck by vehicles, falls or trips on uneven surfaces, cuts, abrasions or punctures from vegetative or C&D sharps. PPE requirements include:

- Reflective vest;
- Foot protection (rugged shoes or boots, steel toe and shank if required); and
- Long pants.

Debris Disposal Monitoring

The hazards of disaster debris disposal monitoring include but are not limited to: struck by or caught in/between vehicles, falls or trips on stairs or uneven surfaces, cuts, abrasions or punctures from vegetative or C&D sharps and struck by falling disaster debris. Monitor towers must be equipped with a first aid kit. PPE requirements include:

- Reflective vest;
- Foot protection (rugged shoes or boots, steel toe if required);
- Long pants; and
- Hard Hat.

Debris Removal

The hazards of disaster debris removal include, but are not limited to: struck by vehicles, falls or trips on uneven surfaces, cuts, abrasions or punctures from vegetative or C&D sharps and airborne debris. In addition, PPE requirements include:

- Reflective vest;
- Vision and hearing protection;
- Foot protection (rugged shoes or boots, steel toe and shank if required); and
- Long pants.

Debris Disposal, Reduction, and Recycling

The hazards of disaster debris disposal, recycling, and reduction include, but are not limited to: struck by or caught in/between vehicles, falls or trips on uneven surfaces, cuts, abrasions or punctures from vegetative or C&D, hazardous waste, sharps, struck by falling disaster debris and airborne particles. PPE requirements include:

- Reflective Vest;
- Foot protection (rugged shoes or boots, steel toe if required);
- Vision and hearing protection;
- Long pants;
- Gloves; and
- Hard Hat.

Debris Cutting and Trim Work

The hazards of disaster debris cutting and trimming work include but are not limited to: struck by or caught in/between vehicles, falls or trips on uneven surfaces, cuts, abrasions or punctures from power tools, vegetative or C&D sharps, struck by falling disaster debris and airborne particles. PPE requirements include:

- Reflective Vest;
- Hand and Foot protection (rugged shoes or boots, steel toe if required);
- Vision and hearing protection
- Long pants; and
- Hard Hat

For additional information regarding health and safety requirements, please contact Occupational Safety and Health Administration (OSHA).

Appendix J:

EXAMPLE OF LUMP SUM CONTRACT
FOR DEBRIS REMOVAL

A lump sum contract establishes a total price using a one item bid from a CONTRACTOR. It should be used only when a scope of work is clearly defined, with areas of work and quantities of material clearly identified. Lump sum contracts can be defined in one of two ways:

- *Area Method, where the scope of work is based on a one-time clearance of a specified area, or*

- *Pass Method, where the scope of work is based on a certain number of passes through a specified area, such as a given distance along a right of way.*

ARTICLE 1.

AGREEMENT BETWEEN PARTIES

This contract is made and entered into on this the _____ day of_____, 20___, by and between the city/county of _____, hereinafter called the ENTITY, and _____, hereinafter called the CONTRACTOR.

ARTICLE 2.

SCOPE OF WORK

This contract is issued pursuant to the Solicitation and Procurement on _____. for the removal of debris caused by the sudden natural or human-made disaster of _____to _____. It is the intent of this contract to provide equipment and resources to remove all hazards to life and property in the affected communities. Cleanup, demolition, and removal will be limited to 1) that which is determined to be in the interest of public safety and 2) that which is considered essential to the economic recovery of the affected area.

The Work shall consist of cleanup or demolition and removal as outlined in the specifications on drawings and on block sector maps attached to the invitation for bid number _____.

ARTICLE 3.

SCHEDULE OF WORK

Time is of the essence for this debris removal contract.

Notice to proceed with the Work: The Work under this contract will commence on _____, 20____. Maximum allowable time for completion will be _____ calendar days, unless the ENTITY initiates additions or deletions by written change order. If the CONTRACTOR does not complete the work within the allotted time, liquidated damages will be assessed in the amount of _____ per day.

ARTICLE 4.

CONTRACT PRICE

The lump sum price for performing the Work stipulated in the contract documents is _____ _____.

ARTICLE 5.

PAYMENT

The CONTRACTOR shall submit certified pay requests for completed work. The ENTITY shall have ten (10) calendar days to approve or disapprove the pay request. The ENTITY shall pay the

CONTRACTOR for his performance under the contract within twenty (20) days of approval of the pay estimate. On contracts over 30 days in duration, the ENTITY shall pay the CONTRACTOR a pro-rata percentage of the contract amount monthly, based on the amount of work completed and approved in that month. The ENTITY will remunerate the CONTRACTOR within thirty (30) days of the approved application for payment, after which interest will be added at a rate of _____ per annum. Payments shall be subject to a retainer of_____ on each payment. Retainer shall be released upon substantial completion of the work.

Funding for this contract is authorized pursuant to Public Law of the State of Washington and _____ (local statute or ordinance).

ARTICLE 6.

CHANGE ORDERS

If the scope of work is changed by the ENTITY, the change in price and contract time will be promptly negotiated by the parties, prior to commencement of work.

ARTICLE 7.

CONTRACTOR'S OBLIGATIONS

The CONTRACTOR shall supervise and direct the Work, using skillful labor and proper equipment for all tasks. Safety of the CONTRACTOR's personnel and equipment is the responsibility of the CONTRACTOR. Additionally, the CONTRACTOR shall pay for all materials, equipment, personnel, taxes, and fees necessary to perform under the terms of the contract.

Any unusual, concealed, or changed conditions are to be immediately reported to the ENTITY. The CONTRACTOR shall be responsible for the protection of existing utilities, sidewalks, roads, buildings, and other permanent fixtures. Any unnecessary damage will be repaired at the CONTRACTOR's expense.

ARTICLE 8.

ENTITY'S OBLIGATIONS

The ENTITY's representative(s) shall furnish all information, documents, and utility locations necessary for commencement of Work. Costs of construction permits, and authority approvals will be borne by the ENTITY. A representative will be designated by the ENTITY for inspecting the work and answering on-site questions.

THIS CONTRACT IS DULY SIGNED BY ALL PARTIES HERETO:

ENTITY (City, County, Town, Etc.)

_____ Seal CONTRACTOR
(Include Address, City, State)

by_____

the Principal of the Firm

Appendix K:

ROE No. _____   GPS Location:
                                                             Longitude_____
                                                             Latitude_____

RIGHT-OF-ENTRY ON PRIVATE PROPERTY FOR DEBRIS REMOVAL

Property Address/Description _____

Name (Owner or Tenant) _____

City _____

Right of Entry

I certify that I am the owner, or an owner's authorized agent, of the property described
above. I grant, freely and without coercion, the right of access and entry to said property to
the United States Government, including but not limited to the US Army Corps of Engineers
and the Federal Emergency Management Agency (FEMA), the State of Washington, City of
Mercer Island, and each of their agencies, agents, contractors, and subcontractors, for the
purpose of removing and/or clearing any or all storm-generated debris from the above-
described property.

Hold Harmless

I understand that this permit is not an obligation upon the government to perform debris
removal. I agree to indemnify and hold harmless the United States Government, the US
Army Corps of Engineers, FEMA, the State of Washington, City of Mercer Island, and any
of their agencies, agents, contractors, and subcontractors, for damages of any type
whatsoever, either to the above-described property or to persons situated thereon. I release,
discharge, and waive any action, either legal or equitable, that might arise by reason of any
action of the above entities. I will mark any sewer lines, septic tanks, water lines, and utilities
located on the described property.

Duplication of Benefits

Most homeowner's insurance policies have coverage to pay for removal of storm-generated
debris. I understand that Federal law (42 United States Code 5155 et seq.) requires me to
reimburse the Federal government, through the City of Mercer Island, the cost of removing
the storm-generated debris to the extent covered in my insurance policy. I also understand
that I must provide a copy of the proof/statement of loss from my insurance company to the
City of Mercer Island. If I have received payment, or when I receive payment, for debris
removal from my insurance company, or any other source, I agree to notify and send
payment and proof/statement of loss to City of Mercer Island for final recovery by FEMA. I
understand that all disaster related funding, including that for debris removal from private
property, is subject to audit. (I/We) acknowledge(s) that information submitted will be shared

with other government agencies, federal and nonfederal, and contractors, their subcontractors and employees for purposes of disaster relief management and for the objectives of this right of entry.

By signing this document, (I/we) certify that (I/we) (am/are) the owner of this property and /or that (I/we) (am/are) authorized to sign this right of entry.

For the consideration and purposes set forth herein, I hereby acknowledge by my dated signature below.
Signed this _____ day of _____, 2010.

(All owners must sign)
Print Name: _____   Print Name: _____

Signature:_____   Signature_____

Print Name:_____   Signature:_____

Mailing Address (if different from municipal address listed above):

Current Telephone Number(s)

Name of Insurance Company:_____

Policy Number:_____

Please do not remove the following items:

_____

_____

_____

Appendix: L

TIME AND MATERIALS CONTRACT
FOR DEBRIS REMOVAL

ARTICLE 1.

AGREEMENT BETWEEN PARTIES

This contract is made and entered into on this the _____ day of _____, 20____, by and between the jurisdictions of_____, hereinafter called the ENTITY, and _____, hereinafter called the CONTRACTOR.

ARTICLE 2.

SCOPE OF WORK

This contract is issued pursuant to the Solicitation and Procurement on _____ for the removal of debris caused by the sudden natural or human-made disaster of _____ to _____. It is the intent of this contract to provide equipment and staff to remove all hazards to life and property in the affected communities. Cleanup, demolition, and removal will be limited to 1) that which is determined to be in the interest of public safety and 2) that which is considered essential to the economic recovery of the affected area.

The Work shall consist of the provision of equipment and labor to cleanup and remove debris as directed by the ENTITY.

ARTICLE 3.

SCHEDULE OF WORK

Time is of the essence for this debris removal contract.

Notice to proceed with the Work: The Work under this contract will commence on _____. The equipment shall be used for one hundred (100) hours, unless the ENTITY initiates additions or deletions by written change order. Based upon unit prices of equipment and labor, no minimum or maximum number of hours is guaranteed.

ARTICLE 4.

CONTRACT PRICE

The hourly rates for performing the work stipulated in the contract documents, which have been transposed from the low bidder's bid schedule, are as follows:

Equipment/Machine/Operator	Mobilization Cost	Hourly Rate	Demob. Cost	Manufacturer, Model

Total unit rate shall be given which includes maintenance. fuel, overhead, profit, and any other costs associated with the equipment.

Estimated Cost per unit of material. Only actual invoice amounts will be paid.

Labor Man-hours includes protective clothing, fringe benefits, hand tools, supervision, transportation, and any other costs.

ARTICLE 5.

PAYMENT

The ENTITY shall pay the CONTRACTOR for mobilization and demobilization if the Notice to Proceed is issued and will pay for only the Time that the equipment and manpower is being used in accomplishing the work. The CONTRACTOR shall be paid within thirty (30) days of the receipt of a pay estimate and verification of Work by the inspector.

ARTICLE 6.

CLAIMS

Not Applicable.

ARTICLE 7.

CONTRACTOR'S OBLIGATIONS

The CONTRACTOR shall supervise accomplishment of the Work effort directed by labor and proper equipment for all tasks. Safety of the CONTRACTOR's personnel and equipment is the responsibility of the CONTRACTOR. Additionally, the CONTRACTOR shall pay for all materials, personnel, taxes, and fees necessary to perform under the terms of the contract.

Caution and care must be exercised by the CONTRACTOR not to cause any additional damage to sidewalks, roads, buildings, and other permanent fixtures.

ARTICLE 8.

ENTITY'S OBLIGATIONS

The ENTITY's representative(s) shall furnish all information necessary for commencement of the Work and direct the Work effort. Costs of construction permits, disposal sites, and authority approvals will be borne by the ENTITY. A representative will be designated by the ENTITY for inspecting the work and answering onsite questions. This representative shall furnish the CONTRACTOR with daily inspection reports, including Work accomplished and certification of hours worked.

The ENTITY shall designate the public and private property areas where the Work is to be performed. Copies of complete "Right of Entry" forms, where they are required by State or local law for private property, shall be furnished to the CONTRACTOR by the ENTITY. The ENTITY shall hold harmless and indemnify the CONTRACTOR and his employees against any liability for all claims, suits, judgments, and awards alleged to have been caused by services rendered under this contract for disaster relief work unless such claims are the result of negligence on the part of the CONTRACTOR.

The ENTITY will terminate the contract for failure to perform or default by the CONTRACTOR.

ARTICLE 9.

INSURANCE AND BONDS

The CONTRACTOR shall furnish proof of Worker's Compensation Coverage, Automobile Liability Coverage, and Comprehensive General Liability Insurance (Premises-Operations. Personal Injury, etc.) as deemed necessary by the ENTITY.

Surety: The CONTRACTOR shall deliver to the ENTITY fully executed Performance and Payment Bonds in the amount of 100% of the contract amount, if required by the specifications, general or special conditions of the contract. The ENTITY will reimburse the CONTRACTOR for the costs of the bonds, the costs of which will be included in the base bid.

ARTICLE 10.

CONTRACTOR QUALIFICATIONS

The CONTRACTOR must be duly licensed in the State per statutory requirements.

THIS CONTRACT IS DULY SIGNED BY ALL PARTIES HERETO:

City of Mercer Island

_____ Seal CONTRACTOR
(Include Address, City, State)

by_____

the Principal of the Firm

Appendix M:

**UNIT PRICE CONTRACT
FOR DEBRIS REMOVAL**

ARTICLE 1.

AGREEMENT BETWEEN PARTIES

This contract is made and entered into on this the _____ day of_____, 20____, by and between the jurisdiction of _____, hereinafter called the ENTITY, and _____, hereinafter called the CONTRACTOR.

ARTICLE 2.

SCOPE OF WORK

This contract is issued pursuant to the Solicitation and Procurement on _____, for the removal of debris caused by the sudden natural or human-made disaster of _____ to _____. It is the intent of this contract to provide equipment and personnel to remove all hazards to life and property in the affected communities. Cleanup, demolition, and removal will be limited to 1) that which is determined to be in the interest of public safety, and 2) that which is considered essential to the economic recovery of the affected area.

The Work shall consist of cleanup or demolition and removal as outlined in the specifications, on drawings, and on block sector maps attached to the invitation for bid number _____.

ARTICLE 3.

SCHEDULE OF WORK

Time is of the essence for this debris removal contract.

Notice to proceed with the Work: The Work under this contract will commence on _____, 20___. Maximum allowable time for completion will be _____ calendar days, unless the ENTITY initiates additions or deletions by written change order. Subsequent changes in cost and completion time will be equitably negotiated by both parties pursuant to applicable State law. Liquidated damages shall be assessed at $_____/calendar day for any days over the approved contract amount.

ARTICLE 4.

CONTRACT PRICE

The unit prices for performing the Work stipulated in the contract documents, which have been transposed from the low bidder's bid schedule, are as follows:

Quantity	Unit of Measure	Description	Unit Cost	Total
		Subtotal		$
		Cost of Bonds		$
		Grand Total		$

Debris shall be classified as one of the following units: cubic yards, each, square foot, Lineal foot, gallon, or an approved unit measure applicable to the specific material to be removed.

ARTICLE 5.

PAYMENT

The CONTRACTOR shall submit certified pay requests for completed Work. The ENTITY shall have ten (10) calendar days to approve or disapprove the pay request. The ENTITY shall pay the CONTRACTOR for his performance under the contract within twenty (20) days of approval of the pay estimate. On contracts over thirty (30) days in duration, the ENTITY shall pay the CONTRACTOR a pro-rata percentage of the contract amount monthly, based on the amount of work completed and approved in that month. The ENTITY will remunerate the CONTRACTOR within thirty (30) days of the approved application for payment, after which interest will be added at a rate of _____ per annum. Payments shall be subject to a retainage of _____ on each payment. Retainage shall be released upon substantial completion of the Work.

Funding for this contract is authorized pursuant to Public Law of the State of _____ _____ _____ (local statute or ordinance).

ARTICLE 6.

CLAIMS

If the CONTRACTOR wishes to make a claim for additional compensation for work or materials not clearly covered in the contract, or not ordered by the ENTITY as a modification to the contract, CONTRACTOR shall notify the ENTITY in writing. The CONTRACTOR and the ENTITY will negotiate the amount of adjustment promptly; however, if no agreement is reached, a binding settlement will be determined by a third party acceptable to both ENTITY and CONTRACTOR under the auspices of applicable State law.

ARTICLE 7.

CONTRACTOR'S OBLIGATIONS

The CONTRACTOR shall supervise and direct the Work, using skillful labor and proper equipment for all tasks. Safety of the CONTRACTOR's personnel and equipment is the responsibility of the CONTRACTOR. Additionally, the CONTRACTOR shall pay for all materials, equipment, personnel, taxes, and fees necessary to perform under the terms of the contract.

Any unusual, concealed, or changed conditions are to be immediately reported to the ENTITY. The CONTRACTOR shall be responsible for the protection of existing utilities, sidewalks, roads, buildings, and other permanent fixtures. Any unnecessary damage will be repaired at the CONTRACTORs expense.

ARTICLE 8.

ENTITY'S OBLIGATIONS

The ENTITY's representative(s) shall furnish all information, documents, and utility locations necessary for commencement of Work. Costs of construction permits, and authority approvals will be borne by the ENTITY. A representative will be designated by the ENTITY for inspecting the work and answering and onsite questions.

The ENTITY shall designate the public and private property areas where the disaster mitigation Work is to be performed. Copies of complete "Right of Entry" forms, where they are required by State or local law for private property, shall be furnished to the CONTRACTOR by the ENTITY. The ENTITY shall hold harmless and indemnify the CONTRACTOR judgments and awards alleged to have been caused by services rendered under this contract for disaster relief work unless such claims are caused by the gross negligence of the CONTRACTOR, his subcontractors, or his employees.

The ENTITY will terminate the contract for failure to perform as specified. or for default by the CONTRACTOR.

ARTICLE 9.

INSURANCE AND BONDS

The CONTRACTOR shall furnish proof of Worker's Compensation Coverage, Automobile Liability Coverage, and Comprehensive General Liability Insurance (Premises-Operations, Personal Injury, etc., as deemed necessary by the ENTITY).

Surety: The CONTRACTOR shall deliver to the ENTITY fully executed Performance and Payment Bonds in the amount of one hundred percent (100%) of the contract amount, if required by the specifications. or general or special conditions of the contract. The ENTITY will reimburse the CONTRACTOR for the costs of the bonds, the costs of which will be included in the base bid.

THIS CONTRACT IS DULY SIGNED BY ALL PARTIES HERETO:

The City of Mercer Island

_____ Seal CONTRACTOR
(Include Address, City, State)

by_____
the Principal of the Firm

APPENDIX N:

Washington Public Assistance Damage Assessment

This information is provided by the Washington Emergency Management Division (EMD) at http://www.emd.wa.gov/disaster/WashingtonMilitaryDepartmentEmergencyManagementDivision-DisasterAssistance-PublicAssi.shtml

Purpose

At the onset of an emergency or disaster, before any federal funding is provided, the *Washington Emergency Management Division (EMD) must determine the extent of the damages sustained by state and local public facilities.* Through the Preliminary Damage Assessment (PDA) process EMD obtains the information necessary to determine if the criteria have been met to forward a request through the governor to FEMA for a Presidential Disaster Declaration for Public Assistance.

The intent of the PDA process is to depict the magnitude, impact, dollar damage, and the actions that are needed to deal with and recover from the event.

The PDA process is necessary to request federal assistance for the state and each affected county. If damage assessment information is not received when needed, we are unable to include a county's information in the initial assessment of needs for public facilities.

Assessment of Damages

To determine the extent of an event, state agencies and county emergency management offices complete an initial assessment of the damages affected jurisdictions sustained in an impacted county. Each county emergency management office coordinates the data collection for all potential applicants within their county - their jurisdictions.

Who are the Applicants / Jurisdictions?

Applicants (jurisdictions) are defined as: state agencies, all local public agencies – counties, cities, towns, utilities (water, sewer, electrical) and other special-purpose districts to include school districts and fire districts, Indian tribes, and certain private non-profit organizations that provide essential governmental-type services.

How Does the Assessment Process Start?

Each local agency/jurisdiction completes the *Preliminary Damage Assessment Estimates – Site/Category (PA-2)* form for each category of work (type of damage) they incurred because of the disaster. The cost estimates from each category of work are included in the total cost estimates that are listed on the *Preliminary Damage Assessment Summary (PA-1)* form. The forms are then forwarded to the County Emergency Management Office.

Please remember - the County is the coordination point for all local jurisdictions. The information the counties submit to EMD should include completed forms for each jurisdiction that sustained damages within their county.

Each impacted county emergency management office is responsible for notifying all jurisdictions in their county to complete a PDA. Counties are requested to complete a PDA of

the county-owned damages sustained in their county and to coordinate the PDA data collection from all jurisdictions in their county. The PDAs submitted from all jurisdictions within the county are submitted to EMD, Public Assistance Program. **The counties are not responsible for completing the forms for their jurisdictions.**

We ask that each county emergency manager:

1. Advise us of their primary point of contact. This is very important when we coordinate the follow-on joint PDA with FEMA.

2. Notify us if their county did *NOT* experience extensive damages to public roads, sewers, water systems, schools, utility districts, etc., *or*

3. Notify us if their county *did* sustain extensive damages by completing and *submitting* the PDA forms (PA-1 and PA-2) to EMD Public Assistance.

Each local jurisdiction and Indian Tribe is asked to forward the completed PDA forms to their county emergency management office for coordination and submission to the state.

The counties need to send the forms to:
Email: publicassist@emd.wa.gov, or
Fax: (360) 570-6350

Preliminary Damage Assessment (PDA) Forms

To prepare the initial assessment, each public agency should complete a PA-2 worksheet for each category of damage incurred by the disaster and a PA-1 summary sheet.

The PDA forms are in one Excel workbook. You should save a copy of the workbook to your computer and then fill in the forms on this saved copy. **The forms cannot be completed online.** We also recommend that you keep a paper copy of the forms in case you do not have power or access to a computer when you need the forms.

The **PDA Form** includes:

- **Data Sheet.** This is the 1st page in the Excel workbook. Completion of this page automatically fills the demographic information on each PA-1 and PA-2 form.

- **PA-1**, Preliminary Damage Assessment Summary. This is required and provides the totals of each damage category and an overview of the event's effects.

- **PA-2**, Preliminary Damage Assessment Estimates - Site/Category. The PA-2 forms are required and should be completed before the PA-1 summary form. There is a PA-2 form for each Category of Work.

- **PA-3**, PDA Totals – County's Use. This is a project tracking tool for county emergency managers and is not a required form.

The **Instructions** for the PDA forms are listed below. These are in a separate Word document.

- PA-1, Preliminary Damage Assessment Summary - <u>Form Instructions</u>

- PA-2, Preliminary Damage Assessment Estimates - Site/Category - <u>Form Instructions</u>

- PA-3, PDA Totals – County's Use - <u>Form Instructions</u>

Timeline

If it is determined that a formal PDA will be pursued, federal/state PDA teams will arrive in each county. These teams will coordinate directly with the county's emergency management office. A representative knowledgeable about the damages should be available to help the teams verify the damages.

In general, the following timeline exists:

- One week for each jurisdiction to complete their forms, submit to their county emergency manager, and

- The county submits to EMD. State agencies submit directly to EMD.

- One week for EMD to send out joint FEMA/State teams to verify all damage.

- One week for EMD to collate all data, prepare request for disaster declaration, submit to the governor for approval, and forward approved request package to FEMA.

- Thirty days total to complete PDA and submit through governor to FEMA.

Contact

For more information, please contact the Program Manager at (253) 512-7078.

Appendix O:

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PDA DATA SHEET

Date: _____

County: _____

Applicant: _____

Contact Name/E-mail: _____

Phone: _____

Local Inspector (Rep): _____   E-mail: _____   Phone: _____

State Inspector: _____   E-mail: _____   Phone: _____

Federal Inspector: _____   E-mail: _____   Phone: _____

Who Must Complete PDA?   Instructions for PDA forms
Printing   Submitting Forms

Complete this sheet first. The information will automatically enter on each page in the workbook. NOTE: These data cells are not protected on the worksheets. If you need to change this demographic data for a specific category of work, you can do this on the applicable page. Complete each Category of Work page that you need for your damages, the information that is needed on each page is shaded light yellow.

ALL applicants with damages must complete a set of PDA forms for each county in which they sustained damages. Each local applicant must submit these forms to the county's emergency manager. Each county emergency manager is responsible for submitting all PDAs within their county to the WA Emergency Management Division (EMD). All state agencies must complete a set of PDA forms for each county where they sustained damages and submit the forms directly to EMD. EMD will total each county's damages to determine if thresholds are met.

When Printing: Text boxes are formatted to word wrap. However, if you enter more information than the cell will show, you will need to adjust the cell's size to print all entered information. Print margins are formatted to print all pages as they are currently formatted. If you only have four sites out of a possible 15 sites, the informational blocks for 15 sites will still print.

Instructions for the PA-1 and PA-2 PDA forms are available in a separate Word document. The instructions are available at our web site: http://emd.wa.gov. If you need assistance, please contact the Public Assistance Program at 360-570-6305. Submit the forms via e-mail to: publicassist@emd.wa.gov, or fax 360-570-6350.

Submit the PA-1 and PA-2 PDA forms via e-mail to: publicassist@emd.wa.gov, or fax to 360-570-6350. If you need assistance, please contact the Public Assistance Program at 360-570-6305.

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CITY OF MERCER ISLAND

DEBRIS REMOVAL UPDATE

Date, TIME

EMERGENCY INFORMATION LINE 206-275-7600

www.mercergov.org   Listen to KIRO 710 AM

MIHS Radio Station 88.9 FM and 94.5FM

Debris Removal – Mercer Island, WA

City wide debris removal will begin full scale on [date].

According to [who?], "This will be a long, extensive process with over XXX million cubic yards of debris to be removed that could take up to XXX months. We are asking the public to follow the guidelines for debris separation and ask for their patience and cooperation during this huge undertaking."

Property owners are responsible for all clean-up on private property. Debris should be piled on the public right of way.

Separate debris in the following three categories:

- Vegetative (limbs, tree trunks, etc.)
- Construction & Demolition (lumber, plywood, insulation carpet, etc.)
- White Goods (refrigerators, stoves, etc.)

DO NOT mix any household garbage with debris.

DO NOT place anything on or near water meters or fire hydrants.

Be cautious of placement and height of debris piles relative to power lines.

CRI+IGEN

Debris Management and Neighborhood Collection Site Requirements

The following is a summary of the draft debris management site requirements and review/activation process identified by the project team with guidance from the Snohomish Health District, Seattle-King County Health Department, and Tacoma-Pierce County Health Department.

Neighborhood Collection Site Requirements

A neighborhood collection site is a temporary solid waste handling site used to consolidate debris within a local jurisdiction or area for transfer to a debris management site (DMS) or a permanent solid waste handling facility. Neighborhood collection sites should be developed and operated using the Washington State Department of Ecology's Intermediate Solid Waste Handling Facility Standards under WAC 173-350-310[15] as guidance. Design standards for neigh hood collection sites include:

- Control public access and prevent unauthorized vehicular traffic and illegal dumping of waste.
- All containers used to store debris shall be constructed of durable, watertight, and easily cleanable materials with a lid or screen on top that prevents the loss of materials during transport and access by rats and other vermin.
- Provide effective means to control rodents, insects, birds and other vectors.
- Provide effective means to control litter.
- Provide pollution control measures to protect surface and ground waters, including runoff collection and discharge designed to handle a twenty-five-year storm as defined in WAC 173-350-100, and equipment cleaning and washdown water
- Provide pollution control measures to protect air quality
- Provide all-weather surfaces for vehicular traffic
- Meet performance standards of WAC 173-350-040

It is recognized that some of these standards may not apply to neighborhood collection sites or may not be applicable to a site depending a variety of operating conditions.

As part of the Solid Waste Handling Facility Standards, Jurisdictions will develop an operating plan for each neighborhood collection site. An operating plan template for neighborhood collection sites is included as attachment B to this summary.

Debris Management Site Requirements

A debris management site is a temporary solid waste handling site used to collect, sort, and reduce debris, including special waste, prior to final recycling or disposal. DMSs should be developed and operated using the Washington State Department of Ecology's "Pile" Standards

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[15] http://apps.leg.wa.gov/wac/default.aspx?cite=173-350-310

under WAC 173-350-320[16] and Moderate Risk Waste Handling under WAC 173-350-360 (if moderate risk waste is accepted) as guidance. Design standards for DMS include:

- Identify the maximum waste capacity, elevation and boundaries of the site prior to operation.
- Control public access and prevent unauthorized vehicular traffic and illegal dumping of waste.
- Provide effective means to control rodents, insects, birds and other vectors.
- Provide effective means to control litter.
- Provide pollution control measures to protect air quality
- Provide all-weather surfaces for vehicular traffic
- Meet the performance standards of WAC 173-350-040
- All piles shall be designed to:
  - Control public access
  - Comply with the uniform fire code as implemented through the local fire control agency
  - Minimize vector harborage to the extent practicable
  - Provide all-weather approach roads and exits
- Piles of putrescible waste, contaminated soils or dredged material, or waste determined by the jurisdictional health department/district to be likely to produce leachate posing a threat to human health or the environment shall also:
  - Place waste on a sealed surface, such as concrete or asphaltic concrete, to prevent soil and ground water contamination. The surface shall be durable enough to withstand material handling practices.
  - Control run-on and runoff from a twenty-five-year storm, as defined in WAC 173-350-100.

It is recognized that some of these standards may not apply to debris management sites or may not be applicable to a site depending a variety of operating conditions. In general, putrescible and municipal solid waste will not be stored or handled at a DMS.

DMS and Neighborhood Collection Site Review and Activation Process

Meeting participants identified the following process for site review and identification:

- Jurisdictions complete a Site Inventory/Investigation of Site Suitability Form (attachment A) for each potential neighborhood collection site or debris management site.
- Site inventories are provided to Health Department/District for cursory review.
- During event jurisdiction submits "notice of intent to operate" prior to site activation (attachment D).
- Jurisdiction verifies baseline site evaluation prior to activation

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[16] http://apps.leg.wa.gov/WAC/default.aspx?cite=173-350-320

Attachment A

Debris Management Site Inventory

Investigation of Site Suitability

Site Name: **Parcel Number**
Site Address: **Site Coordinates:**   **N**
Estimated Property Size: acres   **W**
Site Owner:
Ownership Type: ☐ Jurisdiction Property   ☐ County Property   ☐ Private Property
☐ Other (describe)
Owner Address:
Owner Phone:
Owner Email:

Site and Neighboring Properties Characterization

Characteristic	Comments
Current Use	
Proposed Future Land Use	
Current Land use/Zoning	
Restoration Time Requirements	
Proximity to School, Church, or Community Center	
Property Topography	
Environmental Considerations	
Open Water or Wetlands	
Proximity to Ground Water Wells (wellhead protection area)	
Within 100-year floodplain	
Soil/Slope Integrity	
Surface Water Drainage	
Suitable for use in wet weather	
Prevailing Wind Direction	
Brownfield Site	
Superfund Site	
Archeological or Historic Properties or Artifacts	
Underground Utilities (water, wastewater, natural gas, electricity)	
Noise Control Buffer	
Adjacent to Airport/Airfield	
Access to Electrical Service	
Access to Water Service	
Access to Sewer Service	
Existing Lighting	
Traffic Ingress/Egress Capacity	
Transportation accessibility (topography, traffic congestion)	
Capable of Accepting Heavy Trucks (site and neighboring roads)	
Proximity to Major Roadway	
Fencing and Other Security Features	

Site Preparation Level of Effort   ☐ High   ☐ Medium   ☐ Low
Suitability to Wet Weather   ☐ High   ☐ Medium   ☐ Low
Ability to Serve Spatial Area   ☐ High   ☐ Medium   ☐ Low

Recommended Uses for This Site:
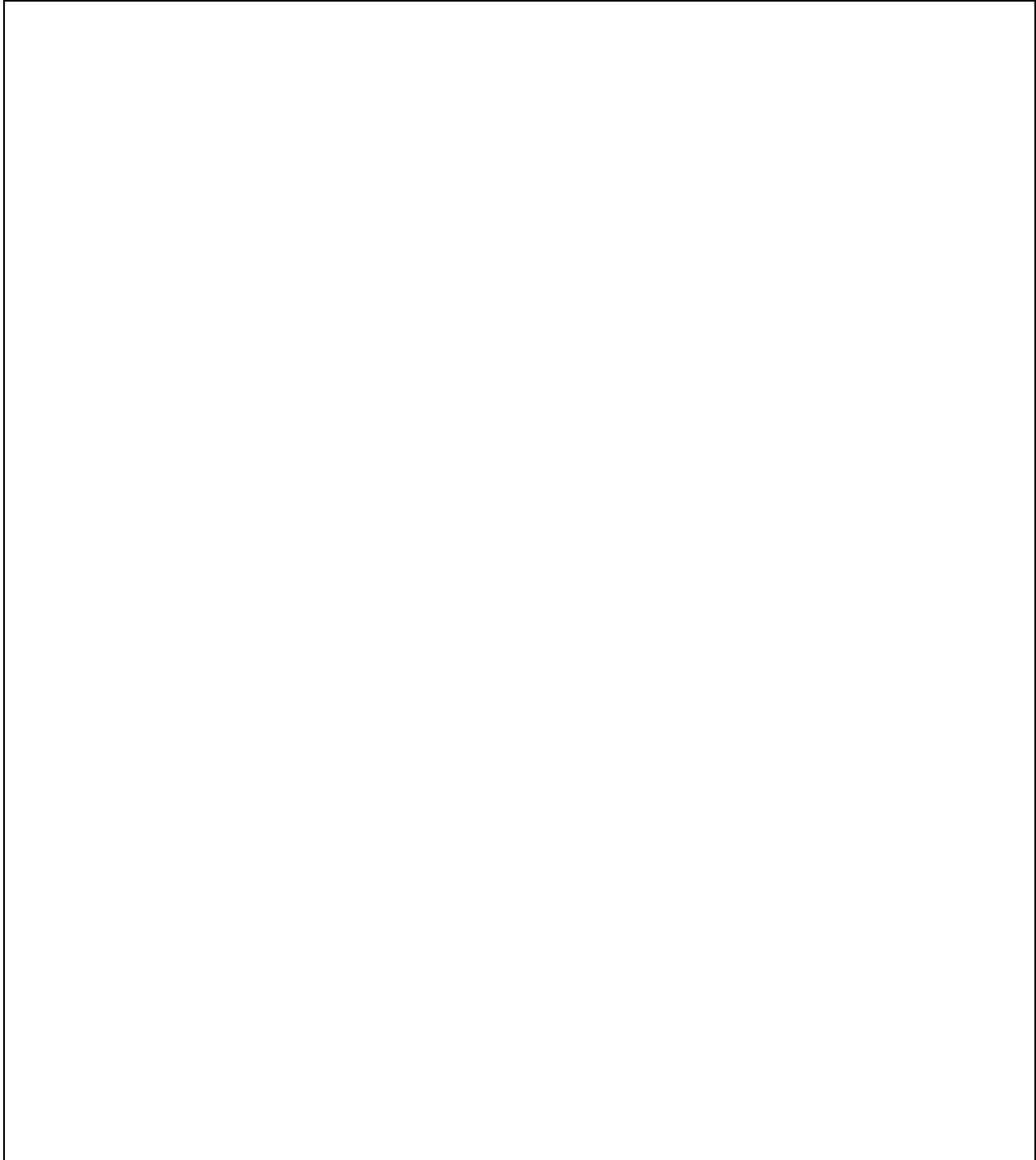
☐ C&D   ☐ Vegetative   ☐ White Goods
☐ Hazardous Waste   ☐ Other (describe)

Reduction Methods Acceptable for This Site:
☐ Open Burning   ☐ Incineration
☐ Grinding   ☐ Other (describe)

Site Map: Please indicate intended use areas, traffic management patterns, utilities, and any other elements that will involve or impact operation of the site.

List Jurisdictions that could utilize this site:

Closest Recycling Facility Available to This Site:

Closest Yard Waste/Composting Facility Available to This Site:

Closest CDL Facility Available to This Site:

Closest Transfer Station Available to This Site:

Closest Landfill Available to This Site:

Date of Site Survey:

List pictures or other observations taken during site visit:

Potential Site Rating ☐ Primary ☐ Secondary ☐ Tertiary

Attachment B

Neighborhood Collection Site Operating Plan

1.1 Summary

The City of Mercer Island has 8 pre-designated locations that will serve as Neighborhood Collection Site (NCS) and Debris Management Sites (DMS). The facility provides service to the local residential population. This Plan of Operation provides a description of the procedures that the City of Mercer Island will use to operate the site.

1.1.1 Operation Summary

The NCS consists of an asphalt unloading area. Customers back up to a curb at the edge of the unloading area and deposit their solid waste. Debris is picked up and transported to and dumped at a permitted disposal site in King County.

1.1.2 Regulatory Compliance

The NCS should meet the applicable regulatory requirements of WAC Chapter 173-350-310 "Intermediate Solid Waste Handling Facilities." The following sections briefly outline the WAC requirements and how they have been addressed.

1.1.2.1 WAC 173-350-310 Intermediate Solid Waste Handling Facilities

This document will serve as the operating plan identified in WAC 173-350-310. As defined in the WAC "The plan shall describe the facility's operation and shall convey to site operating personnel the concept of operation intended by the designer. The plan of operation shall be available for inspection at the request of the jurisdictional health department. If necessary, the plan shall be modified with the approval, or at the direction of the jurisdictional health department. Each plan of operation shall include the following:"

a. A description of the types of solid wastes to be handled at the facility; see section 2.4
b. A description of how solid wastes are to be handled on-site; see section 2.6
c. A description of the procedures used to ensure that dangerous waste and other unacceptable waste are not accepted at the facility; see section 2.11
d. Safety and emergency plans; see section 2.8 and 2.10
e. A description of how equipment, structures and other systems are to be inspected and maintained, including the frequency of inspection and inspection logs; see section 3.1
f. For putrescible wastes, an odor management plan describing the actions to be taken to control nuisance odors; not applicable as waste will be removed from the NCS daily.
g. The forms used to record volumes or weights; see section 3.2
h. Other such details to demonstrate that the facility will be operated in accordance with this subsection and as required by the jurisdictional health department.

1.1.2.2 WAC 173-350-310 (5) (a) (ii) Operating Standards for Drop Box Facilities

Operations at this facility will meet the requirements of WAC 173-350-310 (5) (a) (ii) Operating Standards for Drop Box facilities:

a. Be serviced as often as necessary to ensure adequate dumping capacity always. Storage of waste outside the drop boxes is prohibited;
b. Be protective of human health and the environment;
c. Control rodents, insects, and other vectors;

d. Control litter;

e. Prohibit scavenging;

f. Control dust;

g. For putrescible waste, control nuisance odors; and

h. Have a sign that identifies the facility and shows at least the name of the site, and, if applicable, hours during which the site is open for public use, what materials the facility does not accept, and other necessary information posted at the site entrance;

2 OPERATIONS

2.1 Hours

The NCS will be open during daylight hours. The site hours may be and could be revised to meet operational needs.

2.2 Staffing

The NCS will be staffed by one or more staff responsible for observing and measuring refuse loads, keeping the site free of litter and debris, contacting the hauler when drop box containers are full and contacting the appropriate authorities in case of emergency.

2.3 Vehicle Traffic

All vehicles using the Neighborhood Collection Site (NCS) will enter and exit the site following the designated signage.

2.4 Allowable Materials

These sites will only handle the following types of debris:

- Construction, Demolition, and Land-clearing debris
- Vegetative debris
- Municipal Solid Waste
- Putrescible
- Solid, Mud, and Sand

2.5 Site Operations

Debris will be transported to the site by citizens and unloaded by citizens. Debris will be emptied at a permitted facility when full.

2.5.1 Debris Movement

Vehicles will back up to a curb in the unloading area and dump debris into the drop box containers. Scavenging will not be permitted at the site. Customers are instructed to keep small children and animals in their vehicles when at the facility.

2.5.2 Cleaning

Site staff will be responsible for picking up debris and litter at the site, sweeping the concrete area and sweeping and raking spilled debris. Debris and spilled refuse will be placed in the drop box containers.

2.6 Site Controls

Any nuisance conditions at the sites will be referred to the Mercer Island Police Department.

2.6.1 Site Access

Fences will be used to prevent unauthorized access to the site.

2.6.2 Vector Control

Waste will be removed from the NCS daily. NCS site grounds will be kept clean by operating personnel. No formal vector or pest controls beyond removing the waste daily and maintaining the NCS site in a clean & sanitary condition are anticipated.

2.6.3 Bird Hazards

No bird hazards are anticipated for this NCS site. Waste will be removed from the NCS daily. NCS site grounds will be kept clean by operating personnel. No bird controls beyond removing the waste daily and maintaining the NCS site in a clean & sanitary condition are anticipated.

2.6.4 Nuisance Odors

Waste will be removed from the NCS daily. NCS site grounds will be kept clean by operating personnel. No nuisance odors are anticipated as all waste will be removed by the end of each day and the site will be maintained in a clean & sanitary condition.

2.6.5 Storm water runoff

Storm water impacts from this temporary NCS site are not anticipated as the drop boxes & waste unloading activities will be located on an impervious surface area and wastes will be immediately loaded into the drop boxes. Spilled waste at this temporary NCS site will be swept up or otherwise picked up on an ongoing basis during site operations and all wastes will be removed by the end of each day.

2.7 Safety

The City of Mercer Island follows all OSHA and WISHA regulations.

2.8 Emergency Plans and Procedures

The general types of emergency conditions that may occur include fire and explosions. A list of emergency phone numbers and contacts will be kept at the facility and updated annually.
The general response to an emergency is:

- Assess the conditions and the impact on public health and operation of the facility.
- Determine the immediate response required about public health and safety considerations.
- Notify the appropriate personnel, utilities and regulatory agencies as soon as possible.
- Take corrective action to restore the facility to normal operation.

Emergency telephone numbers include:

- Fire Department 911
- Police Department 911
- Police Dispatch Non-Emergency 425-577-5656
- Mercer Island Police general information 206-275-7610
- King County Health Department 206-296-4600
- Department of Ecology (360) 407-6300

The nearest hospital is Overlake Hospital, which is in Bellevue, Washington.

Overlake Hospital Medical Center
1035 116th Ave. NE
Bellevue, WA 98004
425-688-5000

2.8.1 Fire

Immediate fire protection for the site will be provided by portable fire extinguishers. Staff will be familiar with the location of the fire extinguishers and trained in their use. All fire extinguishers will be inspected annually. Any smoldering debris found at the facility will be extinguished by portable fire extinguisher. The waste will then be turned over and allowed to cool. All debris must be completely extinguished. In case of a major fire, the public will be evacuated, all personnel will leave the area and the local fire department will be notified. The site will be closed to all be emergency vehicles.

2.8.2 Explosions

The most likely source of explosion is reactive or explosive waste inadvertently disposed of by the public. This could include small amounts of hazardous wastes, containers of gasoline or other explosive liquid, fireworks or ammunition. To minimize the potential for these occurrences, waste coming into the site will be observed by site staff. If suspicious containers or materials are noted, the local fire department will be contacted regarding proper removal and disposal.

If an explosion occurs at the drop box facility, eliminating any possible ignition sources, such as vehicles and open flames, and evacuating the area will prevent the potential for further explosions and injury. Anyone injured by an explosion will be given first aid and the fire department or paramedics will be contacted immediately. The gates to the facility will be closed to all but emergency vehicles.

2.9 Hazardous Waste

No hazardous waste, whether HHW or regulated business waste should be handled through the NCS site. Residents or businesses that bring hazardous waste to the NCS will be directed to take the material to one of the fixed moderate risk waste (MRW) collection facilities or other suitable debris management sites. If hazardous waste is found in the drop box containers, access to the area will be restricted. Any flames or other potential sources of ignition will be removed from the area. The local health department and appropriate regulatory agencies will be notified. A hazardous waste materials response team will be called to investigate the waste and determine how to remove it.

Debris from private vehicles may contain some small amounts of household hazardous waste. Visual inspection of the materials cannot be expected to remove all quantities. However, large and substantial amounts of hazardous waste will be strictly prohibited from the neighborhood collection facility unless the facility is configured to handle and process this type of waste.

2.10 Spill Control Plan

The NCS will not accept liquids or barrels that may contain liquids. Liquid spills must be prevented from getting into storm drains. If a liquid spill is noticed at the site, the following actions will be taken:

- Restrict access to the area by the public.
- Berm off the area with absorbent material, such as newspaper and cardboard that is available at the site and prevent the liquid from reaching the storm water drains or runoff ditches.
- Call a hazardous materials response team to investigate the liquid and determine how to remove it
- If the liquid spilled is determined to be oil or hazardous material, notify the Washington State Department of Ecology at 1-425-649-7000 and the King County Health Department 206-296-4600.
- If the liquid spilled is determined to be non-hazardous, dispose of wet absorbent material in the drop boxes.
- If necessary, clean the floor to remove any contaminants.

2.11 Closure

2.11.1 General

The NCS will have a limited operational life based on the needs of the debris causing incident. The final disposition of the site facilities and closure of the site will depend on the pre-disaster use and the future use of the site. In general sites will be returned to their pre-use condition. The following section presents a general closure plan for the facility.

2.11.2 Closure Procedure

- Any structures or machinery used to operate the site will be removed.
- All waste will be removed from the site.
- New utilities installed as part of site development would be disconnected and the structures supporting them removed. This would include telephone and electricity.
- The Neighborhood Collection Site (NCS) would be graded to a smooth surface or pre-existing contours. For unpaved portions of the site that were disturbed, a topsoil mixture would be applied, and a natural vegetative mix would be seeded over the area. Alternatively, the site could be paved and/or developed for its next use.
- Paved surfaces will be swept clean / returned to pre-existing conditions. Storm water catch basins shall be inspected and cleaned of accumulated debris if necessary.

3 FACILITY INSPECTIONS, RECORD KEEEPING AND REPORTING

3.1 Inspections

The City of Mercer Island will conduct site inspections daily / weekly during the life of this NCS to maintain the facility in good operating order and identify items needing maintenance. An inspection sheet will be filled out for each inspection and will be kept on site in a logbook.

3.2 Record keeping

Daily records will be kept of the amount and type of solid waste delivered to and removed from the site tracking the following factors:

- Waste delivered by the public will be documented.
- The number and type of vehicles coming to the site
- Address where each load of debris originated from

A Daily Site Activity Form should be included as an attachment to this document[17].

3.3 Reporting

A report will be prepared and submitted to the King County Health Department in accordance with WAC 173-350-310 following the closure of the site. If the site is operated longer than one-year annual reports will be provided. The report will describe facility activities for the previous year and will contain the following minimum information:

- Facility name and address
- Calendar year reported
- Annual quantity and type of debris received

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[17] A sample daily site activity log is included as attachment G to this document.

Attachment C

Debris Management Site Operating Plan

1.1 Summary

The City of Mercer Island has 8 pre-designated locations to serve as Debris Management Sites (DMS) and Neighborhood Collections Sites (NCS). The facility provides service to the regional area and may be a collection hub for neighborhood collection sites. This Plan of Operation provides a description of the procedures that the City of Mercer Island will use to operate the sites.

1.1.1 Operation Summary

The debris management site (DMS) consists of an unloading area where debris collection vehicles may unload their debris for sorting. Separate areas are defined for debris storage, moderate risk waste, incineration, and grinding. There is an area where the public can back up to a curb at the edge of the unloading area and deposit their debris for sorting. Debris is removed from the site by a hauler and transported to a permitted recycling or disposal site in King County.

1.1.2 Regulatory Compliance

The site is designed, whenever possible, to meet the applicable regulatory requirements of WAC Chapter 173-350-320 "Piles Used for Storage or Treatment" and 173-350-360 "Moderate Risk Waste Handling" (if moderate risk waste is handled). The following sections briefly outline the WAC requirements and how they have been addressed.

1.1.2.1 WAC 173-350-320 Piles Used for Storage or Treatment

This document will serve as the operating plan identified in WAC 173-350-320 "Piles Used for Storage or Treatment". As defined in the WAC the jurisdiction will "Develop, keep and abide by a plan of operation approved as part of the permitting process. The plan shall describe the facility's operation and shall convey to the site operating personnel that concept of operation intended by the designer. The plan of operation shall be available for inspection at the request of the jurisdictional health department. If necessary, the plan shall be modified with the approval, or at the direction of the jurisdictional health department. Each plan of operation shall include the following:"

a. A description of the types of solid waste to be handled at the facility;
b. A description of how solid wastes are to be handled on-site during the facility's life including:
   i. The maximum amount of waste to be stored or treated in pile(s) at the facility;
   ii. Methods of adding and removing waste from the pile and equipment used;
c. A description of how equipment, structures and other systems are to be inspected and maintained, including the frequency of inspection and inspection logs;
d. Safety and emergency plans;
e. Forms to record weights or volumes; and
f. Other such details to demonstrate that the facility will be operated in accordance with this subsection and as required by the jurisdictional health department.

1.1.2.1 WAC 173-350-360 Moderate Risk Waste Handling

Debris management sites accepting and handling moderate risk waste will use the guidance under WAC 173-350-360 "Moderate Risk Waste Handling" subsection (2) "Mobile Waste Systems and Collection Events". WAC 173-350-360 subsection (2) specifies that: "In accordance with RCW 70.95.305, the operation of mobile systems and collection events are subject solely to the requirements of (a) through (n) of this subsection and are exempt from solid waste handling permitting. An owner or operator that does not comply with the terms and conditions of this subsection is required to obtain a permit from the jurisdictional health department and shall comply with the applicable requirements for a moderate risk waste handling facility. In addition, violations of the terms and conditions of this subsection may be subject to the penalty provisions of RCW 70.95.315. Owners and operators of mobile systems and collection events shall:

a. Notify the department[18] and the jurisdictional health department of the intent to operate a mobile system or collection event at least thirty days prior to commencing operations. The notification shall include a description of the types and quantities of moderate risk waste (MRW) to be handled;[19]

b. Manage mobile systems or collection events in compliance with the performance standards of WAC 173-350-040;

c. Record the weights or gallons of each type of MRW collected, number of households and conditionally exempt small quantity generators served, and type of final disposition (e.g., reuse, recycled, treatment, energy recovery, or disposal). Records shall be maintained for a period of five years and will be made available to the department or jurisdictional health department on request;

d. Ensure that the MRW at a mobile system or collection event is handled in a manner that:
   i. Prevents a spill or release of hazardous substances to the environment;
   ii. Prevents exposure of the public to hazardous substances; and
   iii. Results in delivery to a facility that meets the performance standards of WAC 173-350-040;

e. Ensure that incompatible wastes are not allowed to come into contact with each other;

f. Ensure that containers holding MRW remain closed except when adding or removing waste to prevent a release of MRW through evaporation or spillage if overturned;

g. Ensure that containers holding MRW have legible labels and markings that identify the waste type;

h. Ensure that containers holding MRW are maintained in good condition (e.g., no severe rusting or apparent structural defects);

i. Ensure that personnel are familiar with the chemical nature of the materials and the appropriate mitigating action necessary in the event of fire, leak or spill;

j. Control public access and prevent unauthorized entry;

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[18] Activation of a debris management site will trigger local health department/district notification only and not the Washington Department of Ecology.

[19] Due to the nature of disaster debris operations a thirty-day notification is not possible. Jurisdictions will notify their health department/district whenever a debris management site is activated.

k. Prepare and submit a copy of an annual report to the department and the jurisdictional health department by April 1st on forms supplied by the department. The annual report shall detail the collection activities during the previous calendar year and shall include the following information:

i. Name of owner or operator, and locations of all collection sites;

ii. Calendar year covered by the report;

iii. Annual quantity and type of MRW, in pounds or gallons by waste type;

iv. Number of households and conditionally exempt small quantity generators (CESQGs) served;

v. Type of final disposition (e.g., reuse, recycled, treatment, energy recovery, or disposal); and

vi. Any additional information required by written notification of the department;

l. Allow inspections by the department or the jurisdictional health department at reasonable times;

m. Notify the department and the jurisdictional health department of any failure to comply with the terms and conditions of this subsection within twenty-four hours; and

n. Mobile collection systems using truck or trailers with concealed construction, permanently attached to a chassis may require a commercial coach insignia if subject to chapter 296-150C WAC, administered by the department of labor and industries.

2 GENERAL OPERATIONS

2.1 Hours

The debris management site (DMS) will be open during daylight hours.

2.2 Staffing

The debris management site will be staffed during daylight hours by one or more staff that will observe and measure refuse loads, keep the site free of litter and debris, and manage other specialized debris operations depending on what debris is collected and processed at the site.

2.3 Vehicle Traffic

Debris hauling vehicles using the debris management site (DMS) facility will enter and exit the site following the designated signage.

2.4 Allowable Materials

The DMS sites will handle the following types of debris:

- Construction, Demolition, and Land-clearing debris
- Vegetative debris
- E-waste
- Moderate Risk Waste
- Hazardous Waste
- Municipal Solid Waste
- Putrescible
- Solid, Mud, and Sand
- Vehicles and Vessels

□   White Goods

2.5 Site Operations

Debris will be transported to the site by debris hauling vehicles as well as citizens. Debris will be sorted on site, and segregated for disposal, reduction (grinding/shredding), or incineration. Segregated debris will be hauled to a permitted recycling/disposal facility. Figure X shows an operational site layout map for this site.
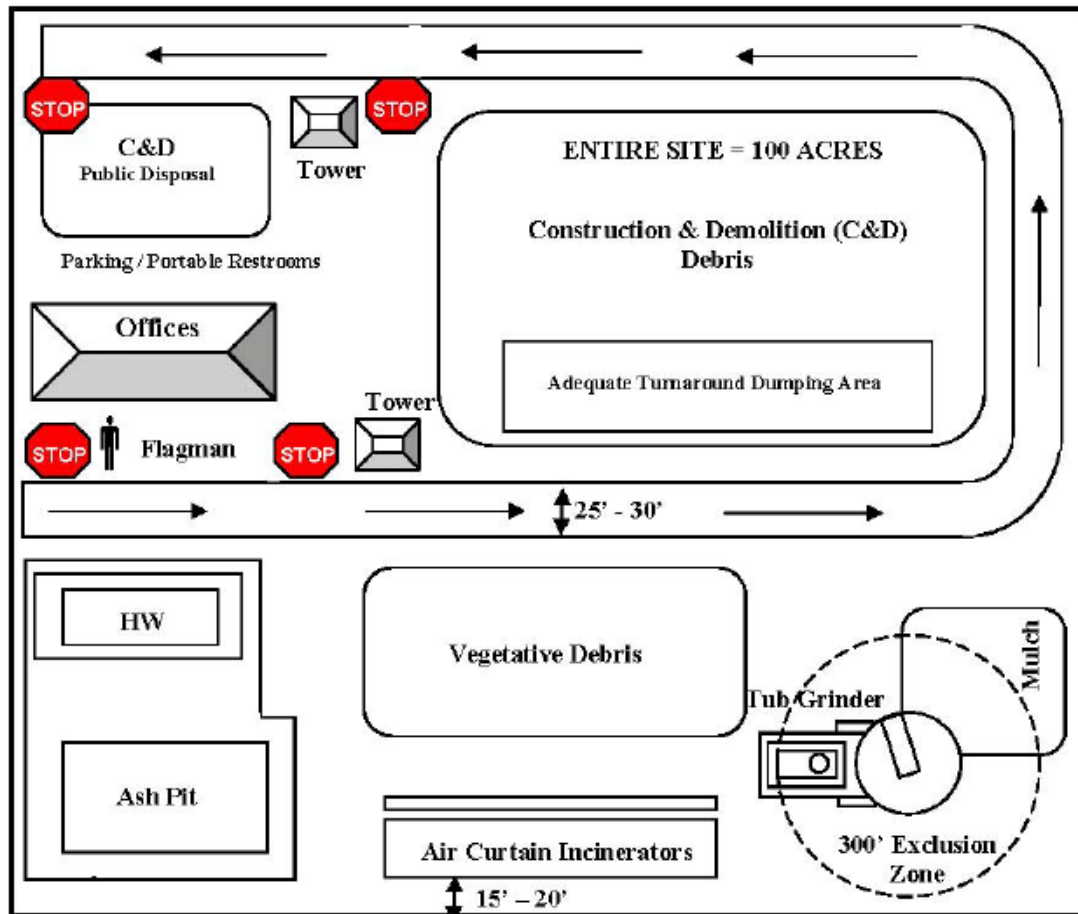
The maximum amount of debris allowable on site will be dictated by the number of containers on-site.

2.5.1 Debris Movement

Vehicles will unload debris onto the tipping floor. Scavenging will not be permitted at the site. Customers are instructed to keep small children and animals in their vehicles when at the facility.

2.5.2 Cleaning

Site staff will be responsible for picking up debris and litter at the site, sweeping the concrete area and sweeping and raking spilled debris. Debris and spilled refuse will be cleaned up to maintain site cleanliness.

2.6 Debris Processing Activities

2.6.1 Recyclable Processing

Recyclable Debris will be accepted and loaded into drop boxes labeled for each different recyclable material. Site staff will contact the hauler when the drop boxes are full for transport to a regional debris management site.

2.6.2 Construction, Demolition, and Land-clearing Debris Processing

Construction, demolition, and land clearing (CDL) debris will be accepted in a specific area or drop box containers identified for CDL debris. Site staff will contact the hauler when the drop boxes are full for transport to a regional debris management site.

2.6.3 Vegetative Debris Processing

Vegetative debris will be accepted in a specific area or drop box containers. Site staff will contact the hauler when the drop boxes are full for transport to a regional debris management site.

2.6.4 Electronic Waste Processing

Electronic waste debris will be accepted in a specific area or drop box containers. Site staff will contact the hauler when the drop boxes are full for transport to a regional debris management site.

2.6.5 Moderate Risk Waste Processing

Moderate risk waste (MRW) will be accepted at a designated MRW handling area by specifically trained site staff. MRW will be processed and stored on-site until it can be transported to a regional MRW processor.

2.6.6 Putrescible Debris Processing

Putrescible debris will be accepted in specific drop box containers. Site staff will contact the hauler when the drop boxes are full for transport to a regional debris management site.

2.6.7 White Goods Processing

White goods will be accepted and stored in specific area of the site. Site staff will contact a white goods processor if they have white goods for pickup and processing.

2.6.8 Debris Reduction

Several methods can be used to reduce the mass or volume of debris prior to final recycling or disposal.

2.6.8.1 Incineration

Curtain pit incineration, portable incinerators, and controlled incineration may all be used to reduce debris volume. Because of air quality concerns in the Region, incinerating debris is not generally considered a viable reduction strategy. The decision to use incineration as a reduction strategy for some types of debris would be made by the Puget Sound Clean Air Agency.

2.6.8.2 Debris Grinding

Chipping and grinding reduces the volume of some debris types by as much as 75 percent. This method is commonly used to reduce the volume of disaster debris, including vegetative debris, construction demolition debris, plastics, rubber, and metals. Clean wood can also be reduced and used for mulch, and other debris such as plastic and metals can be chipped to reduce the overall volume of the material prior to transportation or disposal. The benefit of using a reduction method can be increased by identifying alternate uses for the residual material. The ability to use recycled wood chips as mulch for agricultural purposes, fuel for industrial heating, or in a cogeneration power plant helps to offset the cost of the chipping and grinding operations. Jurisdictions using chipping and grinding to reduce the volume of vegetative debris must be careful to ensure that contaminants such as plastics, soil and rocks, and special wastes are not present in the vegetative debris to be processed. Care must also be taken when reducing construction and demolition debris to ensure that it does not contain hazardous materials such as asbestos.

2.7 Site Controls

The following strategies will be used to mitigate nuisance conditions at the sites. Nuisance conditions at the sites will be referred to the Mercer Island Police Department.

2.7.1 Site Access

Fences will be used to prevent unauthorized access to the site.

2.7.2 Vector Control

Not Applicable

2.7.3 Bird Hazards

Not Applicable

2.7.4 Nuisance Odors

Not Applicable

2.7.5 Storm water runoff

Earthen berms will be used as necessary to contain storm water on the site.

2.8 Safety

The City of Mercer Island follows all OSHA and WISHA regulations.

2.9 Emergency Plans and Procedures

The general types of emergency conditions that may occur include fire and explosions. A list of emergency phone numbers and contacts will be kept at the facility and updated annually.
The general response to an emergency is:

- Assess the conditions and the impact on public health and operation of the facility.
- Determine the immediate response required about public health and safety considerations.
- Notify the appropriate personnel, utilities and regulatory agencies as soon as possible.
- Take corrective action to restore the facility to normal operation.

Emergency telephone numbers include:
- Fire Department 911
- Police Department 911
- Police Dispatch Non-Emergency 425-577-5656
- Mercer Island Police general information 206-275-7610
- King County Health Department 206-296-4600
- Department of Ecology (360) 407-6300

The nearest hospital is Overlake Hospital, which is in Bellevue, Washington.

Overlake Hospital Medical Center
1035 116th Ave. NE
Bellevue, WA 98004
425-688-5000

2.9.1 Fire

Immediate fire protection for the site will be provided by portable fire extinguishers. Staff will be familiar with the location of the fire extinguishers and trained in their use. All fire extinguishers will be inspected annually. Any smoldering debris found at the facility will be extinguished by portable fire extinguisher. The waste will then be turned over and allowed to cool. All debris must be completely extinguished. In case of a major fire, the public will be evacuated, all personnel will leave the area and the local fire department will be notified. The site will be closed to all be emergency vehicles.

2.9.2 Explosions

The most likely source of explosion is reactive or explosive waste inadvertently disposed of by the public. This could include small amounts of hazardous wastes, containers of gasoline or other explosive liquid, fireworks or ammunition. To minimize the potential for these occurrences, waste coming into the site will be observed by site staff. If suspicious containers or materials are noted, the local fire department will be contacted regarding proper removal and disposal.

If an explosion occurs at the debris management site facility, eliminating any possible ignition sources, such as vehicles and open flames, and evacuating the area will prevent the potential for further explosions and injury. Anyone injured by an explosion will be given first aid and the fire department or paramedics will be contacted immediately. The gates to the facility will be closed to all but emergency vehicles.

2.10 Hazardous Waste

Site staff are responsible for observing debris delivered to the site. If any suspicious debris is observed, the staff member will question the customer delivering the debris and may refuse to accept the load.

If hazardous waste is found in the debris management site containers, access to the area will be restricted. Any flames or other potential sources of ignition will be removed from the area. The local health department and appropriate regulatory agencies will be notified. A hazardous waste materials response team will be called to investigate the waste and determine how to remove it.

Debris from private vehicles may contain some small amounts of household hazardous waste. Visual inspection of the materials cannot be expected to remove all quantities. However, large

and substantial amounts of hazardous waste will be strictly prohibited from the debris management site unless the facility is configured to handle and process this type of waste.

2.11 Spill Control Plan

Liquid spills must be prevented from getting into storm drains. If a liquid spill is noticed at the site, the following actions will be taken:

- Restrict access to the area by the public.
- Berm off the area with absorbent material, such as newspaper and cardboard that is available at the site and prevent the liquid from reaching the storm water drains or runoff ditches.
- Call a hazardous materials response team to investigate the liquid and determine how to remove it
- If the liquid spilled is determined to be oil or hazardous material, notify the Washington State Department of Ecology at 1-425-649-7000 and the King County Health Department 206-296-4600.
- If the liquid spilled is determined to be non-hazardous, dispose of wet absorbent material in the drop boxes.
- If necessary, clean the floor to remove any contaminants.

2.12 Closure

2.12.1 General

The debris management site will have a limited operational life based on the needs of the debris causing incident. The final disposition of the site facilities and closure of the site will depend on the pre-disaster use and the future use of the site. In general sites will be returned to their pre-use condition. The following section presents a general closure plan for the facility.

2.12.2 Closure Procedure

- Any structures or machinery used to operate the site will be removed.
- New utilities installed as part of site development would be disconnected and the structures supporting them removed. This would include telephone and electricity.
- The debris management site area would be graded to a smooth surface. A topsoil mixture would be applied, and a natural vegetative mix would be seeded over the area, or the site would be paved and developed for its next use.
- As-built plans and a report detailing the closure procedures, signed by a professional engineer registered in the State of Washington would be submitted to the local health department. The report would detail the work performed for the closure, and the plan

3 FACILITY INSPECTIONS, RECORD KEEEPING AND REPORTING

3.1 Inspections

The City of Mercer Island will conduct site inspections annually or as needed to maintain the facility in good operating order and identify items needing maintenance. An inspection sheet will be filled out for each inspection and will be kept on site in a logbook.

3.2 Record keeping

Daily records will be kept of the amount and type of solid waste delivered to and removed from the site tracking the following factors:

- Waste delivered by the public will be documented.
- The number and type of vehicles coming to the site
- Address where each load of debris originated from

A Daily Site Activity Form should be included as an attachment to this document[20].

3.3 Reporting

A report will be prepared and submitted to the King County Health Department in accordance with WAC 173-350-320 following the closure of the site. If the site is operated longer than one-year annual reports will be provided. The report will describe facility activities for the previous year and will contain the following minimum information:

- Facility name and address
- Calendar year reported
- Annual quantity and type of debris received

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[20] A sample daily site activity log is included as attachment G to this document.

Attachment D

Notice of Intent to Operate
Debris Management Site and Neighborhood Collection Site

Site Information

Site Type:	☐ Neighborhood Collection Site ☐ Debris Management Site		
Site Name:		**Parcel Number**	
Site Address:		**Site Coordinates:**	N
Estimated Property Size:	acres		W
Site Owner:			
Ownership Type:	☐ Jurisdiction Property	☐ County Property	☐ Private Property

Agency Operating Site

Agency Name:	**Agency Contact:**
Agency Address:	**Contact Title:**
Contact Phone:	**Contact Email:**

General Description of Activity to be Performed at Site

Submit this form along with the completed Debris Management Site Inventory form and Debris Management or Neighborhood Collection Site Operating Plan to your local health agency.

Attachment E

Daily Site Activity Log

Site Name: **Site Type:** Neighborhood Collection site / Debris Mgmt. Site

Site Location: **Date:**

Time	Vehicle Type: Public or Private	Vehicle # (public/Contract) or License # (private)	Debris weight or volume	Empty Vehicle Weight (if volume recorded by weight)	Location debris originated from	Eligible (Y/N)	Comments

Attachment F: Non-King County and King County Contracts

Non-KC Contracted Companies for Debris Management
(Not Contracted by King County)

Facility Name	Address	Phone	Accepted waste types
La Farge	5400 W. Marginal Way	206-933-5618	Vactro waste, soils, asphalt, street sweepings.
Allied Waste	Spokane Street	425-646-2531	Vactro waste, soils, asphalt, street sweepings.

Facility Name	Type of Debris	Address	Phone
Cedar Grove Composting	Green debris / Leaves	17825 Cedar Grove Rd. Maple Valley, WA 98038	(425) 413-7750
Pacific Top Soils	Green debris / Leaves	Corporate Office: 805 80th St. SW Everett WA 98203	1-800-884-7645

425-337-2700 |
| Bobby Wolford | Green debris, soils, asphalt, concrete | 8624 219th St. SE Woodinville, WA 98072 | (425) 481-1800 |

King County Contracts/Program Partners for Debris Management

Company Name	Type of Debris	Address	Phone
Clean Harbors Environmental	Household Hazardous Debris	26328 79th Ave S

Kent, WA 98032 | 253-639-4240 |
| Total Reclaim | White Goods/Electronics | 2200 6th Ave S

Seattle, WA 98134 | 206-343-7443 |

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Appendix 8 of the 2018 Mercer Island CEMP

Continuity of Operations/ Continuity of Government

Pandemic Influenza Incident Plan

A Preparedness and Response Plan for an Influenza Pandemic and Annex to the Mercer Island Comprehensive Emergency Management Plan

Record of Changes to this Plan[1]

Version Number	Date	Affected Section	Summary of Changes
1.00	07/__/09	All	Pre-production draft completed and distributed to Pandemic Team electronically
2.00	07/__/09	All	Production ready copy of Annex completed and approved for use. All materials included.
3.00	12/__/17	All	Pre-production draft completed and distributed to Pandemic Team electronically

1 For successive versions of this Annex, increments to the left of the decimal point in the version number indicate major changes in content or organization while increments to the right of the decimal point indicate less significant modifications.

TABLE OF CONTENTS

A. Acknowledgements

This plan has been developed through the collaborative efforts of the City of Mercer Island's Emergency Management Office, the City's Pandemic Flu Team and other Cities willing to share their information. Without their commitment and active participation, the completion of this plan would not have been possible.

In particular, the City of Mercer Island wants to thank the City of Issaquah for their assistance and documentation to help the City of Mercer Island build this plan.

The City's Pandemic Flu Team members include:

City of Mercer Island - Pandemic Flu Team

Department	Team Member
Fire Department	Steve Heitman
Human Resources Department	Kryss Segle
Police Department	Jennifer Franklin

B. About This Document

The purpose of the City of Mercer Island's Pandemic Influenza Incident Annex, or "Annex," is to define the non-medical issues and challenges associated with an influenza pandemic and to provide a planning guide so that the City of Mercer Island can continue to provide essential services in the event of an influenza pandemic[2]. This Annex supplements the City of Mercer Island's Comprehensive Emergency Management Plan and Emergency Support Functions already in effect.

Although the threat of an influenza pandemic is the primary catalyst for development of this Annex, the City of Mercer Island may undertake some or all of the measures outlined herein to provide an effective response to any contagious pathogen that achieves pandemic proportions.

The goal of this Annex is to minimize the loss of life, economic and societal disruption, and impact on the provision of essential City services in the event of an influenza pandemic or any contagious biological event.

The Annex begins with background on pandemic influenza and the potential impact an influenza outbreak of pandemic proportions could have on the City of Mercer Island and the Puget Sound

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[2] The terms "influenza pandemic" and "pandemic influenza" are often used interchangeably. Technically, however, influenza pandemic refers to the increased and sustained transmission of the virus among humans, while "pandemic influenza" or "pan flu" refers to the virus itself. This document adheres to the technical definition of these terms.

Region. It goes on to describe how the City of Mercer Island began its process of planning for such an eventuality and the activities it defined as central to its preparations.

Next, the Annex specifies the authorities various state and local officials have with respect to protecting public health and safety. This information is critical to understanding how an influenza pandemic emergency is declared and who has responsibility for activating various emergency plans.

Finally, the Annex describes the specific plans of the City, including goals and assumptions, concept of operations, and organization in terms of assignment of responsibilities. The essential services that must be maintained are identified, along with logistical planning, financial management, and reporting requirements that shall be activated in the event of an influenza pandemic. Specific guidance for implementing the Annex is also included.

C. Background

Local emergency preparedness plans at the City of Mercer Island have traditionally focused on response to natural disasters such as earthquakes. Yet historically, the most significant threat to the world's populations has not been natural disasters, nor war, but disease.

Pandemic influenza is at this time the most significant disease threat we face. Unlike Severe Acute Respiratory Syndrome, or SARS, which first struck between November 2002 and July 2003, where transmission was primarily confined to hospitals and close household contacts, pan flu will spread quickly through a community and across the world. This acute viral illness has an incubation period of one to three days with a period of communicability of up to 24 hours prior to the onset of symptoms to seven days after symptoms develop.

Because influenza pandemics are recurring events, it is not a question of whether there will be another pandemic; it is only a question of when the next one will occur and how severe it will be. The last two influenza pandemics were comparatively mild, but the pandemic of 1918 killed 40,000,000 people worldwide, including more than 500,000 in the United States.

In many respects, we are more vulnerable to an influenza pandemic today than we were in 1918. We travel internationally more and we come in contact with far more people on a daily basis than people in 1918 did. In addition, our population includes more elderly and immune-compromised people (HIV/AIDS, chemotherapy patients, etc.) than it did in the past. Our ability to respond effectively to a pandemic is also compromised. There is very little surge capacity in our health care system today; "just-in-time" ordering of needed supplies has replaced warehousing critical items onsite for most businesses and governmental organizations; and, unlike citizens in 1918, we are not accustomed to following government restrictions, including the rationing of goods and services.

D. Potential Impact of a Pandemic on the City

An influenza pandemic today could have far-reaching negative consequences for the health and well-being of Mercer Island residents and for the economic and social stability of the Puget Sound region.

For example, pandemic influenza has the potential to infect 30 percent or more of the population, with an average of 20 percent of the workforce unable to work for an extended period of time. In an affected community, a pandemic outbreak could last from six to eight weeks.

Multiple waves (periods during which community outbreaks occur across the country) of illness might also occur, with each wave lasting two to three months. Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.

Increased absenteeism among all workers and a requirement to implement social distancing to help delay the spread of a pandemic could place a severe strain on all City services, particularly public safety and health-based services4. Alternative methods of operations may be required.

Effective planning and preparation, however, can minimize the negative impacts of an influenza pandemic, according to the U.S. Centers for Disease Control and Prevention.

Effective planning and preparation, however, can minimize the negative impacts of an influenza pandemic, according to the U.S. Centers for Disease Control and Prevention. **Figure 1** on this page illustrates how planning can delay disease transmission and diminish overall health impacts.
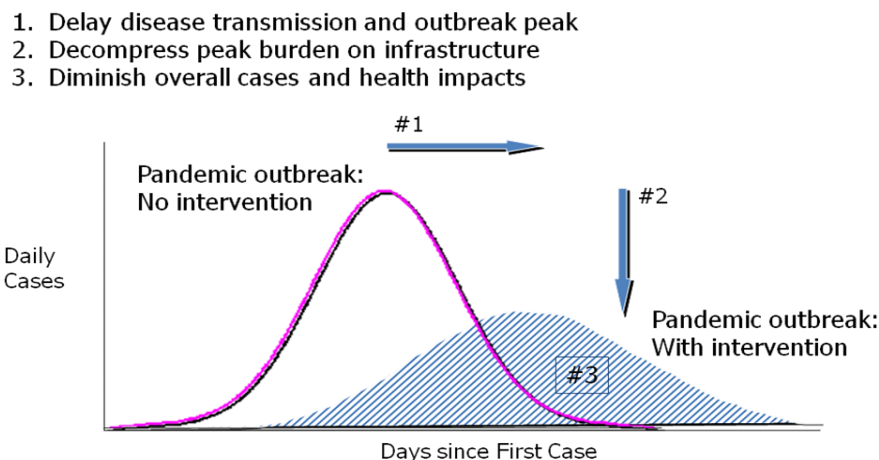
Figure 1: Preparation Reduces Impact of Pandemic

1. City of Mercer Island Preparations

The City of Mercer Island has a responsibility to maintain critical governmental services to the public during an influenza pandemic. The City of Mercer Island's Fire Department has led the City of Mercer Island's pandemic flu preparation and planning efforts since 2006 and has directed the preparation of this Plan, which provides the primary framework for incident planning, response, and recovery in support of maintaining the City's essential services.

The following critical activities, all of which are addressed in this Annex or in the more comprehensive COOP plans of each department, were completed in this second phase of work:

1. Define the essential services that must be maintained during an influenza pandemic.

2. Identify employee positions that must be staffed and functions that must be maintained during an influenza pandemic.

3. Identify a line of succession for all City departments and agencies, with particular emphasis on those departments and agencies that perform essential services.

4. Develop a plan and process for both internal and external communication so that everyone will know what they can and cannot expect of Seattle City government during an influenza pandemic.

5. Develop draft communications, vetted in advance of a pandemic so that they only require minor technical updates from subject matter experts prior to release.

6. Define personnel policies before a pandemic emergency is declared so that the City and its employees will share a clear understanding of expectations and procedures.

7. Develop procedures that limit the spread of illness within the work environment, including social distancing*.

8. Provide appropriate support mechanisms and information for employees regarding self-care and care of family members.

9. Work to ensure there is minimal economic loss to businesses and minimal social disruption to the community.

10. Ensure that the City's Pandemic Flu Plan is internally consistent and coordinated with King County, the State of Washington, and the federal government where appropriate.

By undertaking these activities now, the City of Mercer Island is acting responsibly to help minimize the impact of an influenza pandemic on City residents and to mitigate some of the potentially long-lasting social and economic consequences of such an emergency.

*NOTE: Social distancing refers to a wide variety of strategies intended to produce physical separation between individuals to three or more feet, the distance at which there is a significant decrease in frequency of transmission. It can include measures such as telecommuting, closing schools, canceling mass gatherings, and otherwise decreasing close physical contact between people.

2. Authorities

Developing an influenza pandemic plan at the City level is complicated by the fact that various Washington state and local public officials have overlapping authorities with regard to protecting public health and safety. The City Manager of Seattle, Governor, State Board of Health, State Secretary of Health, King County Executive, local Board of Health, and the Local Health Officer each can issue directives aimed at protecting public health, including increasing social distancing by closing public or private facilities as required to control the spread of the disease.

Following is a description of the relevant authorities of the officials who have a role in protecting public health and safety:

1. Governor of Washington State
The Governor has authority to proclaim a state of emergency after finding that a disaster affects life, health, property, or the public peace. RCW 43.06.010(12). The Governor may assume direct operational control over all or part of local emergency management functions if the disaster is beyond local control. RCW 38.52.050. After proclaiming a state of emergency, the Governor has the authority to restrict public assembly, order periods of curfew, and prohibit activities that he or she believes should be prohibited in order to maintain life and health. RCW 43.06.220.

2. Washington State Board of Health
The State Board of Health has authority to adopt rules to protect the public health, including rules for the imposition and use of isolation and quarantine
and for the prevention and control of infectious diseases. RCW 43.20.050(2). Local
boards of health, health officials, law enforcement officials, and all other officers of the
State or any county, city, or town shall enforce all rules that are adopted by the State
Board of Health. RCW 43.20.050(4).

3. Washington State Secretary of Health
The Secretary of Health shall enforce all laws for the protection of the public health, and all rules, regulations, and orders of the State Board of Health. RCW 43.70.130(3). The Secretary also shall investigate outbreaks and epidemics of disease and advise Local Health Officers about measures to prevent and control outbreaks. RCW 43.70.130(5). The Secretary shall enforce public health laws, rules, regulations, and orders in local matters when there is an emergency and the local board of health has failed to act with sufficient promptness or efficiency, or is unable to act for reasons beyond its control. RCW 43.70.130(4). The Secretary has the same authority as local health officers but will not exercise that authority unless: (a) the Local Health Officer fails or is unable to do so; (b) by agreement with the Local Health Officer or local board of health; or (c) when in an emergency the safety of the public health demands it. RCW 43.70.130(7).

4. King County Executive
The King County Executive may proclaim a state of emergency within the County when, in the judgment of the Executive, extraordinary measures are necessary to protect public peace, safety and welfare. K.C.C. 12.52.030.A.

Under a state of emergency, the Executive may impose curfews, close any or all private businesses, close any or all public buildings and places including streets, alleys, schools, parks,

beaches and amusement areas, and proclaim any such orders as are imminently necessary for the protection of life and property. K.C.C. 12.52.030.B.

5. King County Board of Health

The jurisdiction of local Board of Health is coextensive with the boundaries of the county. RCW 70.05.035.

The local Board of Health shall supervise all matters pertaining to the preservation of the life and health of the people within its jurisdiction. RCW 70.05.060.

The Board shall enforce through the Local Health Officer the public health statutes of the state and the rules promulgated by the State Board of Health and the Secretary of Health. RCW 70.05.060(1).

The Board may also enact such local rules and regulations as are necessary to preserve and promote the public health and to provide the enforcement of those rules and regulations. RCW 70.05.060(3).

6. City Manager of Mercer Island

The City Manager of Mercer Island may proclaim a state of civil emergency within the City when, in the judgment of the City Manager, extraordinary measures are necessary to protect public peace, safety and welfare.

Under a state of civil emergency, the City Manager may impose curfews, close any or all business establishments, close any or all public buildings and places including streets, alleys, schools, parks, beaches and amusement areas, direct the use of all public and private health, medical and convalescent facilities and equipment to provide emergency health and medical care for injured persons, and proclaim any such orders as are imminently necessary for the protection of life and property.

7. Local Health Officer

The Local Health Officer acts under the direction of the local Board of Health. RCW 70.05.070. (King County Department of Health)
The Local Health Officer enforces the public health statutes, rules and regulations of the state and the local Board of Health. RCW 70.05.070(1).

The Local Health Officer has the authority to control and prevent the spread of any dangerous, contagious or infectious diseases that may occur within his or her jurisdiction. RCW 70.05.070(3).

The Local Health Officer shall, when necessary, conduct investigations and institute disease control measures, including medical examination, testing, counseling, treatment, vaccination, decontamination of persons or animals, isolation, quarantine, and inspection and closure of facilities. WAC 246-100-036(1).

The Local Health Officer may initiate involuntary detention for isolation and quarantine of individuals or groups pursuant to provisions of state regulations. WAC 246-100-040 through -070.

The Local Health Officer has the authority to carry out steps needed to verify a diagnosis reported by a health care provider, and to require any person suspected of having a reportable disease or condition to submit to examinations to determine the presence of the disease. The Local Health Officer may also investigate any suspected case of a reportable disease or other condition if necessary, and require notification of additional conditions of public health importance occurring within the jurisdiction. WAC 246-101-505(11).

The Local Health Officer shall establish, in consultation with local health care providers, health facilities, emergency management personnel, law enforcement agencies, and other entities deemed necessary, plans, policies, and procedures for instituting emergency measures to prevent the spread of communicable disease. WAC 246-100-036(1).

The Local Health Officer may take all necessary actions to protect the public health in the event of a contagious disease occurring in a school or day care center. Those actions may include, but are not limited to, closing the affected school, closing other schools, ordering cessation of certain activities, and excluding persons who are infected with the disease. WAC 246-110-020(1).

Prior to taking action, the Local Health Officer shall consult with the State Secretary of Health, the superintendent of the school district or the chief administrator of the day care center, and provide them and their board of directors a written decision directing them to take action. WAC 246-110-020 (2).

The Local Health Officer's powers are not contingent on a proclamation of emergency by the county Executive or an executive head of a city or town.

Because these authorities sometimes overlap, there must be close communication and coordination between elected officials, the City's Communication Coordinator, the Seattle-King County Health Department and the public to ensure decisions and response actions are clear and consistent. Other sections of this Plan specify as appropriate when City officials must act in coordination with State and local officials to activate or execute on any part of this plan.

3. Plan Overview

The City of Mercer Island has employed a two-pronged approach to its influenza pandemic planning effort. The Seattle-King County Department of Health has identified the specific activities that must be undertaken by the Health Department and the public health community at a countywide level to prepare for and respond to the medical aspects of a pandemic. The details of that interagency plan are specified in the document titled "Pandemic Influenza Response Plan – Public Heath Seattle & King County." A copy of the current version of that planning document is available at:

http://www.kingcounty.gov/depts/health/emergency-preparedness/professionals/~/media/depts/health/emergency-preparedness/documents/ESF8-Basic-Plan.ashx

The City of Mercer Island, through this planning process, has identified the specific activities that must be undertaken by City departments and agencies to maintain essential services during a pandemic and to address the medical and non-medical aspects of the pandemic emergency from preparation through to recovery.

Plan Activation and Goals

A worldwide influenza pandemic is different from other natural disasters in that it develops over time and over a potentially distant geographic area, and the disease development pattern is tracked by international, national, state, and local health authorities. For this reason, the City of Mercer Island will not on its own designate a pandemic emergency. Rather, the United States Department of Health and Human Services shall use the Pandemic Alert Levels identified by the World Health Organization (WHO) to determine the extent of disease spread throughout the country. When appropriate, the Seattle-King County Department of Health shall announce a public health emergency for influenza based on the designated criteria within its Pandemic Influenza Response Plan. At this point, the Mercer Island City Manager, working with the City's Department of Emergency Management, shall proclaim an emergency, may activate the City's Emergency Operations Center and begin implementation of the Response and eventually Recovery components of this Annex.

The Pandemic Alert Levels that help serve as a catalyst for this process are specified in WHO's global influenza preparedness plan. The WHO plan defines six phases of increasing public health risk associated with the emergence and spread of a new influenza virus subtype. It also specifies for each phase the response measures WHO will take and the recommended actions that countries around the world should take. The Director General of WHO formally declares the current global pandemic phase and adjusts the phase level to correspond with pandemic conditions around the world.

The City of Mercer Island has correlated its planning goals and response activities with the six phases identified in WHO's global influenza preparedness plan, as well as with three Priority Service Levels established by the City.

Table 1 provides a summary of the six WHO phases, along with the public health goals and City of Mercer Island goals that correspond to each phase.

Table 2 provides a summary of the three Priority Service Levels identified by the City of Mercer Island, and incorporates WHO phase levels, warning levels/notices by the Seattle-King County Health Department, and pending or issued declarations of emergency by the City of Mercer Island and the State of Washington.

Table 1: Phases of a Pandemic by the World Health Organization

Pandemic Phases	Public Health Goals	City Response
Inter-Pandemic Period **Phase 1** – No new influenza virus subtypes detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered low. **Phase 2** – No new influenza virus subtypes detected in humans. However, a circulating animal influenza virus subtype poses substantial risk of human disease.	Strengthen pandemic influenza preparedness at all levels. Closely monitor human and animal surveillance data. Minimize the risk of transmission of animal influenza virus to humans; detect and report such transmission if it occurs.	During Pandemic Phases 1, 2, and 3, when Mercer Island is not directly affected, the City's Office of Emergency Management and City departments shall maintain normal operations.
Pandemic Alert Period **Phase 3** – Human infection(s) are occurring with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact. **Phase 4** – Small cluster(s) of human infection with limited human-to-human transmission but spread is highly localized suggesting that the virus is not well adapted to humans. **Phase 5** – Larger cluster(s) of human infection but human-to-human spread is localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases. Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development. Maximize efforts to contain or delay spread to possibly avert a pandemic, and to gain time to implement response measures.	The City's Office of Emergency Management, with regional partners, shall assess, evaluate and update their plans as needed. Assess whether to activate the sections of the Pandemic Influenza Plan. Based on guidance from the Local Health Officer, the City shall activate COOP plans for departments maintaining essential City services.
Pandemic Period **Phase 6** – Pandemic is declared. Increased and sustained transmission in the general population.	Implement response measures, including social distancing to minimize pandemic impacts.	The City's Office of Emergency Management, as directed by the City Manager, may activate all parts of the Pandemic Influenza Annex.

Table 2: Priority Service Levels Prior to and During a Pandemic in the City of Mercer Island

Priority Service Level 3	Services needed to protect against threats to public health, safety or welfare are supported **OR** Services needed that have a direct economic impact on the community, are constitutionally or statutorily mandated within set timeframes, or services which should be performed to prevent potential civil disorder if not performed within 72 hours

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Proclamation of Emergency	Washington State Proclamation of Emergency
Pandemic Phase 6 is announced	Requests the King County Executive to issue a Declaration of Emergency or one has been issued by KC	A Proclamation of Emergency has been issued by the City Manager	If a Proclamation of Emergency has been issued by the Governor and the City of Mercer Island

Priority Service Level 2	Regulatory services required by law, rule or order that can be suspended or delayed by law or rule during an emergency **OR** All other services that could be suspended during an emergency and are not required by law or rule

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Proclamation of Emergency	Washington State Declaration of Emergency
Pandemic Phase 6 is announced	The Seattle-King County Public Health Department is considering an Isolation and Quarantine Directive requiring Social Distancing measures	A Proclamation of Emergency is being considered by the City Manager	A Proclamation of Emergency is being considered by the Governor and the City of Mercer Island

Priority Service Level 1	All normal, regular services are supported

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Proclamation of Emergency	Washington State Declaration of Emergency
Pandemic Phase 1-5 is announced	The Seattle-King County Public Health Department is monitoring potential pandemic	A Proclamation of Emergency by the City Manager has not been issued nor is a proclamation imminent	A Proclamation of Emergency by the Governor has not been issued nor is a proclamation imminent

Plan Assumptions

This Plan is built on the following assumptions:

- An influenza pandemic demands a different set of continuity assumptions from previous emergency planning because it will be widely dispersed geographically, is likely to spread fairly quickly, and typically occurs in two to three waves. Such pandemic waves could last from six to 12 weeks at a time over a three month to 18 month period. The second wave may occur several months after the first and the level of illness is often more severe than in the first wave.

- Because an influenza pandemic is likely to be a global event, mutual aid and federal assistance should not be assumed when a pandemic occurs.

- The City Manager of Mercer Island, in consultation with the Seattle-King County Health Department and the King County Executive, shall proclaim a state of emergency when warranted based on the latest guidance from the World Health Organization, the U.S. government, and Washington State health officials. During an influenza pandemic, up to 40 percent of the work force could be absent for an extended period of time (weeks or months depending on family circumstances).

- Social distancing, frequent hand washing, work surface cleaning, and additional public education will be the primary actions taken by the City within the government and recommended to all residents of Mercer Island to help slow the spread of pandemic influenza.

- The City of Mercer Island will implement alternative work arrangements (e.g. telecommuting) to ensure that strategies to keep the influenza from spreading among employees are successful.

- City systems such as telephones, intranet, e-mail, and other applications that support essential City services will remain functional during the pandemic emergency.

- Many City buildings may have to be closed during parts of the pandemic.

- City services not designated as Priority Service Level 3 may be suspended for extended periods of time.

- As supply chains are affected, the City will likely have to ration or reallocate its limited resources of fuel, other supplies, and materials to ensure that essential services are sustained.

- The impact of widespread illness and the social distancing imposed to mitigate it may have a severe impact on the City's revenues as businesses curtail their hours or close and construction activity declines.

- Vaccines and anti-viral drugs will be in extremely limited supply and provided on a public health specifically defined basis, with first responders in the high priority group.

- Low income, immigrant, the elderly, and medically fragile populations will be impacted especially hard by the disease itself and by the disruption of the social services on which these groups depend.

- Long-term recovery from a severe pandemic will likely span many months or years. The psychosocial and economic consequences may also be long lasting.

The health planning assumptions included this Plan are based on the most current information available from international, federal, state, and local health agencies at the time of publication. The operational planning assumptions are taken from written material developed by individual departments and agencies, as well as from discussions with the City's Emergency Management Planning Group.

4. Concept of Operations

This plan incorporates the following four "triggers" as shown below when determining the pandemic risk to the City of Mercer Island:

- The six (6) World Health Organization (WHO) Pandemic Phases
- The three (3) designated Priority Service Levels for the City in a pandemic
- Warning notices and/or declaration triggers from the Seattle-King County Health Department and the Governor's Office of Washington State relating to a pandemic event

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Declaration of Emergency	Washington State Declaration of Emergency

While primarily designed to plan for the eventuality of a Phase 6 pandemic (and for the two preparedness goals noted below), the plan is also meant to serve as a detailed checklist of all actions necessary by the City of Mercer Island to prepare prior to a pandemic.

- The World Health Organization (WHO), the Center for Disease Control and Prevention (CDC) and the Seattle-King County Public Health Department are the primary health authorities from which the City derives guidance regarding pandemic phases and operations.

Uncertainties

- There may not be adequate supplies of antivirals to treat even a fraction of the citizens.
- There is no present scientific evidence for any reduction in case fatality rate if the virus mutates to a pandemic form.
- The supply of electricity is an unknown.
- The supply of fuel including the transportation system is an unknown.

Depending on the available information at the time, it may be difficult to make rapid and meaningful distinction between phases. Threshold triggers between phases may be obscured and it is possible that movement from Phase 3 to Phase 6 per WHO could occur in the span of just a

few days. It is also possible that the severity of the virus within Mercer Island or the Puget Sound Region may not rise to the level of a WHO Phase 4, 5 or 6.

5. City Department Priority Services

The ability of the City of Mercer Island to provide services will be severely impacted during a pandemic. As part of the departmental Continuity of Operations planning process, each department or agency identified their essential services. The following factors were used in determining priority service levels:

1. Health, welfare and safety of employees;
2. Health, welfare and safety of citizens;
3. Economic impact of not providing service;
4. Impact of performing (or not performing) services;
5. Ability to provide services during a pandemic; and
6. Availability of alternate methods of delivering services.

6. City of Mercer Island Priority Service Levels

Priority Service Levels are ranked from Priority Service Level 3 (most severe) to Priority Service Level 1 (normal operation)

Priority Service Level 3	Services needed to protect against threats to public health, safety or welfare are supported **OR** Services needed that have a direct economic impact on the community, are constitutionally or statutorily mandated within set timeframes, or services which should be performed to prevent potential civil disorder if not performed within 72 hours

Priority Service Level 2	Regulatory services required by law, rule or order that can be suspended or delayed by law or rule during an emergency **OR** All other services that could be suspended during an emergency and are not required by law or rule

Priority Service Level 1	All normal, regular services are supported

1. **Priority Service Level 3**

   - Immediate threat to public health, safety or welfare

   - Services needed that have a direct economic impact on the community, are constitutionally or statutorily mandated within set timeframes, or services which should be performed to prevent potential civil disorder if not performed within 72 hours

Priority Service Level 3 identifies activities that must remain uninterrupted, or activities that may be disrupted temporarily or might be periodic in nature, but must be re-established within a few days.

Specific Activities Performed at <mark>Priority Service Level 3</mark>

1. Fire suppression (Mercer Island Fire Department)
2. Law enforcement; patrol
3. Water distribution and treatment operations
4. Waste water operations
5. NORCOM
6. Emergency and disaster response functions
7. Snow removal from roadways
8. Emergency road repair
9. Emergency Operations Center staffing
10. Processing payroll
11. Payment to vendors
12. City Council meetings
13. Cleaning and disinfecting facilities during a pandemic
14. Emergency procurements and contracting
15. Disaster recovery assistance
16. Time sensitive inspections for construction activities
17. Emergency and essential vehicle equipment repair
18. Municipal court operation
19. Maintaining building HVAC systems
20. Federally funded work projects
21. Employee health benefit and counseling coordination

Triggers that mandate when only functions in <mark>Priority Service Level 3</mark> are performed:

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Proclamation of Emergency	Washington State Proclamation of Emergency
Pandemic Phase 6 is announced	Requests the King County Executive to issue a Declaration of Emergency or one has been issued by KC	A Proclamation of Emergency has been issued by the City Manager	If a Proclamation of Emergency has been issued by the Governor and the City of Mercer island

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2.   Priority Service Level 2

- Regulatory services required by law, rule or order that can be suspended or delayed by law or rule during an emergency

- Priority Service Level 3 identifies activities that can be disrupted temporarily (a few days or weeks) but must be re-established sometime before the pandemic wave is over (estimate 3 months).

Specific Activities Performed at <mark>Priority Service Level 2</mark>:

- Collective bargaining with labor unions
- License renewals
- Filling job vacancies
- Issuing building permits
- General inspections services (not time sensitive)
- Project management (except Federally funded projects, which will be suspended at Priority Service 2 level)
- General vehicle Public Works services
- Grant and contract management
- Shipping and receiving
- Training
- General Public Works programs
- Reception desks
- Internal audit
- General education and outreach programs
- Grounds Public Works (lawn mowing)
- Youth & Family Service programs
- Financial analysis
- Research
- Investigation of complaints

Triggers that mandate when only functions in <mark>Priority Service Levels 3 and 2</mark> are performed:

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Proclamation of Emergency	Washington State Proclamation of Emergency
Pandemic Phase 6 is announced	The Seattle-King County Public Health Department is considering an Isolation and Quarantine Directive requiring Social Distancing measures	A Proclamation of Emergency is being considered by the City Manager	A Proclamation of Emergency is being considered by the Governor and the City of Mercer Island

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3. Priority Service Level 1

Specific Activities Performed at Priority Service Level 1:

- All normal City services that are provided on a regular basis.

World Health Organization Phase	Seattle-King County Health Dept Warning Level/Notice	City of Mercer Island Declaration of Emergency	Washington State Declaration of Emergency
Pandemic Phase 1-5 is announced	The Seattle-King County Public Health Department is monitoring potential pandemic	A Proclamation of Emergency by the City Manager has not been issued nor is a proclamation imminent	A Proclamation of Emergency by the Governor has not been issued nor is a proclamation imminent

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7. Responsibilities

Responsibilities of the City of Mercer Island and Seattle-King-County Public Health shall be allocated as follows.

The City of Mercer Island shall:

- Assist Seattle-King-County Public Health in educating City employees and the public about how to protect themselves from becoming infected and infecting others.

- Assist pandemic planning and preparedness efforts in conjunction with regional, state, and federal response partners.

- Plan and prepare for the provision of essential City services to the public to ensure continuity of the public health and safety during and after a pandemic.

- Plan and prepare for logistical support of non-medical essentials (supplemental facilities, staff, fuel, other operating supplies, food, transportation, security, etc.) to health care system providers within the City of Mercer Island.

- Conduct training, drills, and exercises to enhance City readiness to respond to a pandemic.

- Coordinate activation and management of the Mercer Island EOC.

- Through the City of Mercer Island's Department of Emergency Management, coordinate planning and response activities with Mercer Island departments, and other entities as required.
    - ✓ Oversee the development of departmental COOP plans.
    - ✓ Support departmental efforts to test and improve plans and update them as required in response to incidents.

- Develop and implement an operational status report that will enable Mercer Island departments and critical stakeholders to provide rapid, concise situation reporting to the Mercer Island EOC and via the EOC to Seattle-King-County Public Health.

    ✓ Monitor the status of essential City services and provide for internal and external reporting.

    ✓ Monitor City employee absenteeism to help ensure that City resources are allocated appropriately for the continuity of essential services.

The Seattle-King-County Public Health Department shall:

- Implement and provide support for all health care issues during an influenza pandemic as described in ESF-8 Public Health and Medical Services and their Pandemic Influenza Response Plan. This plan is available on the Web at:

    http://www.kingcounty.gov/depts/health/emergency-preparedness/professionals/~/media/depts/health/emergency-preparedness/documents/ESF8-Basic-Plan.ashx.

- Identify and communicate health messages and guidance to the City and to the general public through established and agreed upon communications channels.

- Help identify emerging non-medical logistical support requirements for health care providers in the City of Mercer Island.

- Through the Local Health Officer, issue public health orders for the implementation of community containment measures, including closure of schools, cancellation of public events, and closure of large facilities such as theatres and community centers, to reduce the spread of disease.

The City of Mercer Island and Seattle-King-County Public Health shall cooperatively support each other by:

- Providing accurate, timely, and consistent information to the public and other stakeholders regarding preparations for a pandemic; the impacts of an outbreak; local response actions; and disease control recommendations.

- Coordinating public education and public information resources where needed to reach employees, business owners, City residents, and visitors.

- Using City Public Information Officers (PIOs), Joint Information Centers (JIC) and regional support systems such as the Regional Public Information Network (RPIN).

- Coordinating special efforts to reach non-English speaking communities and other groups which may pose special communication challenges or which may have increased vulnerabilities to the effects of an influenza pandemic.

- Identifying and deploying non-medical resources required to support essential public health and critical governmental services.

- Managing and deploying medical resources made available through the Strategic National Stockpile (SNS). Seattle-King-County Public Health manages SNS assets once they are deployed; City agencies provide logistical support.

- Jointly planning and participating in selected influenza pandemic training and exercises.

8. Pandemic Planning Goals for the City of Mercer Island

Goal #1 Ensure Staff Safety and Security – "survive well to serve well"

- City of Mercer Island employees can expect to work in a safe, secure workplace.
- The City of Mercer Island will comply with all relevant laws and regulations. The City will endeavor to comply with all additional governmental guidance in case of an emergency.
- A "liberal leave' philosophy would be implemented during and in recovery from a pandemic.
- The City Manager's Office, with the assistance of the City's Pandemic Flu Team, will track and interpret emerging guidance and adjust this plan appropriately.
- Each City of Mercer Island employee is responsible for ensuring their own safety, and their family's safety. The City will provide the best possible information to staff to assist them. Employees should consult a qualified physician for medical   advice.

Goal #2 Preserve Mission – Critical/Essential Activities

- Provide the City of Mercer Island with critical/essential activities during a pandemic (City's Priority Service Level 3)

- Receive and disseminate critical information and messages to:

  - ✓ U.S. disease surveillance information (outbreaks) – e.g. from WHO, CDC, etc.
  - ✓ Follow messages and recommended actions from the Seattle-King County Health Department.
  - ✓ Best practices on last-minute preparation and actions.
  - ✓ Contact information for relevant officials.

- Serve as liaison for various agencies – e.g. WHO, CDC, State of Washington, etc.
- Promote City of Mercer Island staff safety: track staff, provide support as possible.

9. City of Mercer Island's Pandemic Influenza Emergency Planning Checklist

The following checklist is intended to assist all City departments in addressing some of the key issues of pandemic planning. This checklist should be periodically updated through the City's Emergency Management Office and the status tracked and reported.

Task	Not Started	In Progress	Completed
Business Continuity: Essential Services			
Inventory and prioritize essential services.		X	
Identify positions required to support essential services and develop overall staffing plans to help ensure Public Works of those services.		X	
Identify operating and other supplies requirements.		X	
Identify interdependencies with other agencies (internal and external) and develop a mutual understanding for how a pandemic is likely to affect those interdependencies.		X	
Develop alternative sourcing strategies where necessary and formalize those strategies through written agreements where practicable.		X	
Business Continuity: Appropriate Authorities			
Assign key staff to develop, maintain and act upon pandemic influenza preparedness and response plan.		X	
Determine who will serve as the department or agency pandemic liaison. Be sure to select a critical thinker and facilitator with overall knowledge of the organization.		X	
Determine the potential impact of a pandemic on the department's usual activities and services. Plan for situations likely to result in an increase, decrease or alteration of services the department or agency delivers.		X	
Determine the potential impact of a pandemic on outside resources or services the department depends on to deliver its services.		X	
Business Continuity: Line of Succession			

Task	Not Started	In Progress	Completed
Establish a written line of succession for key leaders, managers, and essential employees.		X	
Determine how authority will be delegated or transitioned.		X	
Identify and train essential staff (including full-time, part-time, retirees, and unpaid or other volunteer staff).		X	
Outline what the organizational structure will be during an emergency. The outline should identify key contacts with multiple backups, the roles and responsibilities of those key contacts, and reporting structure.		X	
Determine the skill sets or knowledge required to sustain essential services.		X	
Evaluate and list positions with skill sets that can be shared or cross-trained and which positions could be reallocated to similar functions elsewhere in the department or City.		X	
Business Continuity: Logistics			
Update department or agency logistics planning assumptions.		X	
Coordinate with the Finance Department to ensure the department's strategy is consistent with the City's financial planning assumptions.		X	
As feasible, obtain supplies required to sustain essential services during a pandemic. Coordinate with other City agencies that have similar needs and work with Facilities Public Works on procurement and storage strategies.		X	
Business Continuity: Critical Files, Records, or Databases			
Review I.T. planning assumptions based on revised business priorities.		X	
Determine which critical systems need to be running to support essential services.		X	
Identify and prioritize those systems that could be taken off-line to maximize capacity.		X	

Task	Not Started	In Progress	Completed
Determine which employees must access vital files, records, and databases needed to support essential services and what access method will be used. Coordinate with I.T. for access.		X	
Coordinate any additional or special application or end user support needs with I.T. early in the business continuity planning process.		X	
Business Continuity Testing			
Determine how the department will test its pandemic influenza planning (for example, assess whether a tabletop exercise can test the plan sufficiently.)		X	
Determine what internal and external partners the departments needs to coordinate testing efforts with to ensure due diligence.		X	
Determine the frequency of testing.		X	
Exercise and use the results from the After Action Reports to drive updates to department plans and those of key partners.		X	
Inform staff and other key stakeholders of the testing results.	X		
Citywide and Inter-jurisdiction Planning			
Establish a Pandemic Plan Team that represents all departments in the City to support the development and execution of the City's operational pandemic plan.		X	
Delineate accountability and responsibility, capabilities, and resources for key stakeholders engaged in planning and executing specific components of the operational plan. Assure that the plan includes timelines, deliverables, and performance measures.		X	
Ensure that the operational plan is complementary to Emergency Support Function 8 and is compliant with National Incident Management System.		X	
Formalize agreements with neighboring jurisdictions and address communication, mutual aid, and other cross-jurisdictional needs.		X	

Task	Not Started	In Progress	Completed
Determine how Seattle-King County Public Health and Mercer Island Emergency Management will coordinate on messaging issues.		X	
Ensure existence of a demographic profile of the community (including special needs populations and language minorities) and ensure that the needs of these populations are addressed in the operation plan.		X	
Address provision of psychosocial support services for the community, including patients and their families, and those affected by containment procedures in the plan.		X	
Department/Agency Communications Strategy			
Determine what and how to communicate with employees and critical staff on a scheduled basis during a pandemic. This includes identifying: ✔ Who needs to be notified or included in communications; ✔ How those communications will occur, and the frequency with which they will occur; ✔ How content will be developed and vetted by subject matter experts and emergency management and senior leadership staff.		X	
Determine how the department or agency will carry out pulse checks regarding staffing, service demands, and morale. It is critical to establish a feedback loop.		X	
Determine the number of staff that will require access to teleconference or video conference equipment. This will assist Information And Geographic Services in their efforts to address systems capacity.		X	
Department/Agency Policy Considerations			
Assess department or agency policies for compatibility with the guidance developed by the Personnel Department on leave and compensation during a pandemic.		X	

Task	Not Started	In Progress	Completed
Review department or agency-specific policies that interpret City policy for specific work areas. In the event of a pandemic, flexibility to react to changing conditions is vital for continuation of critical functions and essential services. As a result, departments or agencies must assess their specific policies to ensure they are conducive to protocols introduced during a pandemic as well as compatible to any changes to City policy to respond to a pandemic.		X	
Evaluate and resolve policy/legal conflicts to ensure recommended responses are capable of implementation. For example, can the City Council telecommute and still conduct official City business?		X	
Personal Protection and Basic Sanitation			
Ensure appropriate hand and workspace surface cleaners (desks, keyboard, telephone handsets, etc.) are deployed, employees trained in their use, and public education materials properly displayed.		X	
Monitor to ensure proper use of all sanitation supplies occurs no later than WHO Pandemic Phase 4.		X	
Determine the number of employees who will be performing under conditions that entail <u>unavoidable</u> face-to-face contact. As needed, deploy face masks and eye protection and ensure that devices fit properly and that employees have the necessary guidance to ensure safe usage.		X	
Evaluate which supplies are critical to maintaining essential services, and take the necessary steps to ensure the availability of these supplies during the pandemic lifecycle.		X	
Family Support			
Evaluate the depth of employee assistance services currently utilized, and identify how those services might change during a pandemic. A pandemic will have profound effects on all, but employees who remain at work, especially for long periods of time, will be under increasing stress and must be supported at work as well as in their family and community.		X	

Task	Not Started	In Progress	Completed
Consider what the department can do to assist employees and their families. It is important to ensure that sick family members do not come to work and that healthy members feel confident their family is cared for so that they are willing to come to work.		X	

10. Identified Critical Functions and Plans

1. City Manager's Office

Priority Service Level 3 Functions

1. Overall management, direction, coordination of continuity of operation plan.
2. Declaration of emergency and exercise of emergency powers, as required.
3. Direction of public communications.
4. Assure lines of succession both in the City Manager's Office and throughout the City departments.
5. Work with Council on required legislation, resources or any other matters requiring legislative action.

Key positions to perform these functions:

Primary
1. City Manager
3. Deputy City Manager

Secondary (Back-ups)
1.
2.

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Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes __ No **X**

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting
X   2.   Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X   3.   Social distancing (apprx. 6' spacing between personnel work stations)
X   4.   Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant) (available through Facilities Public Works)
__   5.   Other

Cross-training has taken place with the following staff members:

- None

Identified Needs:

- Current line of succession need to be determined by the City Manager

- Ensure all staff have laptop computers that are VPN ready and training on process has been done prior to an exercise/event

Notes:

- None

2. City Clerk's Office

Priority Service Level 3 Functions

1. Prepare and assist at City Council meetings
2. Back-up for City Communications function
3. Mail function (if critical for public safety)
4. Main Phone Line, 206-275-7600
5. Public Records Requests

Key positions to perform these functions:

Primary
1. City Clerk
2. Records Systems Specialist

Secondary (Back-ups)
1. Public Records Clerk

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X 1. Telecommuting (laptops available)
X 2. Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X 3. Social distancing (apprx. 6' spacing between personnel work stations)
X 4. Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant) (available through Facilities Public Works)
__ 5. Other

Cross-training has taken place with the following staff members:

- None

Identified Needs:

- None

Notes:

- In the absence of the City Clerk, the assigned laptop can be reallocated to the Acting City Clerk

3. Mercer Island Municipal Court

Priority Service Level 3 Functions

1. Arraignment of in-custody defendants
2. Issuance of Protection Orders (Domestic Violence and Anti-harassment)

Key positions to perform these functions:

Primary
1.
4. Court Administrator
5. Court Clerk

Secondary (Back-ups)

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes __ No **X**

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

__ 1. Telecommuting (Presiding Judge, Court Administrator)
__ 2. Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
__ 3. Social distancing (apprx. 6' spacing between personnel work stations)
__ 4. Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant)
__ 5. Other

Cross-training has taken place with the following staff members:

- Court Clerks are cross-trained on Court Administrator's duties and the Court Administrator can act as Court Clerk

Identified Needs:

- Videoconferencing between the Issaquah Jail and the Mercer Island Court to reduce the exposure of court personnel and in-custodies to persons who are or may be ill, while still processing criminal defendants

- Laptop computers for the Presiding Judge and Court Administrator to allow remote access to the Issaquah Jail for Court for Arraignment of in-custody defendants and issuance of Protection Orders (Domestic Violence and Anti-harassment)

- Adoption and coordination of the Mercer Island Court in the King County District Court Pandemic Flu Continuity of Government Plan

- Plan for processing in-custody arraignments and in-custodies with medical issues from Mercer Island cases

- Training on the Mercer Island Court Plan for Pandemic Flu Continuity of Government

- Revision of Court Public Window to allow less direct contact with the public while continuing visual correspondence

Notes:

- None

4. Finance Department

Priority Service Level 3 Functions

1. Processing deposits for both utility mail payments and cash register
2. Treasury – ensure cash available to cover claims and payroll
3. Answering utility phone calls for service4.   Process payments to vendors
5. Water meter reading

Key positions to perform these functions:

Primary
1. Utility Billing Supervisor
2. Deputy Finance Director   3.Meter Reader   4.Accounts Payable Clerk
5. Utility Customer Service Representative
6. Accounting Manager

Secondary (Back-ups)
1. Finance Director – treasury functions
2. Payroll Specialist – deposits and vendor payments
3. Permit Center Supervisor – cash register deposits

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X	1.	Telecommuting
X	2.	Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X	3.	Social distancing (apprx. 6' spacing between personnel work stations)
X	4.	Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant)
__	5.	Other

Cross-training has taken place with the following staff members:

- All Finance staff are trained to prepare daily deposits
- All priority functions have been cross-trained within the department
- Accounting Manager can provide cash receipting/depositing backup for other department business systems (Parks CLASS, Thrift Shop POS, and YFS)

5. Human Resources Department

Priority Service Level 3 Functions

1. Tracking of City personnel illnesses through each department
2. Performing "employee welfare checks"
3. Coordination of employee medical benefits for employees
4. Coordination of hiring of critical temporary personnel or others as needed
5. Coordination of moving available City personnel to City departments with critical function needs
6. Processing Citywide payroll

Key positions to perform these functions:

Primary
1. Human Resources Director
2. Human Resources Specialist
3. Payroll Specialist

Secondary (Back-ups)
Accounting Supervisor – Payroll processing
****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes __ No **X**

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1   Telecommuting (one laptop with Director; other HR staff can use VPN)
X   2.   Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X   3.   Social distancing (apprx. 6' spacing between personnel
                 work stations)
X   4.   Personal protective devices and supplies available
                 (masks, gloves, hand sanitizer, counter disinfectant) (available through
                 Facilities Public Works)
__   5.   Other

Cross-training has taken place with the following staff members:

- Two staff members have finance backgrounds and can assist in the Finance Department if needed
- The Accounting Supervisor is cross-trained in processing the Citywide payroll

Identified Needs:

- Identify what HR functions can be done by other City staff to assist in a Priority Service Level Three event

Notes:

- None

6. Information & Geographic Services Office

Priority Service Level 3 Functions

1. Network Availability
2. Public Safety Applications
3. Database Availability
4. Server Availability
5. Department PC and Desktop Support
6. Phone System
7. TV 21 and AM 1700

Key positions to perform these functions:

Primary
1. IGS Manager
2.
3. Network Administrator
4. PC Technician
5. GIS Analyst
6.

Secondary (Back-ups)
1.
3. Other Computer Contractors
4. Other Phone/Cable Contractors

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes __ No **X**

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X	1.	Telecommuting (Not all functions can be done remotely)
X	2.	Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
__	3.	Social distancing (apprx. 6' spacing between personnel work stations)
X	4.	Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant) (Available through Facilities Public Works)
__	5.	Other

Identified Needs:

- Need to have contracts in place for contractors needed as identified back-ups for City I.T. staff

- Videoconferencing between the Issaquah Jail, the Mercer Island Court, and Critical Court Staff, including the Presiding Judge via laptop computer

- Test of I-Net and VPN capability for critical City staff when City and other King County agencies are on-line at one time

Notes:

- None

7. Developmental Services Group

Priority Service Level 3 Functions

1.   Damaged building evaluation where public hazard may be present (ATC 20/45)
2.   Code enforcement where extreme public hazard may be present

Key positions to perform these functions:

Primary
1.   ATC 20 and ATC 45 trained personnel
2.   Code Enforcement Officer

Secondary (Back-ups)
1.   ATC 20 and ATC 45 trained personnel from outside the Building Department

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes __ No **X**   **(**SOPs are available for functions just under Priority Service Level 3)

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting (2 laptops with min of 2 air cards to transmit data) Plan Reviews (most of the work), administrative work and internal meetings can be done remotely
X   2.   Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X   3.   Social distancing (apprx. 6' spacing between personnel work stations) (walk-in traffic will be limited when Social Distancing becomes required)
X   4.   Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant) (limited N95 masks available, as well as surface and hand cleaners)
X   5.   Electronic plan review process/permit issuance can be remote. Electronic archiving process is available.

__   6.   Other

Cross-training has taken place with the following staff members:

- Two Plans Examiners have been cross-trained to do building inspections

- One Permit Coordinator can perform inspections

- Two inspectors can do minor plan reviews

Identified Needs:

- More laptops for personnel who can work remotely that are equipped with "Net Motion"
- Adobe 9 software can be loaded on home computers of plans examiners to facilitate conducting remote plan review

- Teleconferencing bridge accessible from any location

- Use of wireless internet capability on some cellular phones to allow staff to be more mobile rather than office dependent

Notes:

Priority Service Level 3 Functions

1.   Federally funded construction projects
2.   Transportation engineering with PWO Signal Technicians
3.   Water utility coordination with PWO staff

Key positions to perform these functions:

Primary
1.   Field engineers
2.   Design engineers
3.   Inspectors
4.   Account and payment processors
5.   Contract/change order processors
6.   Project coordinators
7.   Traffic signal engineers

Secondary (Back-ups)
1.   Pre-designated privately contracted engineering specialists

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting
X   2.   Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X   3.   Social distancing (apprx. 6' spacing between personnel
                 work stations)
X   4.   Personal protective devices and supplies available
                 (masks, gloves, hand sanitizer, counter disinfectant)
__   5.   Other

Cross-training has taken place with the following staff members:

- PWE staff can assist PWO with sewer, stormwater and water utilities as they have expertise in these areas

Identified Needs:

- Develop a phone messaging system to advise the public and contractors of office closures and changes in office hours

- Pre-established conference bridge lines and status call schedules

- More available laptop computers to facilitate working remotely (only 8 of 35 staff have City laptop computers

- VPN access to personnel that can work remotely (only one person as VPN from a home computer)

Notes:

Minimizing illness in staff:

Several suggestions for minimizing illness in staff were discussed to include:

- Minimize contact with others
- Wash hand frequently
- Use City provided face masks
- Use City provided hand sanitizer
- Work remotely if possible – can conduct normal permit activities after business hours, via mybuildingpermit.com and the electronic plan review process
- Work in shifts

8. Parks and Recreation Department

Priority Service Level 3 Functions

1.   Shelter needs
3.   Maintain buildings to ensure safe environment for staff and visitors
4.   Reassign Parks and Recreation staff to Facilities Public Works to ensure cleaning/disinfecting of City facilities is done on a regular and timely basis throughout the Pandemic event
5.   Ensure personal protective devices and cleaning supplies are available and supplies distributed to all City departments for their use.

Key positions to perform these functions:

Primary
1.   Parks and Recreation staff

Secondary (Back-ups)
1.

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting
X   2.   Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X   3.   Social distancing (apprx. 6' spacing between personnel
              work stations)
X   4.   Personal protective devices and supplies available
              (masks, gloves, hand sanitizer, counter disinfectant)
__   5.   Other

- Parks and Recreation personnel can assist in many departments within the City and have experience in sheltering the public. If the need arose and was approved by the City, Parks and Recreation personnel and YFS could provide emergency

child care for employees who needed to work on site to provide Priority Service Level 3 functions.

Identified Needs:

- None

Notes:

- None

9.   Police Department

Priority Service Level 3 Functions

1.   In progress life and public safety calls for service
2.   Police patrols
3.   Process records for Priority Service Level 3 functions

Key positions to perform these functions:

Primary
1.   Sworn police staff
2.   MIPD Records staff

Secondary (Back-ups)
1.   None

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting (some Records functions and Chief/Commander functions)
X   2.   Shift work (12 hour shifts: 6 am – 6 pm and 6 pm – 6 am)
X   3.   Social distancing (approx. 6' spacing between personnel work stations) (for some court appearances done via internet)
X   4.   Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant)
__   5.   Other

Identified Needs:

- Video arraignment process to allow arraignments via teleconference rather than transporting in-custodies to court

- VPN Access

- Laptop computers for Chief and Commanders

Notes:

Minimizing illness in staff:

Several suggestions for minimizing illness in staff were discussed to include:
- Close the Police Department to the general public unless specifically requested to respond by an officer or detective conducting follow-up investigations
- Suspend VIN inspections and fingerprinting
- Require patrol officers to dress at home to limit person to person contact at the station
- Suspend briefings and distribute critical information via email on the patrol car laptops
- Handle non-priority calls by telephone to assess the situation then determine if officer response is needed
- Provide antimicrobial wipes and require officers and communications personnel to wipe down the patrol car interior and work area before and after their shift
- Have custodial staff focus on sanitizing work areas – door knobs/handles, office machines, keyboards, telephones and radios and all other shared equipment.
- Require investigations to sanitize interview room after each interview
- Place hand sanitizer in key areas around the station and encourage staff to use it frequently
- Mandatory sick leave for confirmed flu cases
- Communication with vendors regarding possible payment delays in advance

10. Public Works Department

Priority Service Level 3 Functions

1. Provide/maintain clean potable water to the City through water line infrastructure (including fire hydrant Public Works)
2. Repair/maintenance to primary transportation arterials in the City (roadways, bridges, traffic signals)
3. Removal of snow/water over the road, and major debris in creeks during flood season
4. Provide/maintain sewer and wastewater service to the City and coordinate service with King County Metro
5. Vehicle maintenance for Mercer Island Police Department vehicles and designated PWO vehicles to be used during emergency conditions
6. Provide timekeeping functions for Department

Key positions to perform these functions:

Primary
1. Water crews
2. Street crews
3. Storm/Sewer crews
4. Fleet Mechanic
5. Administrative Assistant

Secondary (Back-ups)
1. Parks Public Works Crews
2. Facilities Public Works Manager
3. Pre-designated contracted private contractors to provide utility and vehicle Public Works
4. Other staff from City Departments

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting
X   2.   Shift work ?

X   3.   Social distancing (apprx. 6' spacing between personnel
             work stations)

X   4.   Personal protective devices and supplies available
             (masks, gloves, hand sanitizer, counter disinfectant)

__   5.   Other

Cross-training has taken place with the following staff members:

- All PWO field personnel know the basic functions of Water, Street and Storm/Sewer to assist across teams within Public Works

Identified Needs:

- Cross-training of PWO Administrative Assistant to learn Finance Department systems to assist Finance, and for Finance trained personnel to assist Public Works is in early stages.

Notes:

Several suggestions for minimizing illness in staff were discussed to include:

- Minimize person-to-person contact by instituting alternate methods of distributing mail and allow appropriate employees to perform a limited amount of work from home
- Sanitizing personal work area – daily (use gloves for incoming paperwork/mail)
- Custodial staff focus on sanitizing work areas - door knobs/handles, office machines, keyboards, telephones, etc
- Mandatory sick leave for confirmed flu cases
- Communication with vendors regarding possible payment delays in advance

Priority Service Level 3 Functions

1. Maintaining and monitoring life safety systems (fire alarms and building sprinklers)
2. Maintaining HVAC for City facilities
3. Maintain buildings to ensure safe environment for staff and visitors
4. Reassign Parks and Recreation staff to Facilities Public Works to ensure cleaning/disinfecting of City facilities is done on a regular and timely basis throughout the Pandemic event

5.	Ensure personal protective devices and cleaning supplies are available and supplies distributed to all City departments for their use.

Key positions to perform these functions:

Primary
1.	Facilities Public Works Manager
2.	

Secondary (Back-ups)
1.	Public Works Operations Supervisors
2.	Public Works staff
3.	Parks and Recreation staff
4.	Other City staff as reassigned

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X	1.	Telecommuting
X	2.	Shift work (example: 7 am – 4 pm and 4 pm – 1 am)
X	3.	Social distancing (apprx. 6' spacing between personnel work stations)
X	4.	Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant)
__	5.	Other

Cross-training has taken place with the following staff members:

- Cross-training in cost accounting has been done with a total of _____personnel from Parks and Recreation and Public Works

11.   Fire Department

Priority Service Level 3 Functions

<table>
<tr><td>Priority Service Level 3</td><td>Services needed to protect against threats to public health, safety or welfare are supported
OR
Services needed that have a direct economic impact on the community, are constitutionally or statutorily mandated within set timeframes, or services which should be performed to prevent potential civil disorder if not performed within 72 hours</td></tr>
</table>

1.   Emergency EMS, Fire & Rescue calls for service
2.   Non-Emergency EMS, Fire & Rescue calls for service
3.   Process records for Priority Service Level 3 functions

Key positions to perform these functions:

Primary
1.   Operations staff
2.   Administrative Staff

Secondary (Back-ups)
1.   None

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X** No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

X   1.   Telecommuting (some Administrative functions and Chief/Deputy Chief functions).
X   2.   Shift work (48 hour shifts: 0800 – 0800).
X   3.   Social distancing (approx. 6' spacing between personnel work stations).
X   4.   Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant).
X   5.   Training Review of KCEMS Pandemic Protocols
__   6.   Other.

Identified Needs:

- Laptop computers for Administrative Assistant and Fire Marshal

- VPN Access for Battalion Chiefs

- Training Review of KCEMS Pandemic Lesson Plan

- Ensure medical supplies are at full capacity

- Ensure steady fuel supply for emergency vehicles.

Notes:

Minimizing illness in staff:

Several suggestions for minimizing illness in staff to include:
- Close the Fire Department to the general public unless for medical emergency.
- Suspend Company Fire Inspections and Fire Marshal Inspections.
- Increased use of nurse support line through NORCOM.
- Suspend Public Blood Pressure Services.
- Close public lobby and direct public how to access services that are currently available.
- Mandate Fire Officers to be very proactive about monitoring their crews for potential of flu and subsequently sending staff home mandatorily.
- Provide antimicrobial wipes and require firefighter personnel to wipe down the fire apparatus interiors and work area before and after their shifts.
- Contract custodial services and focus on sanitizing work areas – door knobs/handles, office machines, keyboards, telephones and radios and all other shared equipment.
- Place hand sanitizer in key areas around the fire stations and encourage staff to use frequently
- Mandatory sick leave for confirmed flu cases
- Communication with vendors regarding possible payment delays in advance

12.   Youth and Family Services

Priority Service Level 3 Functions
1.   Shelter Support
2.   Food Provision
3.   Mental Health Services

Key positions to perform these functions:

Primary
    1.   Administrative Assistant
    2.   Administrative Manager
    3.   Clinical Supervisor
    4.   YFS Director

Secondary (Back-ups)
1.   Other Department Staff

****

Standard Operating Procedures available for Priority Service Level 3 Functions?

Yes **X**   No __

Actions prepared and trained in to minimize illness in staff:
Check marked if used:

 X   1.   Telecommuting (some Administrative functions and Chief/Deputy Chief functions).
 X   2.   Shift work (48 hour shifts: 0800 – 0800).
 X   3.   Social distancing (approx. 6' spacing between personnel work stations).
 X   4.   Personal protective devices and supplies available (masks, gloves, hand sanitizer, counter disinfectant).
 X   5.   Training Review of KCEMS Pandemic Protocols
__   6.   Other.

Identified Needs:

Notes:

11. Logistics

While the City of Mercer Island has a good deal of experience in responding to incidents such as rain and windstorms, it has very little experience in planning for and effectively dealing with a severe pandemic that may be long lasting and have even longer lasting consequences.

The sections that follow outline additional planning and preparation the City needs to undertake to effectively purchase, manage and distribute resources during an influenza pandemic. Information with respect to outside assistance and mutual aid is also addressed in this section.

Resource Management

An influenza pandemic will likely be a long-term event lasting many months, and resource management needs will undoubtedly change throughout that period. The City's Fire Department, in coordination with Emergency Management, shall regularly evaluate resource management needs and determine the most effective approach to meet those requirements. Assessments shall be conducted at the end of each wave of the pandemic with the analysis and results informing refined planning for subsequent waves.

During a pandemic, common resources may be difficult to obtain or unobtainable for a variety of reasons. Many businesses today maintain "just in time" inventories which will quickly be depleted during a pandemic and difficult to replenish. The supply chain is likely to be disrupted by the pandemic, and vendors and suppliers may be forced to close their doors for an extended period of time due to lack of supplies or staff shortages. Unlike other disasters, obtaining supplies from another city may not be an option. State and federal support will also not be available, particularly in the short term.
In addition, certain supplies will be in high demand, not only among public agencies but also private businesses. Items in short supply may include fuel, food, medicines and medical supplies, toiletries, office supplies, and parts needed to keep equipment in good working order.

It is important that City agencies identify, and secure where prudent to do so, resources that support essential services before a pandemic develops. Obtaining additional resources during a pandemic may be possible, but these resources will likely take extra effort and time to procure and prices could be at a premium.

The City recognizes that multiple solutions are required to deal with resource shortages. Resource conservation should be considered at the beginning of a pandemic so that

resources can be shifted from non-essential missions to those that provide essential services.

In preparing for a pandemic, the City shall develop a resource management strategy, including conservation and reallocation guidelines, to help preserve fuel, automotive parts and equipment, sanitation supplies, and other resources. The City shall also review facility cleaning and Public Works contracts and explore provisions which would help minimize the spread of disease where practicable. This strategy will be executed during the Response Phase; conservation and reallocation activities are likely to continue during the Recovery Phase as supply chain disruptions in some instances are likely to last well after the pandemic. Each City department must also consider alternate methods of doing business during a pandemic that will preserve resources on hand.

The City, through the Fire Department or designee, should purchase emergency supplies and equipment immediately upon the indication that a pandemic is at hand. The inability to obtain needed resources during a pandemic event could result in an ineffective response to critical missions. Waiting until supplies are depleted will be very costly at best.

The City should identify:

- All resources required to support essential services;
- Location of sources within the City that may be used to supplement needed resources;
- A funding mechanism to support resource stockpiles;
- Secured locations for storage of resources;
- How to incorporate rotating resource reserves into everyday operations.

Before an event, each department may also want to identify multiple vendors, including some smaller local companies, that carry parts or supplies that sustain essential services. In some cases, it may be beneficial to develop Memoranda of Understanding with companies identifying specific items that may be needed to support essential services. Although there is no guarantee that a vendor will be able to deliver the part or item, this type of agreement helps build a relationship between the City and businesses that could be beneficial during a disaster.

Integrating Outside Assistance

During a pandemic, City departments should not expect to receive assistance from other cities. Any outside assistance that is received will be integrated into existing operations. Staging areas will be established for incoming resources using the Incident Command System.

Mutual Aid and Inter-local Agreements

All planning must assume that mutual aid will not be available during a pandemic. A shortage of personnel resources and supplies will dictate that agencies keep their limited personnel resources close to home and that supplies will be fully consumed providing service to their own jurisdictions.

12. Financial Management

In addition to the challenges of maintaining essential City services in the face of staffing shortages and supply chain disruptions, the City may also confront significant financial problems during and after a pandemic. The Response and Recovery phases of a severe pandemic are likely to be more prolonged than other disasters, placing additional importance on overall financial planning and fiscal management.

The sections that follow describe some of the specific financial challenges an influenza pandemic is likely to create and steps the City of Mercer Island should take to prepare for such challenges.

Financial Challenges

During an extended influenza pandemic, the City can expect to confront higher than normal costs for the following reasons:

- Supply shortages may drive up the cost of fuel, replacement parts, supplies, and other components essential to service provision. In some cases, "doing without" will not be an option for the City, especially in areas of public safety and basic utility services.

- New functions and services may be required of the City; these might include the operation and Public Works of emergency short-term medical facilities, the support of children whose parents are ill or have died, or the extended protection of pharmacies whose supplies are being rationed. None of these examples is intended to be a proposal or recommendation for new City activities, but merely a recognition that the City's role as the unit of government closest to Mercer Island residents may evolve rapidly and unexpectedly during a pandemic.

At the same time that its costs may rise, the City may find that its revenues are significantly declining. If a pandemic is short-lived or if its impacts are relatively mild, revenue reductions may not become an issue. If, however, a pandemic occurs as a cycle of intense waves as some experts predict, then a serious economic downturn may result, affecting all three primary pillars of the City's tax base.

- The City's sales tax revenue could be drastically reduced if supply chains become disrupted and construction activity is curtailed. Residents may also avoid stores and businesses out of fear of coming into contact with infected individuals.

- As businesses see their retail or wholesale sales decline, the City's business and occupation tax revenue could similarly shrink.

- While property tax revenue should be much more stable, it is possible that by the second year of a pandemic, some property owners, through illness, unemployment, or other circumstances, may no longer be able to pay their property taxes.

Fiscal Responsibility

To prepare for the financial challenges created by an influenza pandemic, the City, under the leadership of the Finance Department, must take the following actions:

- Continue to maintain the City's Emergency Fund and similar reserves at current levels or higher. The fund, as currently constituted, would likely be sufficient to sustain the City through the first two waves of a pandemic without significant disruption.

- Maintain its prioritized list of essential services and identify potential cuts in non-essential activities. Any service cuts that could yield immediate expense relief should be identified and those cuts should be implemented if rapid reductions in expenditure become necessary.

- Explore opportunities for temporary reductions in work hours or salary levels for City employees during a declared influenza pandemic emergency. Such reductions, while unpopular, are preferable to laying off employees.

- Develop revenue monitoring mechanisms that can be implemented quickly when a pandemic emergency is declared.

Financial Reimbursement

As with other emergencies, documentation of all activities and costs associated with a pandemic shall be done by each department. City leadership staff and elected officials will expect to be informed of the cost of a pandemic crisis.

FEMA Disaster Assistance Policy DAP9523.17, Emergency Assistance for Human Influenza Pandemic, describes certain costs associated with an influenza pandemic which may be eligible for federal reimbursement. (For a copy of this policy, see www.fema.gov/pdf/government/grant/pa/9523_17.pdf)

While the City of Mercer Island will work with FEMA and all possible jurisdictions and levels of government for potential cost recovery, it is recognized that a severe influenza pandemic will affect national and local revenues, and that federal assistance may be late in coming. Therefore, City planning is not predicated on rapid or complete reimbursement of expenses from the federal government.

13. Human Resources

A pandemic is likely to have many unforeseen impacts, especially in areas relating to personnel. Human Resources has collected City policies related to this Plan, that are intended to guide staff during a pandemic. These policies are included in this section, or referenced to the appropriate location for further information.

Guiding Principles

The following principals were applied when developing the draft personnel policies and guidelines:

- The health and well-being of the City's workforce is of paramount importance. Employees and their family members will need to be supported during what will be very stressful times.

- Maintaining adequate staffing to support essential City services will be of primary concern. Essential services will be staffed first, and other functions will be staffed secondarily.

- In the event that an influenza pandemic is proclaimed, management may be required to take actions to protect the public and City employees that conflict with existing Personnel Rules and collective bargaining agreements. It is the City's intent to minimize the number and the duration of these disruptions and to honor all appeal processes to the extent practical.

- Unions will be informed in advance of potential personnel administration changes to the extent reasonably possible.

- The human resource processes may be simplified, and the administration of personnel rules and/or collective bargaining provisions narrowed in order to meet the demands of staffing needs during an emergency period.

- The effect of these policies does not grant new privileges, rights of appeal, rights of position, transfer, demotion, promotion or reinstatement of any City of Mercer Island employees, contract or temporary workers or volunteers. These guidelines and policies do not constitute an express or implied contract. They provide general guidance and cannot form the basis of a private right of action.

Social Distancing

In an influenza pandemic, one of the key strategies the City will adopt to prevent the spread of flu among City employees is social distancing. This may require sending individuals home without work to do, having them work at home, having them work extended hours, or having them work overtime. Some or all of these issues may have labor relations implications.

Communicating with Employees

Communicating regularly, directly, and honestly with City employees regarding the City's plans for and response to a pandemic as it occurs will be essential to the success of that response. The City's Pandemic Influenza Emergency Communications Strategy covers both internal and external communications and the general timing of their release during the pandemic incident lifecycle.

Human Resources Questions Related to a Pandemic Event

What does the City do if an employee refuses to come to work?

Answer: Employees are subject to disciplinary action

Section   Disciplinary Action

City of Mercer Island Employee Handbook
See entire policy and procedure in the Employee Handbook

****

What does the city do for the employee who does not report to work and has no leave available to use?

Answer: Decision is left with the City Manager

Section   Leave of Absence Without Pay

City of Mercer Island Employee Handbook
See entire policy and procedure in the Employee Handbook

****

Can an employee be sent home due to illness or prevented from coming into work?

Answer: Yes

Section   Attendance / Emergency Conditions

City of Mercer Island Employee Handbook

See entire policy and procedure in the Employee Handbook

****

If an employee chooses not to come to work due to a pandemic event, how does the city document the employee's time away from work?

Answer: Leave without Pay

Section   Vacation

City of Mercer Island Employee Handbook

See entire policy and procedure in the Employee Handbook

****

If an employee can telecommute to do his/her job, are they allowed to do so?

Answer: Yes, if approved by the employee's department director, and in accordance with the City of Mercer Island's Administrative Policy Manual

Policy   Telecommuting

City of Mercer Island Employee Handbook

See entire policy and procedure in the Employee Handbook

****

Can employees be directed by city management in a pandemic type event to work in assignments outside of their normal work classifications?

Answer: Yes, if it is in the best interest of the City and there is an emergency as defined by the State of Washington or King County.

The City will do everything possible to work with labor organizations to address this issue before reassignments are made.

14. Assessment and Reporting

Absence Reporting

All Departments, including Human Resources who tracks employee absence during a pandemic event, need to know the resources that each department has available to perform service so that resource shortages can be addressed for essential services. In addition, Seattle-King County Health Department requires this information to help track the magnitude and spread of a pandemic. Therefore, each department is required to report on a daily basis:

- How many employees, including part-time and temporary employees, the department has on their payroll;

- How many employees have reported to work;

- How many employees are absent;

- And, to the extent known, the type of absence: sick leave, family sick leave, scheduled absence, or other.

Each department, should create a procedure for gathering this information on a daily basis for week-day day shift employees. Typically, a department may establish a simple process for one designated person to report via City email to Human Resources regarding daily staffing levels and absences. To view an absence reporting form, see **Table 4**.

Table 4: Influenza Pandemic Absence Report

To be completed daily, Monday through Friday, and submitted, electronically if possible, to Human Resources

Department	# of Staff Scheduled to Work	# of Staff Reporting to Work	# of Staff Absent	# Absent Due to Illness	# Absent Due to Family Illness	# on Vacation or other Leave	# Absent for Unknown Reason
City Manager's Office							
Court							
Finance							
Human Resources							
Information And Geographic Services							
Fire							
Parks and Recreation							
YFS							
Police							
Public Works							
DSG							

Department	# of Staff Scheduled to Work	# of Staff Reporting to Work	# of Staff Absent	# Absent Due to Illness	# Absent Due to Family Illness	# on Vacation or other Leave	# Absent for Unknown Reason
Totals:							

15. Plan Adoption and Training

This Plan creates some unique implementation challenges. Most disasters are of short duration, yield no more than a few days of disrupted service, and affect only a small and well-defined number of employees or work units. In contrast, during a pandemic, most employees will be affected, and many businesses will change their level of service, some more than others. This impact will likely be felt across all of City government for several months or longer.

Because an influenza pandemic will impact employees and services across the City of Mercer Island, it is critical that all employees be adequately prepared to respond to a pandemic. Every City department should ensure that its employees receive training on this plan that directly affect their work or their well-being. Furthermore, the City should conduct drills and exercises to prepare all employees for their role in providing essential services during a pandemic.

The sections that follow provide a schedule for plan completion, adoption, and Public Works, and guidelines for training employees on plan logistics and conducting implementation exercises.

This Plan becomes effective upon approval by the City Manager.

Responsible City Officials

The Fire Chief with assistance from the Emergency Preparedness Officer has overall responsibility for the Pandemic Flu Plan and shall periodically report implementation status to the City Manager, and coordinate updates to the Plan as required.

Department Directors, especially those providing Priority Service Level 3 City services, are responsible for ensuring the adequacy of their plans and departmental preparations.

Plan Distribution

It is the responsibility of the Fire Department and Emergency Preparedness Officer to ensure proper distribution of the Plan to City departments and other appropriate parties. The Plan shall be transmitted by Emergency Management for distribution either electronically or by hard copy as necessary. In addition, because much of this plan impacts

all City employees, Emergency Management shall post it on the City's intranet. City department directors are responsible for ensuring that all employees within their departments have access to the sections of this Plan that affect them.

Plan Maintenance

The Fire Department is responsible for maintaining the Mercer Island's Pandemic Influenza Plan, with input from individual department staff and/or ESF representatives. This Plan and its appendices shall be reviewed whenever the City's CEMP is scheduled for review.

However, certain portions of this Plan must be reviewed more frequently. Information and Geographic Services for example, should be reviewed at least every two years to ensure that it adequately addresses the most current technologies in use at the City. This is particularly critical in relation to strategies for telecommuting. In the event of an influenza pandemic, it is imperative that all equipment and software used by employees to telecommute be up-to-date and compatible with City systems, as the expectation is that many employees will telecommute during the pandemic. Similarly, human resource policies may change as union contracts are renegotiated. These policies should be reviewed at least every two years.

Additionally, when the WHO declares that the influenza pandemic has moved to Phase 4, this Plan should be reviewed and updated as required. Training and exercise schedules may also be accelerated based on WHO and Seattle-King County Health Department guidance. Finally, the Seattle-King County Health Department will update its forecast of pandemic status on an annual basis.

Plan Training

Because every City employee will be affected by this Plan, extensive training on the plan is necessary. Methods to conduct training may include Web-based training, video presentations, and tabletop drills. Training will vary from general overview materials to detailed procedures. Departments and agencies are expected to contribute to various portions of lesson plans where required.

Training Module Development

Emergency Management is responsible for developing a basic curriculum that will be available to all City employees. The development of these training materials will require input from other departments and agencies.

The purpose of this training is to help employees understand the priorities of City government, including essential services during an event of this type. In addition, the training will identify City employees' roles in providing essential services during a declared pandemic crisis, ways they can help themselves and their families overcome challenges they may face during a pandemic, and ways to help the community and those they serve.

General information about pandemic influenza, basic health and safety recommendations, social distancing guidelines, human resource issues, and IT instruction should also be included in the training.

In addition to the initial training module developed by Emergency Management, each department shall develop training that includes specific policies and procedures their employees will use during an influenza pandemic. Training that familiarizes employees with department plans, particularly those areas affected by a pandemic, is critical and should address issues such as Lines of Succession, Delegation of Authority, and which units will cover for others if there is a shortage of personnel.

There are also some unique forms of technical training that may need to be developed. Examples include IT training on remote access for those employees who may be working from home, agreed upon exceptions to union contracts, and modifications to procurement or payroll submissions. Emergency Management will coordinate with the City's departments to ensure that all gaps are identified, and training issues addressed.

Plan Exercises

Disaster exercises perform three vital functions. They:

- Validate response plans and procedures to the extent that those plans and procedures are adequate in guiding responses to exercise scenarios.

- Expose gaps or shortcomings which can be corrected and validated in the next exercise.

- Reinforce employee behaviors and increase employee confidence in using the plan to respond to a disaster.

The Federal Emergency Management Agency (FEMA) provides the following definitions of exercises in its IS 139, Exercise Design training course.

"… As the name suggests, the orientation seminar is an overview or introduction. Its purpose is to familiarize participants with roles, plans, procedures, or equipment. It can also be used to resolve questions of coordination and assignment of responsibilities.

A **drill** is a coordinated, supervised exercise activity, normally used to test a single specific operation or function. With a drill, there is no attempt to coordinate organizations or fully activate the EOC. Its role in an exercise program is to practice and perfect one small part of the response plan and help prepare for more extensive exercises, in which several functions will be coordinated and tested. The effectiveness of a drill is its focus on a single, relatively limited portion of the overall emergency management system. It makes possible a tight focus on a potential problem area.

A **tabletop exercise** is a facilitated analysis of an emergency situation in an informal, stress-free environment. It is designed to elicit constructive discussion as participants

examine and resolve problems based on existing operational plans and identify where those plans need to be refined. The success of the exercise is largely determined by group participation in the identification of problem areas.

A **functional exercise** is a fully simulated interactive exercise that tests the capability of an organization to respond to a simulated event. The exercise tests multiple functions of the organization's operational plan. It is a coordinated response to a situation in a time-pressured, realistic simulation.

A **full-scale exercise** simulates a real event as closely as possible. It is an exercise designed to evaluate the operational capability of emergency management systems in a highly stressful environment that simulates actual response conditions. To accomplish this realism, it requires the mobilization and actual movement of emergency personnel, equipment, and resources. Ideally, the full-scale exercise should test and evaluate most functions of the emergency management plan or operational plan. ..."

To ensure an effective response to pandemic influenza, the full range of exercises from the drill to the full-scale simulation will be necessary. These exercises enable the City to test its plans and help employees to understand their roles in the response and to practice critical activities.

Each department shall conduct training, drills, and tabletop exercises that include appropriate managers and selected personnel. Some departments may need to execute multiple exercises in order to cover all business groups. Emergency Management staff will be available to assist with the design or facilitation of these exercise activities.

To practice social distancing, some drills should include employees connecting to City computer systems and departmental applications from home. Other activities that should be practiced in a drill or discussed in a tabletop exercise include testing call down lists, impact reporting, and absence reporting.

Emergency Management will take the lead for this exercise which should be conducted as soon as possible after the adoption of this Plan.

16. Glossary of Terms

Following are definitions of terms and acronyms used in this Annex. This glossary also includes terms commonly associated with a pandemic or similar health incident.

Acute: Short-term, intense symptomology or pathology, as differentiated from chronic. Many diseases have an acute phase and a chronic phase.

ALS: Advanced Life Support.

Antigen: Any molecule that is recognized by the immune system and that triggers an immune response, such as release of antibodies.

Antigenic Drift: Influenza viruses continuously undergo small genetic changes (referred to as "antigenic drift") that require development of new influenza vaccines from year to year.

Antigenic Shift: "Pandemic influenzas" result when strains undergo a more dramatic genetic change caused by genetic re-assortment (referred to as "antigenic shift").

Antiviral medication: Drug(s) that are used to prevent or treat a disease caused by a virus, by interfering with the ability of the virus to multiply in number or spread from cell to cell. Drugs with activity against seasonal influenza viruses include the neuraminidase inhibitors, oseltamivir and zanamivir and the adamantanes, amantadine and rimantadine.

Asymptomatic: Without signs or symptoms of disease. May still have infection.

Avian (or bird) flu: Caused by influenza viruses that occur naturally among wild birds. The H5N1 variant is deadly to domestic fowl and can be transmitted from birds to humans. There is no human immunity and no vaccine is available.

CDC: Centers for Disease Control and Prevention. CDC is a U.S. Federal Agency within the U.S. Public Health Service of the U.S. Department of Health and Human Services.

Contact: People who have had close physical contact (less than one yard) or confined airspace contact with an infected person, within four days of that person developing symptoms. These are likely to include family members and/or other living companions, workmates (if in close contact situations or confined airspace environments), and some recreational companions. People, who have not been in close proximity nor have shared a confined airspace with a sick person within four days of that person developing symptoms, are not considered to be a contact. Note that the definition of a contact is likely to change once the nature of the pandemic strain is known.

Continuity of Government (COG): COG is the principle of establishing defined procedures that allow a government to continue its essential operations in case of catastrophic event. COG plans help prevent leaving a vacuum at any governmental level

in the aftermath of major disaster, which could lead to anarchy or to an unlawful assumption of authority.

Continuity of Operations (COOP): In the public sector, COOP planning typically emanates at the department or agency level and refers to the preparations and undertaken to ensure essential services are maintained in the case of catastrophic events.

EMS: Emergency Medical Service.

EOC: Emergency Operations Center, staffed on a 24-hour basis during an emergency.

Epidemic: An outbreak of infection that spreads rapidly and affects many individuals in a given area or population at the same time.

Epidemiology: The study of epidemics and epidemic diseases.

Febrile Respiratory Illness: Patients presenting with cough, and fever. Cough indicates contagion; fever indicates infection.

Flu: Another name for influenza infection, although it is often mistakenly used in reference to gastrointestinal and other types of clinical illness.

Flu Treatment Centers: Alternative sites set up to care for patients with pandemic flu. Schools, churches, public buildings set up through the public health authority or volunteer agencies to care for the sick.

Haz-Mat: Hazardous Materials.

H1N1: A strain of influenza type A virus that caused the pandemic infection of 1918 1919 and that continues to circulate in humans.

H5N1: A strain of influenza type A virus that moved in 1997 from poultry to humans. While the outbreak of this virus was rapidly contained, it produced significant morbidity

and mortality in persons who became infected, probably from direct contact with infected poultry.

High-Risk Groups: Those groups in which epidemiological evidence indicates there is an increased risk of contracting a disease.

HomePack: Gloves, gowns, masks, sent home with the employee to allow travel to and from work, and to allow the employee to stay protected from infectious disease away from the work place.

Immunization: A procedure that increases the protective response of an individual's immune system to specified pathogens.

Incubation Period: The interval from exposure to an infectious organism and the onset of symptoms. For pandemic influenza, it is estimated to range from two to ten days.

Infection: Condition in which virulent organisms are able to multiply within the body and cause a response from the host's immune defenses. Infection may or may not lead to clinical disease.

Infectious: Capable of being transmitted by infection, with or without actual contact.

I.D.: Infectious Disease.

Influenza: A highly contagious, febrile, acute respiratory infection of the nose, throat, bronchial tubes, and lungs caused by the influenza virus. It is responsible for severe and potentially fatal clinical illness of epidemic and pandemic proportions.

Influenza type A: A category of influenza virus characterized by specific internal proteins and further sub-grouped according to variations in their two surface proteins (hem agglutinin and neuraminidase). It infects animals as well as humans and has caused the pandemic influenza infections occurring in this century.

Influenza type B: A category of influenza virus characterized by specific internal proteins. It infects only humans, causes less severe clinical illness than type A, and spreads in regional rather than pandemic outbreaks.

Influenza type C: A category of influenza characterized by specific internal proteins. It does not cause significant clinical illness.

LPAI: Low Pathogenic form of Avian Influenza. Classification of avian flu virus based on the severity of the resulting illness. Most avian flu strains are classified as LPAI and

typically cause little or no clinical signs in infected birds. However, some LPAI virus strains are capable of mutating under field conditions into HPAI viruses.

Malaise: A feeling of unease, mild sickness or depression.

MCI: Mass/Multiple Casualty Incident.

Morbidity: Departure from a state of well-being, either physiological or psychological illness.

Morbidity Rate: The number of cases of an illness (morbidity) in a population divided by the total population during a specific time interval.

Mortality: Death, as in expected mortality (the predicted occurrence of death in a defined population during a specific time interval).

Mortality Rate: The number of people who die during a specific time period divided by the total population.

MSG: Medical Support Group, provides medical intelligence to public safety responders; links PHSKC-Epidemiology, regional hospitals, Hospital Control, ALS provider groups, regional fire departments, law enforcement, ambulance, and EOCs.

NIMS: National Incident Management System, a national incident management system that allows agencies of different disciplines and jurisdictions to work together during times of crisis or disaster.

N95/N100 Masks: NIOSH rated particulate masks.

Novel Influenza Virus Strain: A new strain of influenza A that has not previously infected humans, but has undergone genetic mutation or reassortment, and has developed the ability to cause illness in humans.

Pandemic: Referring to an epidemic disease of widespread prevalence around the globe; a worldwide outbreak of infectious disease; a virulent human flu that causes a global

outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person.

Pathogen: Any disease-producing micro-organism or material.

Pathogenesis: The natural evolution of a disease process in the body without intervention (i.e., without treatment). Description of the development of a particular disease, especially the events, reactions and mechanisms involved at the cellular level.

PEP: Post Exposure Prophylaxis medication.

PHSKC: Public Health Seattle and King County.

PPE: Personal Protective Equipment. Respiratory protection, gloves, gowns, shields, eye protection.

Prophylaxis: A medical procedure or practice that prevents or protects against a disease or condition (e.g., vaccines, antibiotics, drugs).

PSA: Public Service Announcements.

Quarantine: The physical separation, including confinement or restriction of movement, of individuals who are present within an affected area or who are known, or reasonably suspected, to have been exposed to a communicable disease of public health threat and who do not yet show symptoms or signs of infection. Purpose is to prevent or limit the transmission of the communicable disease of public health threat to unexposed and uninfected individuals.

Respiratory hygiene (or pan flu etiquette): Personal practices or habits to decrease the transmission of diseases spread through respiratory secretions or airborne droplets or particles. Includes covering the mouth when coughing or sneezing, disposing of tissues, avoiding coughing or sneezing into hands, and washing hands or using hand-sanitizers.

Seasonal (or common) flu: A respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

S&S: Signs and Symptoms.

Surveillance, Influenza: The on-going systematic collection, analysis, and interpretation of disease activity and trend data for quickly detecting the introduction of a

novel virus strain in King County and for quickly detecting outbreaks in order to facilitate early public health intervention.

TRP: Telephone Referral Project. A consulting nurse phone line that dispatchers may transfer some non-emergent medical calls to for further information and medical advice.

Vaccine: A substance that contains antigenic components from an infectious organism. By stimulating an immune response (but not disease), it protects against subsequent infection by that organism.

Virulent disease: Highly lethal diseases, e.g. Cholera, Diphtheria, Ebola virus disease, Hemorrhagic fever, Lassa fever, Leprosy, Marburg virus disease, Plague, Smallpox, Tuberculosis.

Virus: A group of infectious agents characterized by their inability to reproduce outside of a living host cell. Viruses may subvert the host cells' normal function, causing the cell to behave in a manner determined by the virus.

World Health Organization (WHO): A specialized agency of the United Nations generally concerned with health and health care.

Zoonoses: Diseases that are transferable from animals to humans.

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APPENDIX 9 - Cyber Security
2018 Mercer Island CEMP

Primary Agency: City of Mercer Island Information and Geographic Services Department

Support Agencies: City of Mercer Island Police Department

City of Mercer Island Departments

Introduction

Background

The City uses a variety of systems, services, and devices that rely upon both internal and external computer networks in order to function properly. These networks as a whole are commonly referred to as "cyberspace" and failures in them, regardless of cause, are commonly referred to as "cyber incidents". An incident is any adverse event affecting the confidentiality, integrity, or availability of a City technology system. This could be an earthquake, a data breach, a virus or malware infection, or an action caused by a current/former employee. All IT personal have the authority and responsibility to actively respond to a perceived incident. Cyber incidents have the potential to disable city services, release non-disclosable information to unknown parties, and create public safety issues, among other things.

Purpose

This incident annex outlines fundamental steps in the City's response to a cyber incident, including assignment of responsibility and critical actions that must be taken to prepare for, identify, respond to, and recover from a cyber incident.

Policies

- The Information and Geographic Services Department is responsible for securing and maintaining City information technology assets in accordance with industry standard best practices. It is further responsible for developing and implementing policies and procedures that ensure the City's ability to prevent, detect, and respond to cyber incidents.
- All employees, volunteers, and others with access to City computer systems are required to be familiar with and comply with all policies and procedures related to information technology use and security.
- All City departments are expected to actively participate in continuity of operations planning that accounts for loss of information technology services. Continuity of operations planning must include identification of critical services and procedures for continuing those services during the loss or all or some of the City's cyber infrastructure.

Situation and Assumptions

Emergency Conditions

The City's vulnerability to a major cyber incident is directly related to the amount of planning and prevention activities that have been undertaken and the degree to which system users are able to rapidly detect, isolate, and report potential incidents. Emergency conditions related to a major cyber incident may be created from both internal and external sources and actions which have the potential to cause critical life safety and other essential services to fail.

Planning Assumptions

- The City has a robust cyber security and computer/internet use policy that is regularly updated to reflect best practices.
- The City provides training to all system users on acceptable use policies, social engineering awareness, and incident identification/notification procedures.
- Major cyber incidents can occur with or without warning.
- Major cyber incidents may be malicious or accidental/inadvertent, but initial response must not be dependent on determining which.
- Cyber vulnerabilities are both technological and human caused and will continue to exist regardless of the number of safeguards put in place and the amount of training conducted.
- Regardless of cause, major cyber incidents have the potential to shut down critical infrastructure, negatively affect life safety, reveal protected information, and to cause harm to people, data, and physical assets.
- Incidents may start and end on systems that are outside of the City's direct control.
- Close coordination with county, state, federal government partners, as well as private sector entities and NGOs will likely be required in a major cyber incident.

Concept of Operations

- The City's Information and Geographic Services (IGS) Department provides the following services to support all City departments
  - Voice and data communication systems
  - File and print systems
  - Wired and wireless networks
  - Servers and file storage
  - Routers, switchers, gateways, & firewalls
  - Business systems support, application software development, databases
  - GIS systems and services
  - Access to the internet and inter-governmental networks
- Information and Geographic Services issues contracts for certain types of work and services, including:

- Software/hardware maintenance
- Print/copier maintenance
- Software/database hosting
- Network security
- Internet services
- Phone services

- Information and Geographic Services routinely works with other government organizations to exchange information and best practices.
- Information and Geographic Services works in conjunction with Emergency Management to assist departments in developing appropriate expectations and continuity of operations plans.
- Information and Geographic Services bases its own continuity of operations plan upon the needs of other City departments.
- Information and Geographic Services maintains detailed, confidential procedures for cyber incident response that are based on current best practices.
- Information and Geographic Services maintains non-disclosable lists of available cyber incident detection and response resources, including tools and outside vendors.
- Information and Geographic Services utilizes up-to-date services, tools and techniques to detect adverse events on their networks and other systems.
- All system users are trained and know when and how to report possible cyber incidents and how to avoid common network intrusion and social engineering techniques.

Responsibilities

Information and Geographic Services Department

- Serve as lead department for major cyber incident response
    - Provide subject matter expertise to the EOC and key decision-makers
    - Provide personnel and technology to detect, isolate, and eliminate threats and to restore systems after the threat has been dealt with.
- Serve as liaison to other cyber response organizations, which may include but is not limited to:
    - King County INET Operations Center
    - Multi-State Information Sharing and Analysis Center (MS-IASAC)
    - Washington State Office of Cyber Security
    - Washington Emergency Management Division, Cyber Security
    - Washington State Patrol – CJIS
    - Federal Bureau of Investigation
    - Cybersecurity vendors and response teams (government, private, or combined)

Police Department

- Serve as lead for any criminal investigation that results from the incident and is within the City's jurisdiction
    - Provide law enforcement subject matter expertise to the EOC
    - Conduct criminal investigations pursuant to established policy and procedure
    - Serve as liaison to other law enforcement entities with a role in cyber incident response, which may include but is not limited to:
        - King County INET Operations Center
        - Washington State Fusion Center
        - FBI Joint Cyber Task Force (CTF)
        - Washington State Patrol High Tech Crimes United (WSP HTCU)
        - Other local or county law enforcement agencies

All City Departments

- Provide representation to the EOC as needed
- Implement Continuity of Operations plans as required

Information Security Incident Response Procedures

Pre-Incident Phase

- Continually enhance, maintain and revise the appropriate emergency response plans relating to cyber security.
- Participate in necessary training and develop exercises relevant to cyber-attacks.
- Ensure that contact lists are current. Consider establishing a pre-event duty roster allowing for 24/7 operational support to the city/EOC.
- Participate in City, county, regional, state, and federal cyber security preparedness activities.
- Analyze cyber vulnerability, exploit, and attack methodologies.
- Identify new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
- Inform Emergency Manager and City Manager of any major developments that could adversely affect response operations.

Incident Response Plan - Localized

This procedure outlines the incident response plan to be used by City staff in the event of a localized information security incident that can be resolved by department personnel without need to activate the Emergency Operations Center.

Definition: Information Security Incident – For purposes of this procedure, an information security incident is an adverse event occurring to/on/within a City technology system such as a system crash, unauthorized use or access, malware infection, or major outage due to power failure or natural disaster.

Step One: Incident Declaration

- Determine that an incident is occurring/has occurred and the appropriate level of response required.
- Collect and review information about the suspected adverse event or disruption to technology services. (This could include reviewing an alert from an information security system, speaking to a user of a system who is reporting abnormal system behavior, running diagnostics or forensics tools on a system, and/or researching information on the Internet.)
- Contact the IS Director or Sr. Systems Administrator if you believe an incident has or is occurring. The IGS Director or Sr. Systems Administrator will confer with the Emergency Manager to determine if the incident is widespread/major and the EOC should be activated.

Step Two: Documentation

- Remain calm and take detailed notes. Rushing through incident response and associated decision making may make things worse.
- Once identification and prioritization occurs, be prepared to contact necessary
  CC

support.
- Keep a detailed log of actions, events, and anything else that is relevant. Try to ensure dates/times of each entry are captured.
- If possible, use notepad or basic text editor to ensure malicious URL's or other information is stored in plain text and not clickable.

Step Three: Priority and Response Time

- Review the next two charts to determine the scope and priority of the incident.
- Determine the appropriate response time. Information security incidents can begin with one affected user, so if it is a **verified security incident** (a confirmed ransomware infection, for example) the priority begins at high as the risk for the incident to spread could be high.

Priority Calculator

Urgency (status of service)	Impact (scale of affected users)				
	City Wide	Multiple Departments	Single Department	Multiple Users	Single User
Verified Security Incident	Critical	Critical	Critical	Critical	High
Service totally unavailable	Critical	Critical	Critical	High	Normal
Service available but with significant degradation in performance or stability	Critical	Critical	High	Normal	Normal
Interferes with normal completion of work	Critical	High	Normal	Normal	Low
Tasks are made more difficult, but are not impossible to complete	High	Normal	Normal	Low	Low
Interferes with insignificant components or business processes	Normal	Normal	Low	Low	Low

Response Time Calculator

Priority code	Urgency of response	Target response	Target Resolution
Critical	Immediate, sustained effort using all necessary and available resources until service is restored	Immediate response, action within 1 hour	Depends on Incident
High	Immediate response to assess the situation, IT staff may be interrupted and taken away from low or normal priority jobs	Immediate response, action within 4 hours	Depends on Incident
Normal	Response using standard procedures and operating within the normal frameworks	Assigned to IT staff within 1 business days	Depends on Incident
Low	Response using standard procedures and operating within the normal frameworks as time allows	Assigned to IT staff within 5 business days	Depends on Incident

Step Four: Contact Appropriate Personnel

- **Notify IS Director or Sr. Systems Administrator FIRST for ALL incidents.**
- It may be necessary to involve law enforcement if you believe a crime has been committed.
- Additional outside resources are listed below in case the incident is beyond the resource level, skill or capability of City staff to resolve.
- A progressive escalation should occur beginning with City staff and departments.
- Contact the Emergency Manager for assistance in determining whether the incident that has occurred warrants the EOC being activated.
- If it is determined that the EOC must be activated and additional resources are required, follow the additional steps outlined in the section entitled "Widespread/Major Incident Response Plan". This procedure outlines additional actions to be implemented by City staff in the event of a widespread/major information security incident that requires activation of the Emergency Operations Center.

CONTACT LIST

Information Services Director Mike Kaser Cell: (425) 213-6180 Desk: (206) 275-7772 Email: mike.kaser@mercergov.org	Sr. Systems Administrator Alfredo Moreno Cell: (206) 334-4577 Desk: (206) 275-7775 Email: alfredo.moreno@mercergov.org
Systems Administrator Troy Mandeville Cell: (360) 481-4535 Desk: (206) 275-7773 Email: troy.mandeville@mercergov.org	Helpdesk Technician II Andrew Oss Cell: (425) 299-3080 Desk: (206) 275-7776 Email: andrew.oss@mercergov.org
Police Contact – Services Commander Sgt. Jeff Magnan Cell: (206) 940-3159 Desk: (206) 275-7917 Email: jeff.magnan@mercergov.org	Emergency Management Officer Jennifer Franklin Cell: (206) 940-2962 Phone: (206) 275-7905 Email: Jennifer.Franklin@mercergov.org
City Manager Julie Underwood Cell: need this info Desk: (206) 275-766 Email: julie.underwood@mercergov.org	City Attorney Kari Sand Cell: (253) 988-5825 Desk: (206) 275-7650 Email: kari.sand@mercergov.org
Public Information Officer Ross Freeman Cell: (206) 437-7487 Desk: (206) 275-7662 Email: ross.freeman@mercergov.org	King County INET Operations Center Phone: (206) 263-7000 Email: inetops@kingcounty.gov
Comcast Internet Support Phone: 1 (800) 391-3000	Satellite Internet Support Skyline Communications Phone: (317) 535-1600
NORCOM IT Helpdesk Phone: 425-577-5960	WA State Office of Cyber Security CERT Manager David Morris Phone: (360) 407-9008 Email: david.morris@ocs.wa.gov
WA Emergency Management Division, Cyber Security Phone: (253) 512-7217 Email: Robert.Lang@mil.wa.gov	Multi-State Information Sharing and Analysis Center Phone: 1-866-787-4722 Email: soc@msisac.org
Washington State Patrol – CJIS	Federal Bureau of Investigation, Seattle Office

Information Security Officer Kevin Baird Phone: (360) 534-2161 Email: kevin.baird@wsp.wa.gov	Phone: (206) 622-0460 https://www.ic3.gov/default.aspx
Washington State Fusion Center Phone: 1-877-843-9522 intake@wsfc.wa.gov	U.S. Secret Service, Seattle Office Phone: (206) 553-1922
Slava Trofimchik Technologies Superintendent VECA Electric & Technologies | Seattle [D] 206.696.7473 [C] 206.819.1707 Slava.Trofimchik@veca.com www.veca.com	City owned Fiber Repair Ari Shackell INSI Main: (253) 761-0418 Fax: (253) 879-0186 Cell: (253) 732-9335

Step Five: Identification

The identification phase involves determining what is causing the incident so that a well informed decision can be made on what actions to take. NO ACTIONS are taken in this step. That does not mean that this step shouldn't happen quickly. Depending on the incident, moving quickly to the Containment phase may be necessary to prevent a high risk/impact incident from continuing. However, this should only be done if there is a high degree of confidence that the necessary steps to initiate containment are understood (i.e. disconnecting the network cable from an endpoint device).

Need to Know Only! information should be kept highly confidential and shared on a need to know basis only. If you do need to talk to City employees to gather information, do so in a way to limit rumors and misunderstandings. You may need to ask the employee to not share information about the incident. **Need to Know Only!** could be all city employees every hour, or only a detective for the first few hours of the incident. Decisions are made based on the incident circumstances.

Four different areas exist that should be reviewed for indicators of compromise:
- o Network Perimeter
- o Host Perimeter
- o Operating System Level
- o Application Level.

Here are questions to think about as you work through the identification phase. Refer to cheat sheets for commands to run.

- What systems / users are affected?
- When did the incident begin?

- Who reported the issue?
- Are IDS, Network Monitors, Firewalls or other systems providing alarms, alerts or indicators?
- What do logs show on affected systems? (Servers, switches, firewalls, workstations)
- What type of incident is it? (Virus, Theft, Security Policy violation, Ransomware, System Outage, Natural Disaster, Power Outage, Data Breach, Violation of Law, etc.)
- What networks / IP addresses / facilities have been associated with the incident?
- Is it affecting just City technology systems or is it a larger event?
- Does this involve any data or services used by the public?
- Is PCI, CJI, PII, PHI, or any other protected data involved with affected systems?
- Do unusual network connections exist, are unusual ports open or are unusual services or processes running on affected systems?
- Is a packet capture necessary before action is taken?
- If a law is suspected to have been broken or if forensics may be required, can evidence be preserved? At what cost? Get chain of evidence advice from detectives if needed.
- Do additional resources or experts need to be called in?
- Is this a false positive or is this a real incident?
- Does the Emergency Manager need to be notified and EOC activated?

Step 6: Containment

Containment involves figuring out how to stop the incident from getting worse and is broken into short term and long term steps. At this point you need to determine three things based on what you know so far:

- What type of incident have we identified in Step Five? (Ransomware, Policy Violation, System Down, Location Unavailable, etc.)
- What is the priority? (See Step Three)
- Who should be contacted and how sensitive is the information? (See Step Four)

Containment will depend on the type of incident. A communication plan needs to be established. If it is a simple virus on one machine, the communication plan may be to work with the affected system owner. If a network device or server system must be shut down, then all affected users may need to be contacted.

There should always be a minimum of two people working a verified security incident. Ideally and in most cases, at least one person should be physically present at the source of the incident, where possible. Talking with system owners and users about what happened may need to occur in detail. Maintain an awareness of any odd devices, behavior, people, or other abnormal activities at "the scene of the crime" and document them.

Short term containment could include:

- Unplug a network cable
- Disable a user account
- Unplug the power
- Disconnect a virtual NIC
- Disable a port on a firewall or switch
- Shutdown a system / disable a file share / stop a service / kill a process
- Build a new firewall filter/rule to block ports/ip addresses/urls/file types
- Modify DNS to point to a new IP address or unreachable IP address
- Capture network traffic
- Contact an ISP, application or software service provider, or other vendor
- Image a hard drive or memory (if forensics is needed this might be one of the first things you do)
- Set up temporary workstations at separate location
- VMWare Replication Recovery

Short term containment can include making systems and services unavailable. As containment proceeds, you need to think about the impact of containment actions. How long can these systems be down? What data needs to be collected to determine the root cause or provide forensic evidence? Who makes the decisions, the system owner or IT?

Once enough information has been gathered for further investigation, then long term containment should begin as soon as possible. The purpose is to get systems and users back online.

Long Term Containment could include:

- System patching
- Anti-Virus definition updates
- Firewall, E-Mail Filters, or other blocking rules
- Group Policy Updates
- Account removal
- Process / Software / Service disable or removal
- Vulnerability Scan / Remediation
- File Scan/Search and removal
- Systems Rebuild

Long term containment really refers to the time where you have left "emergency containment mode" or short term containment, yet a system may need to be brought back online before full eradication can take place. The goal is essentially to fully contain further spread until eradication can be completed. It is possible that long term containment is unnecessary and eradication can begin.

Remember to continue to take good notes and keep people who should be informed up to

date. This might involve the continuum from senior leadership to a single user.

Step 7: Eradication

Eradication means completely removing the bad stuff from systems and networks and preventing its return. This could include malicious files, the installed software code, the accounts, or any other "artifacts" put in place to enable the issue to occur. Before eradication can be successful the root cause or causes of the issue must be determined. How did the ransomware get in? What vulnerability was exploited? What permissions were missing that allowed the user to do that? What firewall rules were insufficient? What endpoint protection weaknesses were discovered? Understanding exactly what happened is critical to the eradication phase. Keep taking notes!!

Common activities during eradication:

- Zero/wipe a drive, rebuild systems
- Restore files from known good backups
- Restore snapshots of virtual machines or replicated virtual machines
- Update policies, configurations and protection systems to prevent this incident in the future
- Install patches
- Destroy physical devices (perhaps a suspicious USB storage device)
- Scan for vulnerabilities with latest updates
- Implement detection rules for this issue on IDS or IPS systems
- Implement new physical access controls

Step 8: Recovery

Once the systems have been restored to normal working order continue to monitor the systems for additional concerns. Do not assume the problem has been totally eliminated and systems are working and back to normal.

Common activities during recovery:

- Smoke testing the system to ensure it is working as expected
- Running more extensive user testing or test plans
- Special monitoring of systems for a defined time period to ensure eradication
- Looking for artifacts or symptoms returning
- Training users, system owners, or others to prevent reoccurrence

Step 9: All Clear and Post Incident Activities

Ascertain that you have confirmation from the system owner and incident response team or other involved individuals that the issue has been resolved. We are in the business of customer service and we need to ensure that our customers are ready to return to normal business.

Once the incident is over there should always be a lessons learned discussion/after action plan. How can the response improve? How can detection improve? What tools/equipment were we missing?

There could also be potential activities such as credit monitoring or identity theft monitoring

that are required to continue for a period of time.

Finally, your documentation should be made a permanent report for the record, training purposes, or for delivery to an appropriate or required authority such as an insurance, legal or law enforcement agent.

Widespread/Major Incident Response Plan

This procedure outlines additional actions to be implemented by City staff in the event of a widespread/major information security incident that requires activation of the Emergency Operations Center.

Major Cyber Incident Checklist

- Activate the EOC and establish Incident Command. For larger events that cross multiple jurisdictions, participate in Unified Command.
- Conduct situational and periodic readiness assessments.
- Execute contracts and procure goods and services to support cyber security.
- Ensure financial and property accountability for cyber security activities.
- Estimate emergency staffing levels and request personnel support.
- Develop work assignments for ICS positions.
- Notify supporting agencies (dependent on the type of incident) and the Mayor/City Council.
- Determine the type, scope, and extent of the cyber security incident.
- Verify reports and obtain estimates of the area that may be affected.
- Ensure that all required notifications have been completed.
- Consider other local, regional, State, and Federal agencies that may been affected by the incident. Notify them of the status.
- Determine the need for additional resources and request them as necessary through appropriate channels.
- Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.
- PIO will formulate emergency public information messages and media responses utilizing "one message, many voices" concepts in compliance with EOC approval guidelines.
- Record all EOC activity and completion of individual personnel tasks. All assignments, person(s) responsible and significant actions taken should be documented in logbooks.
- Record all incoming and outgoing messages, documenting them as part of the EOC log.
- Develop and deliver situation reports.
- Planning will develop an Incident Action Plan (IAP) which will be approved, discussed and modified as the situation changes.
- Implement objectives and tasks outlined in the IAP.
- Coordinate with private-sector partners as needed.

Recovery/Demobilization

- Ensure an orderly demobilization of emergency operations in accordance with community recovery plans.

- Activate appropriate recovery strategies, continuity of operations plans, if appropriate.
- Release mutual aid resources as soon as possible.
- Conduct a post-event debriefing in order to develop an After Action Report/Improvement Plan.
- Deactivate/demobilize the EOC.
- Correct any response deficiencies reflected in the Improvement Plan.
- Revise any applicable emergency response plans based on success stories/lessons learned during the response.

Record of Updates

Updates to this policy must be approved by the Information Services Director, reviewed by the City Technology Council (internal steering committee), and the changes provided to the Emergency Manager.

Update No.	Date of Update	Date Added	Initials
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

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APPENDIX 10 - Volunteer Operations
2018 Mercer Island CEMP

City of Mercer Island, Washington
Emergency Management Office
March 2018

City of Mercer Island
Volunteer Manual

Table of Contents

VOLUNTEER JOB DUTY CHECKLIST

Introduction

This manual provides guidance and direction to the City of Mercer Island volunteers who support the City in emergency management and preparedness efforts. Volunteers are an important resource during times of disaster. This manual outlines the roles and responsibilities of the City of Mercer Island volunteers.

Mission

The mission of the volunteers is to serve the City of Mercer Island by providing assistance and support, within the scope of their training and abilities, during disaster situations.

Overview

The City of Mercer Island sincerely appreciates the volunteers who have stepped forward to assist the City in the event of a disaster or large-scale emergency. The volunteers help through disaster response volunteer teams which assist various City departments.

The disaster response volunteer teams are:

1. Communications / HAM Radio Operators / HS radio Station
2. Damage Assessment / Windshield Survey
3. Search and Rescue
4. Medical
5. Sheltering
6. Registration
7. Mental Health
8. Child Care
9. Senior Care
10. Animal Shelter Care
11. Transportation
12. Well Operation
13. Warming Center / Faith Community Liaison
14. Neighborhood/ Business Liaison (Map Your Neighborhood)
15. Resource Tracking/ Situation & Documentation Unit

The service volunteers provide must be within the scope of their training and abilities. The City Hall Court Room serves as the Emergency Volunteer Operations Center. Upon arrival, volunteers are assigned to teams and given assignments. At the end of their shift, volunteers report back to City Hall to sign out.

Mercer Island Emergency Volunteer Program

The volunteer program is inclusive of as many different volunteers as there are different jobs. The volunteers give their time for the betterment of a project, cause, organization, and/or the community. Volunteers, in return for their contributions, may gain work experience, learn new skills, meet new people, and receive satisfaction by helping and serving their community.

Volunteers are important to the City of Mercer Island as they assist City staff who may be limited in number and overwhelmed during a disaster.

Volunteers must have clearly defined roles and know the limitations of their volunteer assistance to the City.

A volunteer is not a paid employee, nor can a volunteer replace a paid employee. The function of volunteers is to assist, support, and enhance existing City resources.

Supervision

Emergency volunteer workers work under the direction of the City staff member to whom they are assigned.

Background Check

Prior to being issued an emergency worker volunteer badge, volunteers must successfully pass local and national background checks.

Expectations

Volunteers do not work alone. Volunteers must work at a minimum in pairs. Volunteers should wear appropriate clothing and shoes for the work and weather conditions and always wear their badge and vest. Additionally, volunteers should carry themselves in a professional manner as they represent the City of Mercer Island. It is imperative that volunteers check in/out with registration located in the Court Room at the beginning and end of their shifts.

Training

Emergency volunteer workers must be Community Emergency Response Team (CERT) certified. They should also wear their emergency worker volunteer identification badge which lists their training. Emergency workers in the medical field are responsible for providing documentation of their medical license/certification.

See Volunteer Application and Background Check Application on page 74.

Volunteer Levels

Level	Level Name	Response Level	Training Requirements	Other Requirements	Badge
3	Basic, Awareness	Good Samaritan, within Neighborhood	• Complete in-class from within Eastside CERT participating group basic training (includes drill) *		No - (groups may badge, format NOT the same as 2 or 3)
2	Intermediate	Community, outside Neighborhood, within home Jurisdiction	• Level 3 training plus ICS 100, 700 • 1 additional training selected from list below • Background check – national	Participate in 8- hours a year (drills, training, classes, meetings, expo) Be registered Emergency Worker	Yes – follow State of Washington Homeland Security Region 6 CRMCS credentialing system
1	Advanced	Regional, outside home Jurisdiction	• Level 2 training • 2 additional training selected from list below (3 total)	Participate in 4- additional hours (12- hours total) a year (drills, training, classes, meetings, expo)	Yes – follow State of Washington Homeland Security Region 6 CRMCS credentialing system

Additional Training

- Food Handler's permit (WA state)
- First Aid certification
- Map Your Neighborhood (MYN)
- Search and Rescue (SAR), King County
- Sand bagging
- Advanced first aid
- ATC 20
- HAM technician's license or higher
- Pet CPR/First Aid
- Disaster Assistance Response Team (DART)
- Washington State Animal Response Team (WASART)
- Shelter operations
- Psychological First-Aid
- Sky Warn
- Weather Spotter (NOAA)
- Windshield Surveys
- Community Point of Distribution (CPOD) Class
- ICS 300, 400
- Basic Disaster Life Support (BDLS)
- Other program as approved by home jurisdiction

Laws

Revised Code of Washington (RCW) and
Washington Administrative Code (WAC)

WAC 118-04-080(1)(a)
WAC 118-04-080(1)(c) RCW 38.52.180(2)
WAC 118-04-200(1)
WAC 118-04-200
RCW 38.52.010(4)

Liability

Good Samaritan Law Covered under the State/City

Injury

Volunteers must not exceed their own limitations, perform tasks or activities that puts or could put their personal safety at risk or cause risk to others, and must not exceed the limits and parameters of their training. In the event a volunteer suffers an injury, he/she must immediately notify the EOC and their supervisor.

Equipment/Vehicles

If private equipment / vehicles are being used for City purposes and approved by the City for use, any damage to private equipment will be covered by the City. Use of equipment that is the property of the City of Mercer Island must be used solely when the volunteer is logged in to duty and at the end of shift must be returned to the City.

In the Event of a Disaster

Activation of Volunteers

1. The decision to open the Emergency Operations Center (EOC) is generally made by the Mercer Island Emergency Manager, the Police Supervisor, a First Responder (Police or Fire) or key staff person. They will contact you if volunteers are needed.

2. The Volunteer Lead is contacted by the Code Red system, email, text message, phone call, or HAM radio and starts notifying volunteers by whichever communication system is working. Some volunteers may arrive on their own, self-initiated, to City Hall. Other volunteers may respond after being activated through the communication tree.

3. Upon arrival at City Hall, volunteers go to the City Hall Court Room for check in with the registration team. The volunteers who are first to arrive need to help set up equipment in the Court Room, so it may be used as the Volunteer Operations Center.

4. Volunteers receive a badge (if one has not already been issued) and a vest and are placed within the organization chart below.

5. Volunteers will be assigned a supervisor who will provide the volunteer with their job duties.

6. The Volunteer Lead creates shift schedules for the volunteers.

7. When volunteers are finished with their shift, they check out with the registration team to be logged off duty.   **Prefix for telephone extensions below is 206-275-xxxx.**
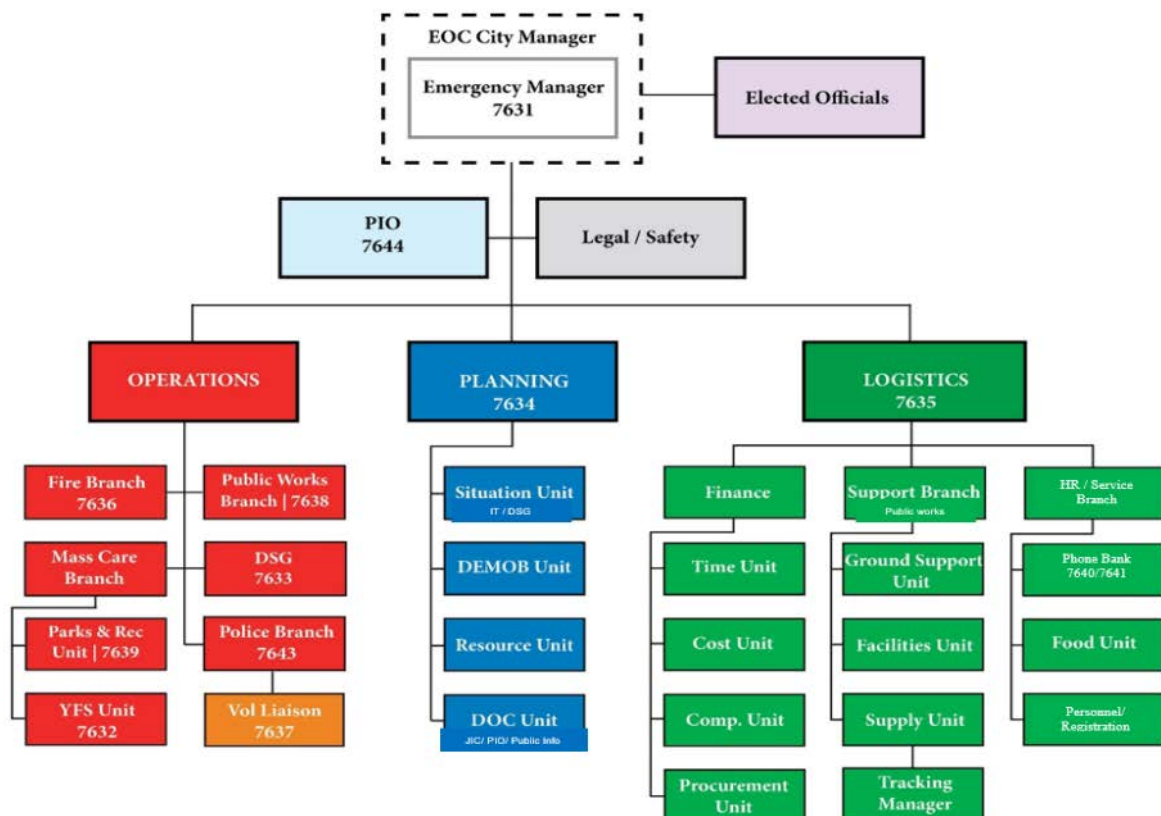
City of Mercer Island Volunteer
Organizational Chart

Operational Period:

Date: _____

Time: _____

EMERGENCY MANAGER

VOLUNTEER LIAISON

VOLUNTEER LEAD

PUBLIC WORKS
- TRANSPORTATION LEAD
- WELL / CPOD LEAD

POLICE BRANCH
- COMMUNICATIONS LEAD

DSG BRANCH
- DAMAGE ASSESSMENT / WINDSHIELD SURVEY LEAD

YFS UNIT
- CHILD CARE LEAD
- SENIOR CARE LEAD
- FOOD SERVICES FOR SHELTER
- MENTAL HEALTH LEAD

PARKS BRANCH
- SHELTER LEAD
- ANIMAL SHELTER LEAD
- WARMING CENTER LEAD

FIRE BRANCH
- MEDICAL LEAD
- SEARCH & RESCUE LEAD

LOGISTICS / HR
- REGISTRATION LEAD — 625
- PHONE BANK

PLANNING /DSG
- SITUATION/ RESOURCE/ DOCUMENTATION

March 2018
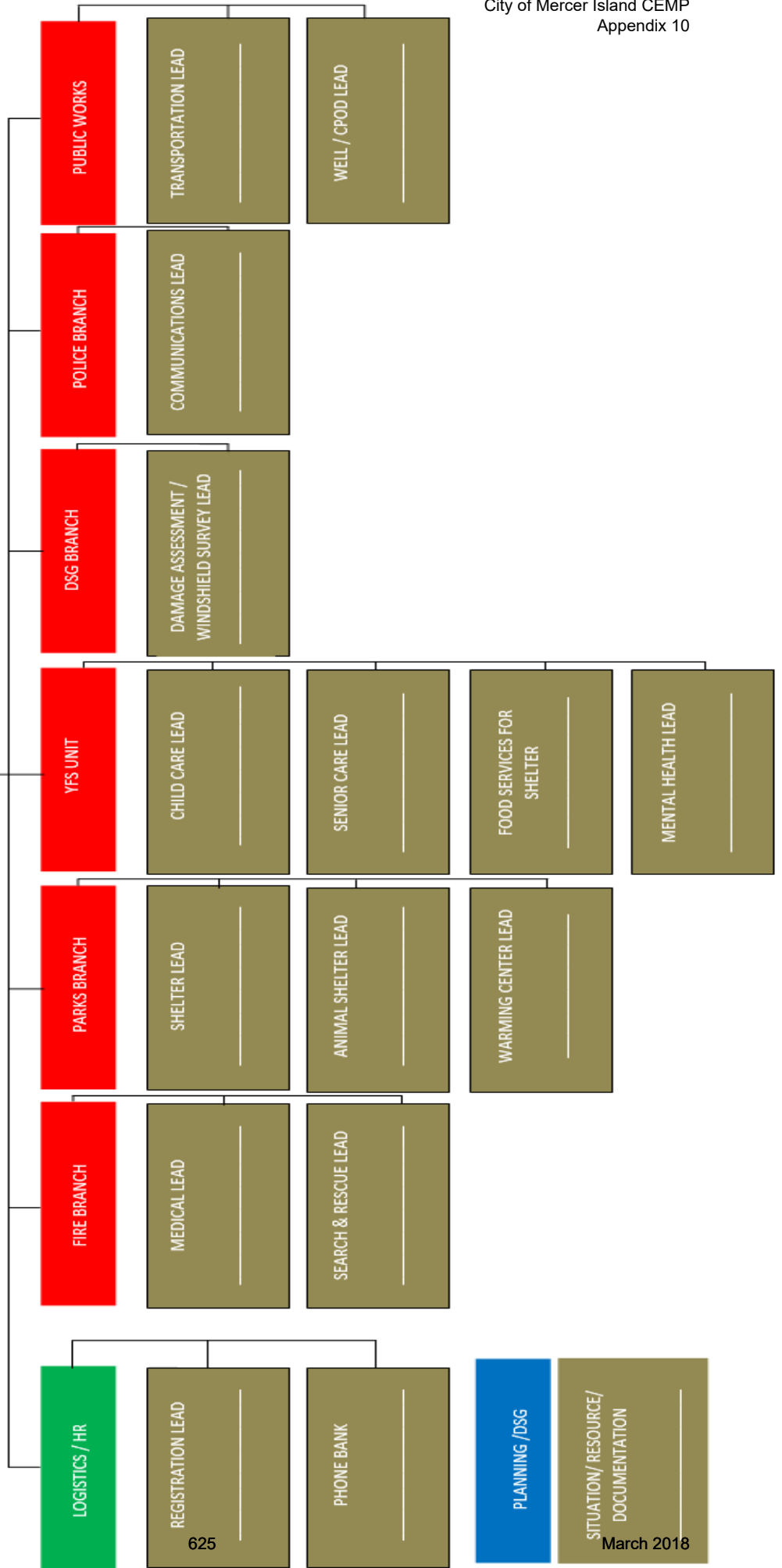
Incident Essentials

Priorities in any disaster
- Life Safety
- Property
- Environment

Medical Tagging
- Red tape –   Critical
- Yellow tape – Injured
- Green tape – OK
- Black / White tape – Dead

Building Operational Status
- Red –   No entrance to structure – critical
- Yellow – Limited entrance – critical functional
- Green – Normal operations – structure OK

Emergency Manager is the person in charge of the EOC located at City Hall.

Incident Commander is the person in charge at the scene of the disaster.

It is important to remember that the people who live and work on Mercer Island should first ***be prepared to shelter in place for 7- 14 days.*** The number of first responders and City staff is very limited and will quickly be overwhelmed, even with the help of volunteers.

Opening the Volunteer Operations Center

1. If a life-threatening situation, call 911. Leave phone lines clear for emergency calls.

2. Check on family, pets, and neighbors

3. Once family and neighbors are safe, attempt to contact the Emergency Operations Center (EOC) at 206-275-7600. If phone lines are down and you are safely able to, go to Mercer Island City Hall and help set up the volunteer operation center in the Court Room. The Court Room serves as the Volunteer Operations Center. Volunteers may remain here until given an assignment.

4. Once at City Hall, check in with the Caucus Room in the Police lobby. The Caucus Room is the volunteer command post and is where the volunteer leads work. They will make assignments as needs arise and volunteers report.

5. Set up volunteer registration table at the front entrance to City Hall or near the Court Room.

Listen to the emergency alert system radio for emergency information:

KIRO 710 AM and 94.5 **FM** Mercer Island High School Station

MI Emergency Operations Center (EOC)

Should the EOC be activated?

- The EOC is activated if city resources are overwhelmed or going to be overwhelmed

- If any City staff feels EOC should be activated, they call their supervisor, City Manager (CM), or Emergency Manager for approval. Use the Emergency Response Notification email distribution list to provide updates to essential staff.

    Emergency Manager notifies essential staff and volunteers.

- Check city email, twitter, the city website, text and listen to the Emergency Alert System Radio for emergency info.

    KIRO 710 AM, and MI Station **94.5 FM** can stream info to MI Public

    Turn on TV for news updates

EOC Stages	Description
Level 3 **Monitoring Activation**	The City Manager and directors are notified of potential incident and possibility of activating EOC to Level 2. The incident has the potential to require more-than-available city resources; essential staff set up EOC and monitor incident.
Level 2 **Full Activation**	City resources are taxed, essential staff put on 12-hour shifts, resources may be requested from outside agencies.
Level 1 **Catastrophic Operations**	Major catastrophic event has occurred that exceeds the capabilities of city, county and potentially state resources (e.g.: large-scale earthquake).

Emergency Contacts
Call 911 if immediate City emergency or disaster assistance is required.

Mercer Island Police Department
    Dispatch 24 hr.
    Records
	425-577-5656
	206-275-7610
	mi-records@mercergov.org

MI EOC when activated:	206-275-7600 mieoc@mercergov.org

Emergency Management Office
    Daytime Number
    24 Hour Number
    Daytime email
	206-275-7905
	206-940-2962 (cell)
	jennifer.franklin@mercergov.org

Mercer Island Fire Department
    Monday – Friday 8:30am-4:30pm
    Daytime email
	206-275-7607
	mi_fire@mercergov.org

Website: http://www.mercergov.org/emergencyprep
Facebook: www.facebook.com/mercerislandemergencypreparedness
Twitter: https:twitter.com/mi_emergprep
Email: jennifer.franklin@mercergov.org

King County Duty Officer	206-423-6119 - Notify when activate the EOC
State EOC	1-800-258-5990
Mike Ryan – Zone 1	425-985-4619 – Call when activate EOC mryan@bellevuewa.gov
Brett Heath – Issaquah EM	425-677-4391 dbreth@issaquahwa.org
Barb Graff – Seattle EM	206-684-0437 barb.graff@seattle.gov
PSE rep. – Andy Swayne	206-604-5943
Red Cross	206-323-2345 / 360-377-3761 krista.schilling@redcross.org
Weather forecast for events	206-526-6088 / 206-526-6083 steve.reedy@noaa.gov

Mercer Island EOC Layout and Phone Extensions

EOC Email: mieoc@mercergov.org
Password: (Refer to EOC Job Duties)
Prefix to telephone extensions is 206-275-xxxx when calling from outside City Hall
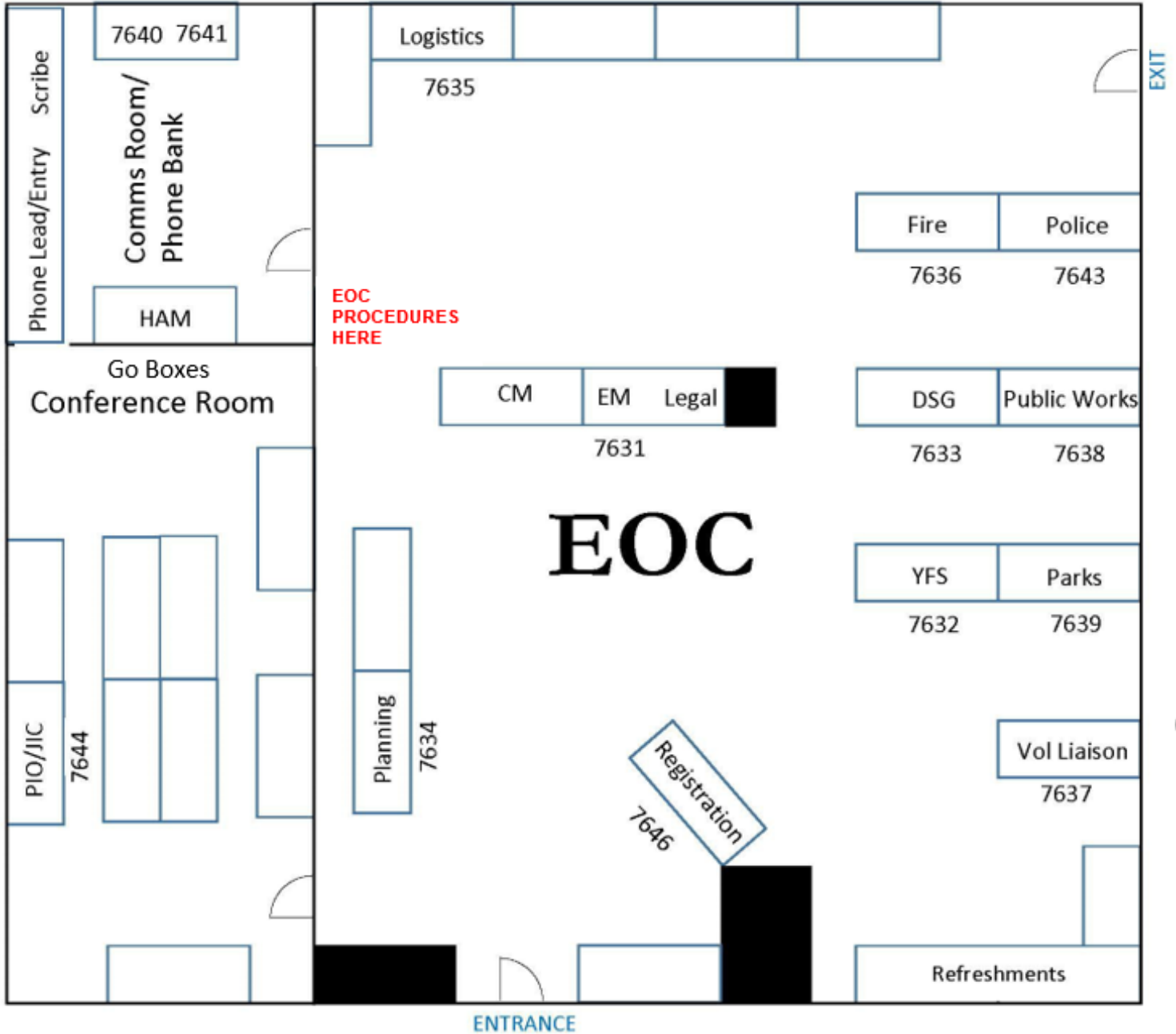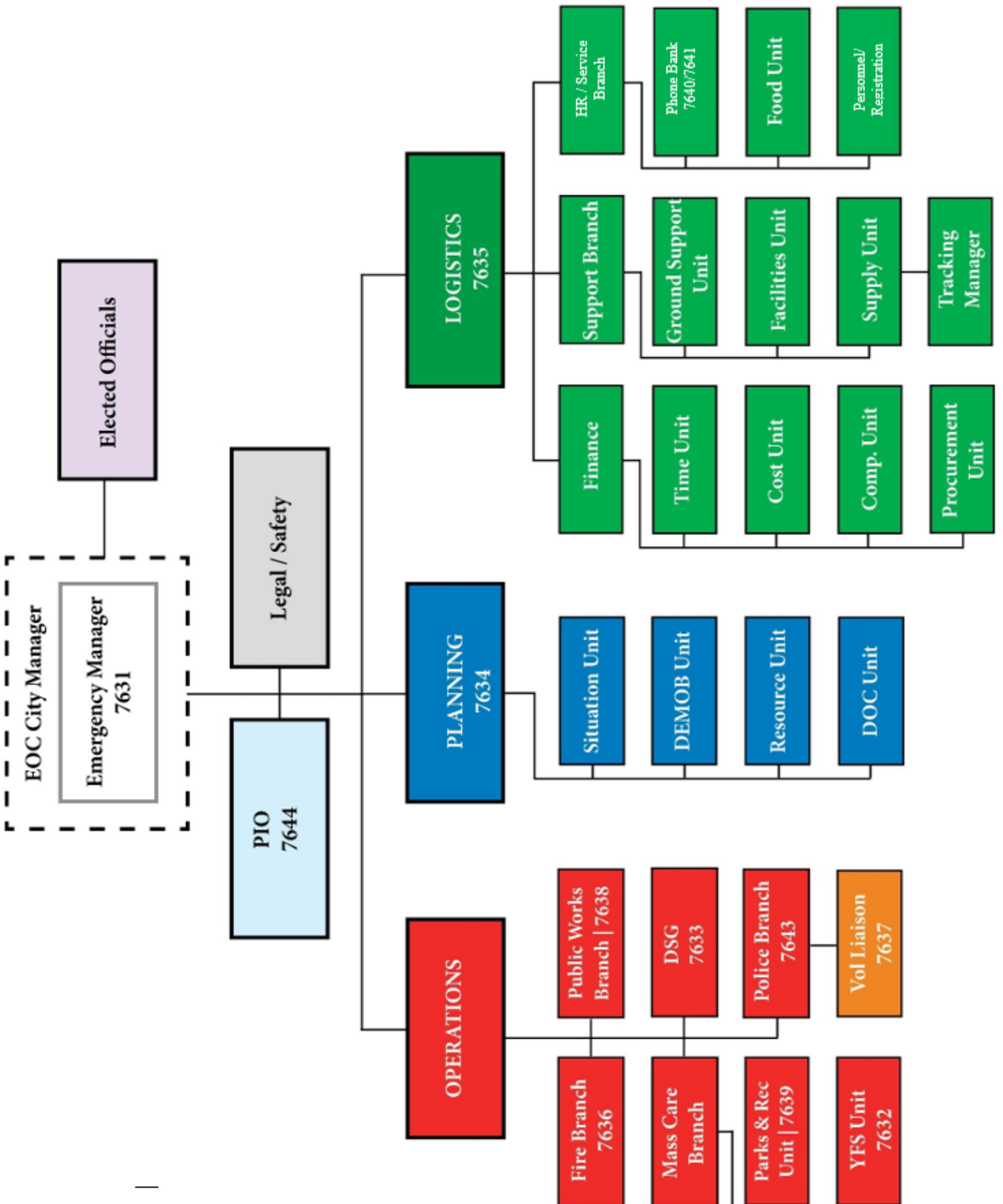
Emergency Management Office / EOC Location

- Emergency Management (EM) Office and EOC can be accessed through the entrance seen here, <u>NW corner of City Hall</u> near the loading dock.

- Once through the doors, the EM office is to the immediate left and the EOC is straight ahead down the hallway.

EM Office/ EOC Entrance

Cots, public education material, additional emergency plans located in EM Office.

EM office front door
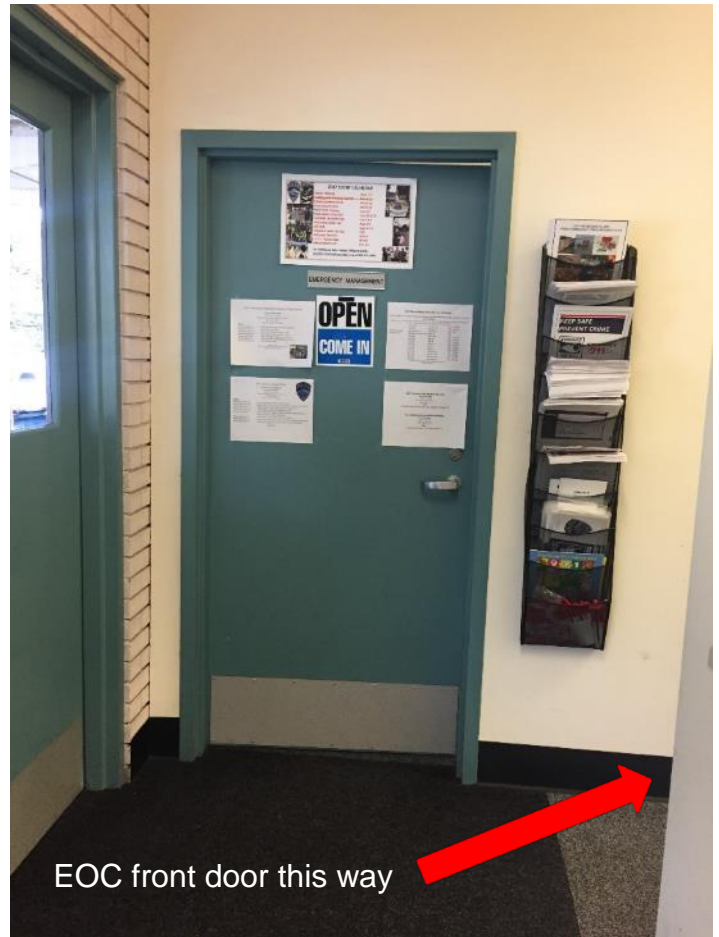
EOC front door this way

Emergency Management Office contains additional emergency supplies located inside the doors across from the Garage Storage Area. Key box contains keys to EM office

EOC Front Entrance

EOC entrance uses city house key (AA)

Caucus Room Volunteer Command Center

The Caucus Room is located <u>near the entrance to the police station at the south end of City Hall</u>. Volunteer team Go-Bags are in the supply cabinets by the door.

The Volunteer Lead and other command post volunteer team leads will be stationed in the Caucus Room. The EOC Volunteer Liaison is stationed in the EOC and will communicate staffing and supply needs to the Volunteer Lead in the Caucus Room.

As needed, volunteers might be assigned to help staff a specific function in the EOC.

Volunteer Cabinet (pictured left)

When you enter the caucus room, the cabinet directly to your left will hold information for volunteer registration/ assignment material/ forms and more.

VOLUNTEER STAGING IN CITY HALL COURT ROOM

Emergency Operation Setup:

SET UP FOR VOLUNTEER OPERATIONS (COURTROOM)

Emergency Volunteer Operations Setup in City Hall Court Room

Vol Liaison 275-7637

Franklin 940-2962

Shelter 275-7835

Well Jim 604-1804

Search & Rescue / Damage Assessment Medical

Shelter Team / Senior / Animal / Child Care / Mental Health

Map   Resource Boards

Resource Team

Volunteer Teams Located at Shelter:

Registration
Medical team (also located various locations)
Shelter team
Mental Health Team (morgue boat house)
Child Care Team
Senior Team
Animal Shelter team

•Water distribution at well site
•MIRO located in Police Lobby, shelter sites

Transportation / Comm   Lead

7633

Vol. Lead 7633

Mercer Island Court Room
Media in Lobby next to DSG
Staff Child Care in the Fitness Room

North

Registration

Emergency Radio Setup / Locations / Procedures

The HAM radio room is opposite the Caucus Room and can be accessed through the police lobby. Use code <u>1476</u> to open the door.

Hand held **UHF radios** are housed in the EOC.

800 MHz radios are housed within police records and police kitchen. To retrieve radios, ask Police, IT or facilities.

Instructions on how to turn on UHF radios are located HAM radio room

HAM RADIO ROOM

UHF RADIOS - IN EOC

800 MHz- IN PD

Turning on the UHF Radio in the HAM Radio Room

- HAM radio room code is <u>1476</u>
- To turn on EOC UHF radio tone remotes, you need to turn on radios within this cabinet
  - Padlock Code: 28-34-20
- Turn on radios as shown in bottom left picture
- Make sure cords connect to wall under radio cabinet as shown bottom right

3. Push in volume knob

2. Flip switch

131 132

Ethernet

MT-UHF CC   MT-U

Council chambers

Caucus room

Courtroom

DS VOL
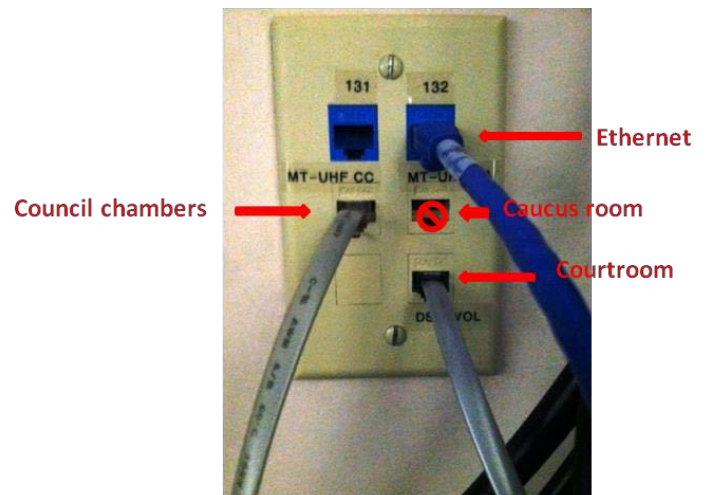
RADIO PROCEDURES

City UHF Radios
F1 = M.I. Public Works—Repeater
F2 = M.I. Emergency Ops—Repeater
F3 = M.I. Schools—Repeater
F4 = M.I. Direct

The aim of the operator should be to get the message through with complete accuracy and minimum delay, so that the least possible time is spent occupying the frequency.

☐ Radio traffic is restricted to official messages and emergency traffic only
☐ Radio traffic (conversation) should be kept as brief as possible (4 to 5 words – 2-3 seconds)
o   Say "break" to break up long conversations so people know you are continuing
☐ *Call signs/names – It is essential that everyone know who is talking to whom on the air*
   ▪ The call sign of the person transmitting is always used **BEFORE** that of the person you are trying to contact
      • EOC to Inspector Cole
      • SAR 1 to EOC
☐ Wait for person you are calling to respond: "EOC to SAR 1, go ahead"
☐ *Give situation first, then location*
☐ Receiver will respond with further questions or "received"
☐ *Listen before you call*
☐ **Speak clearly** – use normal voice and do not speak fast
☐ *Think before you speak*

UHF Radio Frequencies
F1, MI Pub Wks,Tx 458.250(141.3)
Rx 453 250(141.3)
F2, Old Police, Tx 458.325(141.3) Rx
453.325(141.3)
F3, MI Pub Wks Direct, Tx 453.250(141.3)
Rx 453.250{none)
F4, Old Police Direct, Tx 453.325(141.3)
Rx 453.325(none) · 4U)
F5, MI Schools, Tx 468.375(DPL 032)
Rx 463.375(DPL 032)
F6, Bellevue Fire F1, Tx 465.325(114.8)
Rx 460.625(114.8)
F7, Bellevue Fire F1 Dir, Tx 460.625(114.8)
Rx 460.625(114.8)

Mercer Island Emergency Volunteer RADIO Procedures

Channel 1 — Maintenance
Channel 2 — **Emergency Operations (channel designated for volunteers)**
Channel 3 — MI Schools
Channel 4 — Direct

☐ Radio traffic is restricted to official messages and emergency traffic only.

☐ Radio traffic (conversation) should be kept as brief as possible (4 to 5 words – 2-3 seconds).

Break up long conversations with the word "break" so that people know you are continuing but allows for emergency traffic to interrupt.

Call signs/names – It is essential that everyone know who is talking to whom on the air.

☐ The call sign of the person transmitting is used **BEFORE** that of the person you are trying to contact. "SAR 1 to EOC"

☐ Wait for the person you are calling to respond "EOC to SAR 1 go ahead"

☐ "SAR 1 - I have 2 injured adult males in the 2900 block of SE 72 st. requesting aid"

☐ EOC will respond with either further questions for you or a "received" which means the dispatcher has received your message.

☐ Update the dispatcher if the situation changes.

☐ If there is an emergency you can interrupt radio traffic that is of a lesser nature by saying "Break Emergency" when there is a break in radio traffic.

☐ Wait one second when you key the mic so your transmission is not cut off

☐ **Speak Clearly** – try not to speak to fast, hold the mic near your mouth and talk across the mic.

☐ **Think before you speak** – Know what you are going to say before you press the microphone button. Divide your message into natural phrases instead of individual words so that it flows smoothly.

☐ **Prompt replies** – When called, reply as soon as you can – otherwise the dispatcher wastes time having to retransmit.

☐ We will use The international phonetic alphabet which is used by Ham radio's, Military and most federal agencies

☐ **During training or exercises always preface each transmission with**

"This is a drill"

Phonetic Alphabet

A - alpha	N - november
B - bravo	O - oscar
C - charlie	P - papa
D - delta	Q - quebec
E - echo	R – romeo
F - foxtrot	S – sierra
G - golf	T - tango
H - hotel	U - uniform
I - india	V - victor
J - juliet	W - wiskey
K - kilo	X - x-ray
L - lima	Y - yankee
M - mike	Z - zulu

24 HOUR TIME

Noon	1200 hrs
1 PM	1300 hrs
2 PM	1400 hrs
3 PM	1500 hrs
4 PM	1600 hrs
5 PM	1700 hrs
6 PM	1800 hrs
7 PM	1900 hrs
8 PM	2000 hrs
9 PM	2100 hrs
10 PM	2200 hrs
11 PM	2300 hrs
Midnight	2400 hrs

③ **Power switch Volume control**
Turn clockwise to switch ON the transceiver. Rotate to adjust the volume. Turn counterclockwise fully to switch OFF the transceiver (page 13)

④ **Transmit Busy Call Indicator**
This LED lights red while transmitting and green while receiving a call. The LED flashes orange while receiving an encoded call (i.e. Code Squelch, etc.) and red when the battery power is low while transmitting.

⑤ **Release Latch**
Press the release latch to unlock and remove the battery pack (page 5)

⑥ **Safety Catch**
Lock this catch to avoid accidentally pressing the release latch and removing the battery pack (page 5).

⑦ **PTT (Push-to-Talk) switch**
Press this switch, then speak into the microphone to call a station.

- Push-to-talk (PTT)
- Call Tone/ Keypad Lock
- Power/Menu
- Scan/Monitor
- Accessory Jack
- Volume Scroll (High)
- Volume Scroll (Low)
- Microphone
- Speaker

Microphone
Speaker

- Key box (in EOC) contains keys to Garage Storage Area located across from City Hall loading dock

Entrance

Once in, to your right

Inside

Inside
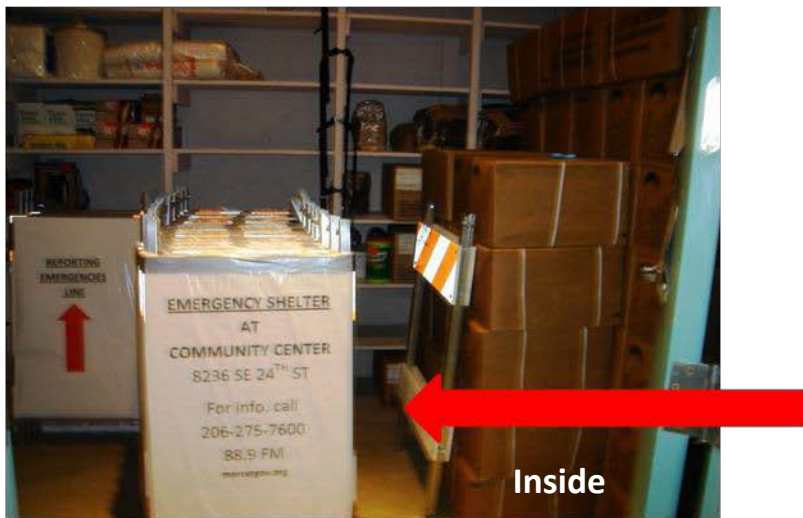
Sign Barricades, MREs, Water, Body Bags, Pet shelter supplies, EOC & Volunteer Vests, hard hats, gloves, search & rescue supplies, sleeping pads, etc.

EMERGENCY WELL

Key box contains keys to Emergency Well
Refer to Well Manual in Volunteer Manual
Instructions are also located within the facilities
Located at Rotary Park 4320 88th Ave SE
FOR MORE INFORMATION LOOK TO *WELL MANUAL*

MERCER ISLAND EMERGENCY NUMBERS

9-1-1 is for emergencies
Call 9-1-1 if you need an immediate response from police, fire or medics.

Utility Companies
Puget Sound Energy (24 hr.): 1-888-225-5773
Seattle City Light: 206-684-7400 (24 hr.) Outage Hotline or 206-684-3000

Police
Mercer Island (24 hrs.): 425-577-5656

Fire and EMS
Mercer Island: 206-275-7607 (Business hours) 425-577-5656 (24 hrs.)

Roads, Transportation and Traffic
Travel Information: 511
Mercer Island Maintenance: 425-577-5656
Washington State Patrol: 425-401-7788 Vehicle Collision Report

Health and Human Services
Public Health: 1-800-325-6165
Washington Poison Center (24 hr.): 1-800-222-1222
Crisis Clinic: 1-866-427-4747
Washington Information Network: 211

City of Mercer Island Main Number / Emergency Operation Center 206-275-7600
mercergov.org/emergencyprep

Other Services
King County Flood Warning Information Line (recorded flood phase information:
1-800-945-9263
King County Flood Warning Center (staffed only during a flood
event): 1-800-768-7932
American Red Cross serving King County: 206-323-2345 or 360-377-3761
Regional Animal Services: 206-296-7387
Illegal Dumping: 1-866-431-7483 Online Reporting

AMBULANCE SERVICES

Airlift NW…………………………………………………………… **206 329-2569**
American Medical Response…………………………………………
AAA Advanced Air Ambulance………………………………………. 1-800 633-3590
Air Ambulance…………………………………………………………. 1-800 631-6565
King County Ambulance……………………………………………… 206 622-1980

HOSPITALS

Auburn Regional Medical Center
Plaza One 202 N. Division St, Auburn………………………….……...253 833-7711

Children's Hospital
4800 Sand Point Way, Seattle
Emergency……………………………………………….……..206 526-2222
Info……………………………………………………………….…...206 526-2000

Evergreen
10200 NE 132nd, Kirkland………………………………………………425 821-2000

Harborview
325 Ninth Ave, Seattle Emergency………………………………..206 731-3074
Info…………………………………………………………………206 731-3000

Mercer Island Clinic of Medicine (formerly PAC MED, 8/01)
3236-78th Ave. SE, Mercer Island…………………………….…..206-275-5060

Mercer Island Orthopedic & Fracture Clinic
3236 78th Ave SE, Mercer Island………………………………….…206-373-8330

Mercer Island Pediatric Associates
2535 76th Ave SE, Mercer Island…………………………………….…206-275-2122

Overlake Hospital
1035 116th Ave NE, Bellevue
Emergency…………………………………………………..425 688-5200
Info…………………………………………………………………425 688-5000

Swedish Hospital Cherry Hill Campus
500 17th Ave, Seattle
Emergency…………………………………………………206 320-2111
Info…………………………………………………………..206 320-2000

Swedish Hospital First Hill Campus
747 Broadway, Seattle
Emergency……………………………………………… …206 386-2573
Info……………………………………………………….206 386-6000

University of WA Hospital
Emergency………………………………………………..206-598-4000

Info…………………………………………………………………………..206 548-3300

Veterans Affairs Medical Center
1660 S. Columbian Way, Seattle…………………………………………..206 764-2412

Virginia Mason Medical Center, Downtown SEA
1100 9th Ave, Seattle………………………………………………… ….206-223-6600

VET CLINICS

Mercer Island Veterinary Clinic
Dr. Micah Brodsky
Dr. Evan Crocker
206 232-0333
2448 76th Ave. SE #107, Mercer Island, WA 98040

Available Facilities: Kennels for approx. 25 pets; large supply of food; pet pharmacy

Alpine Animal Shelter
425 392-8888
888 NW Sammamish Rd., Issaquah, WA 98029

Available Facilities: Boarding for clients only, accepts strays

Island Cats Veterinary Hospital
Dr. Gary Marshall
206 232-2837
3024 78th Ave. SE, Mercer Island, WA 98040

Available Facilities: Kennels for approx. 20 cats; supply of food; no shelter available for dogs

Mercy Vet
Jacqueline S. Obando DVM
206 232-7667
2707 76th Ave. SE, Mercer Island, WA 98040

Available Facilities: Limited space; 2 Kennels; approx. 30 small cages; use only as last resort

Animal Hospital of Factoria
Dr. Shlomo Freiman
425-746-3373
4205 Factoria Blvd. SE, Bellevue, WA 98006

Available Facilities: Cats, dogs, and rodent boarding only (no birds or reptiles)

FORMS – All volunteers will need to fill out a ICS 214 after every shift

ICS 214
Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:
- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency (and Unit)**	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period:	Date From: Date	Date To: Date
		Time From: HHMM	Time To: HHMM

3. Name:	4. ICS Position:	5. Home Agency (and Unit):

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name:	Position/Title:	Signature: _____
ICS 214, Page 1	Date/Time: Date	

Activity Log (ICS 214) Example

ACTIVITY LOG (ICS 214)

1. Incident Name: Water Boil Advisory	2. Operational Period:	Date From: 10/02/14 Date To: 10/02/14 Time From: @ 1700 Time To: 2130	
3. Name: Mary Chandler	4. ICS Position: Volunteer Dissemination of flyers & water	5. Home Agency (and Unit):	

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities
2 Oct /1700	Reported to EOC
1710	Enroute to MIHS to MI Library Neighborhood flyers distribution
1750	Paused for travel to MICEC
1800	Arrived to MICEC to distribute water, wait
1830	Loaded water, enroute to Ellsworth House (w/KIRO crew of 2)
1840	Arrived Ellsworth House, distributed water
1900	Finish dist. water, travel to EOC (dropped off KIRO crew of 2)
1910	Arrived EOC / departed EOC enroute to return to neighborhood
1920	Distributed flyers in neighborhood
2100	Completed flyer distribution, logged out w/ supervisor (when she called me :)

8. Prepared by: Name:	Position/Title:	Signature: *Mary Elhil*
ICS 214, Page 1	Date/Time: Date	

Volunteer Lead/Registration Staffing Assignment Log

DATE _____

PAGE ____ OF ____

PERSONNEL RESOURCES CHECK-IN					PREFFERRED ASSIGNMENT			SKILLS	TEAM ASSIGNMENT	TIME ASSIGNED
CHECK IN TIME	CHECK OUT TIME	NAME	ID # (CERT badge or other)	CONTACT (cell # or radio)	FIRE	MEDICAL	SAR			
		CERT								

SCRIBE(S)

Volunteer Lead/EOC Volunteer Liaison Tracking Log

ASSIGNMENT TRACKING LOG

CERT

DATE

Block 1

ASSIGNMENT	
LOCATION	
TEAM	
TEAM LEADER/CONTACT #	
START TIME	END TIME
1	
2	
3	
4	
5	
OBJECTIVES	
RESULTS	

Block 2

ASSIGNMENT	
LOCATION	
TEAM	
TEAM LEADER/CONTACT #	
START TIME	END TIME
1	
2	
3	
4	
5	
OBJECTIVES	
RESULTS	

Block 3

ASSIGNMENT	
LOCATION	
TEAM	
TEAM LEADER/CONTACT #	
START TIME	END TIME
1	
2	
3	
4	
5	
OBJECTIVES	
RESULTS	

CERT LEADER/ INCIDENT COMMANDER

SCRIBE(S)

PAGE ___ OF ___

BRIEFING ASSIGNMENT	CERT		DATE	
COMMAND POST CONTACT #			TIME OUT	TIME BACK

INSTRUCTIONS TO TEAM

TEAM NAME	LOCATION

OBJECTIVES

EQUIPMENT ALLOCATED

REPORT FROM RESPONSE TEAM

FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H20 LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING

DAMAGE ASSESSMENT FORM	CERT		DATE	
LOCATION				

SIZE UP															
(check if applicable)															
FIRES		HAZARDS				STRUCTURE		PEOPLE			ROADS		ANIMALS		
BURNING	OUT	GAS LEAK	H20 LEAK	ELECTRIC	CHEMICAL	DAMAGED	COLLAPSED	INJURED	TRAPPED	DEAD	ACCESS	NO ACCESS	INJURED	TRAPPED	ROAMING

OBSERVATIONS

CERT MEMBER	PAGE _____ OF _____

VICTIM TREATMENT AREA RECORD

CERT _____   DATE _____

TREATMENT AREA LOCATION _____

TIME IN	NAME OR DESCRIPTION	TRIAGE TAG (circle)	CONDITION/TREATMENT (update as needed)	MOVED TO	TIME OUT
		IMMED DELAY MINOR			
		IMMED DELAY MINOR			
		IMMED DELAY MINOR			

SCRIBE(S) _____

PAGE ____ OF ____

COMMUNICATIONS LOG	CERT		DATE	
	RADIO OPERATOR NAME			

LOG

TIME	FROM	TO	MESSAGE
			PAGE_____ OF_____

EQUIPMENT INVENTORY

CERT _____ DATE _____

ASSET #	ITEM DESCRIPTION	OWNER	ISSUED TO		QTY	TIME	INITIALS	COMMENTS
				ISSUED				
				RETURNED				
				ISSUED				
				RETURNED				
				ISSUED				
				RETURNED				
				ISSUED				
				RETURNED				
				ISSUED				
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				ISSUED				
				RETURNED				
				ISSUED				
				RETURNED				
				ISSUED				
				RETURNED				

SCRIBE(S) _____

PAGE ___ OF ___

GENERAL MESSAGE

TO	POSITION
FROM	POSITION
SUBJECT	DAT	TIME

MESSAGE

SIGNATURE	POSITION

REPLY

DATE	TIME	SIGNATURE/POSITION

CERT FORM #8 (ICS 213)

GENERAL MESSAGE

TO	POSITION
FROM	POSITION
SUBJECT	DAT	TIME

MESSAGE

SIGNATURE	POSITION

REPLY

DATE	TIME	SIGNATURE/POSITION

CERT FORM #8 (ICS 213)

Volunteer Technology instructions

EOC SECTION EMAIL
Login to:
https://outlook.office365.com/
USERNAME:
mieocvol@mercergov.org
PASSWORD:

HOW TO TRANSFER PHONE CALLS
While on phone call:
□ Press Transfer button
□ Type in the number you want to transfer to
□ Press transfer button again

Mercer Island Wi-Fi login and printing instructions
Wi-Fi: "MiFi"

Send file by email to:
mieoc@mercergov.org and admin will print for you

Instructions for Emergency Workers (Volunteers)

Thank you for volunteering for emergency worker services. The following information describes the emergency worker (volunteer) registration process.

How to Register for Service

☐ Pick up a registration envelope at the registration table.

☐ Complete the enclosed application and registration forms, sign them, and return them to the registration table.

☐ You may be offered an immediate assignment and transported to the job site.

☐ If you are not given an immediate assignment, please provide the person at the registration table with a phone number where you may be reached for future assignments.

☐ **In Case of Injury**

☐ As a registered emergency worker, the State of Washington's Emergency Worker compensation system may cover you for injuries that are incurred while working as a volunteer.

☐ Eligibility for this benefit will depend upon registration and records of your work assignments, therefore, it is very important that you complete an application, registration form, and return the time card provided to you upon check-in at the end of your assignment.

☐ Copies of the Washington Administrative Code and the Revised Code of Washington that refer to this benefit have been provided to you.

☐ **Time Cards**

☐ Volunteers generally track their time by signing in/out at Registration and do not have timecards. If timecards are used, follow the instructions below.

☐ All time cards must be signed or initialed by a supervisor from the field or the Registrar, at the end of each work day, and turned in at the end of the week and/ or work assignment.

☐ Return the time card to the location where you registered.

☐ If you are unable to return the time card, please mail it to: City of Mercer Island, ATTN: Human Resources, 9611 SE 36th Street, Mercer Island, WA 98040.

Volunteer Job Duties

City of Mercer Island Volunteer
Organizational Chart

Operational Period:

Date:_____

Time: _____

EMERGENCY MANAGER

_____

VOLUNTEER LEAD

_____

VOLUNTEER LIAISON

_____

LOGISTICS / HR	FIRE BRANCH	PARKS BRANCH	YFS UNIT	DSG BRANCH	POLICE BRANCH	PUBLIC WORKS
REGISTRATION LEAD	MEDICAL LEAD	SHELTER LEAD	CHILD CARE LEAD	DAMAGE ASSESSMENT / WINDSHIELD SURVEY LEAD	COMMUNICATIONS LEAD	TRANSPORTATION LEAD
PHONE BANK	SEARCH & RESCUE LEAD	ANIMAL SHELTER LEAD	SENIOR CARE LEAD			WELL / CPOD LEAD
		WARMING CENTER LEAD	FOOD SERVICES FOR SHELTER			
			MENTAL HEALTH LEAD			

PLANNING /DSG

SITUATION/ RESOURCE/ DOCUMENTATION

_____

Volunteer Lead

The role of the Volunteer Lead is to support the Emergency Manager and assist in the supervision of the volunteers and volunteer operations. The Volunteer Lead works with a core group of Team Leads stationed in the Caucus Room. Oversees volunteer coordination and communication with Volunteer EOC Liaison.

PREPARATION:

- ☐ Participates in emergency planning meeting and participate in or organize emergency trainings and drills.
- ☐ Reviews emergency procedures.

ACTIVATION:

- ☐ Relay information from team leads to Volunteer EOC Liaison.
- ☐ Take staffing calls from Volunteer EOC Liaison, communicate needs to Registrar and task out volunteers and resources accordingly.
- ☐ Assigns two volunteers (Registration Team) to EOC phone bank, as needed.
- ☐ Assign volunteer to man radio traffic and log radio calls.
- ☐ Assign volunteer to map incidents on Island map.
- ☐ Assign volunteer to update and track volunteer log/status chart.
- ☐ Brief successor at end of shift.
- ☐ Other duties as assigned by the Emergency Manager.

DEACTIVATION:

- ☐ Debrief Volunteer Leads and other volunteers as appropriate.
- ☐ Advise EOC Volunteer Liaison of any open actions or unmet needs.
- ☐ Enlist volunteer help to break down Caucus Room.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Check all meeting, conference and break rooms to ensure go-box, supplies, equipment, etc. have been put away.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Disconnect computer and phone.
- ☐ Return any radio and vests.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Participate in after action planning.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.

Volunteer EOC Liaison

The role of the Volunteer Liaison is to work in the Emergency Operations Center (EOC) and to be the liaison between City personnel and the volunteers. The Volunteer Liaison is the only volunteer working in the EOC unless volunteers are requested in support of staff.
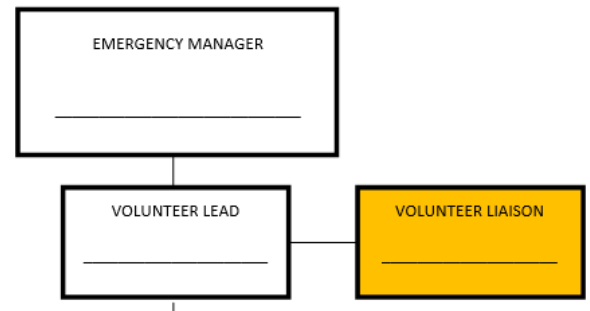
PREPARATION:

- ☐ Participate in emergency planning meetings, emergency trainings and drills.
- ☐ Review emergency procedures.

ACTIVATION:

- ☐ Contact team leads to start Volunteer Phone Tree.
- ☐ Relay information from EOC to Volunteer Lead in Caucus Room.
- ☐ Provide Volunteer Lead with a needs list for the various positions needing staffing, to be relayed to the Registration Team.
- ☐ Relay information from Volunteer Lead to EOC.
- ☐ Track availability of volunteer resources and personnel.
- ☐ Maintain a log of needs requested and filled.
- ☐ Other duties as assigned by the Emergency Manager.

DEACTIVATION:

- ☐ Participate in debrief of EOC staff.
- ☐ Enlist volunteer help to break down EOC, as appropriate.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the EOC, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Check all meeting, conference and break rooms to ensure go-box, supplies, equipment, etc. have been put away.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Disconnect computer and phone.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Participate in after action planning.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.

VOLUNTEER REGISTRATION LEAD
Supporting Logistics/HR Staff

The role of the Volunteer Registration Team is to support the City of Mercer Island Human Resources Department. Registration is responsible for credentialing volunteers (checking ID, credentials such as MD license, CERT badge, etc.), issuing vests, creating badges for unbadged or spontaneous volunteers, checking volunteers in and out, collecting the completed 214 activities logs, maintaining the list of equipment issued and a roster of volunteers currently on duty.

Assist with registration of volunteers, clients and staff at the following sites:

- EOC
- Volunteer Operations (entrance to city hall)
- Shelter site(s)
- Pre-school shelter site
- Well/CPOD site(s)
- Field Hospitals
- Morgue
- Other sites as needed

PREPARATION:

- Participate in emergency planning meetings and in emergency trainings and drills.
- Review emergency procedures.

ACTIVATION:

- During a disaster, volunteer Registrar is contacted by Volunteer EOC Liaison to activate the Registration team. Registration lead then contacts team members and asks them to report to City Hall.
- Registration team reports to City Hall Court Room, unless advised otherwise, to set up registration desk and volunteer Operations Center. See previous page with set up instructions.
- Volunteer collects go-box from Caucus Room across from Police Records office at south end of City Hall.
- Once the station is set up, check with Volunteer Lead in Caucus Room/Command Post to determine what staffing needs exist. Periodically recheck throughout the shift.
- Incoming volunteers fill out registrations packet.
- Provide volunteers with badges/vests then forward them to Volunteer Lead in Caucus Room to be placed on teams based on credentialed abilities.
- Volunteers who are not immediately assigned can wait in the Volunteer Operations Center.
- Track volunteers in and out, and tracks assigned resources:
    - Vehicle (if volunteer is using personally owned vehicle, track this)
    - Radio (serial number and team call sign). The Registrar would typically assign this to
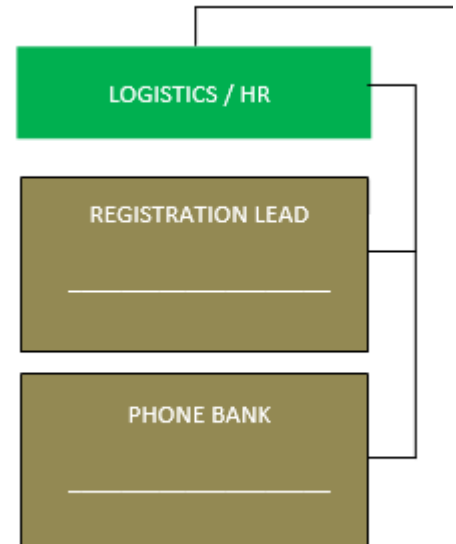
an SAR team, a medical team, etc.
- o Any other city-owned equipment.
- o One person tasked with updating map/ personnel / incident tracker
- ☐ If shelter is activated send least two registration volunteers (must have had a recent background check) to assist at shelter. Instructions for shelter registration are located at shelter site storage area as well as in the shelter manual. Registration team may also register volunteers who report directly to the shelter.
- ☐ If Emergency Well is activated, one or two registration volunteers should be assigned to the Well Operation site to register volunteers who report there directly.
- ☐ There may be other sites where registration volunteers are needed (i.e. the morgue). The EOC Volunteer Liaison will communicate these needs to the Volunteer Lead.

Emergency Worker (Volunteer) Registration

The Emergency Worker (Volunteer) Registration Kit Contains

- Emergency Worker (EW) Registration Forms, Master Roster Form, Database Forms and EW Instruction materials, ICS-214 forms
- Directional Signs; Mercer Island Map
- Lanterns, headlamps, and batteries for each
- EW ID Badge Template, EW vests
- Information Regarding Eligibility for State Benefits and Claim Forms
- Office Supplies
  - o Clipboard/Paper Tablet
  - o Stapler and Staples
  - o Expandable Folders, hanging files
  - o Scotch Tape
  - o Push Pins
  - o Paper Clips, Binder Clips
  - o Rubber Bands
  - o Envelopes(manila), Message Pads
  - o Pens, Pencils, Sharpener, Neon Pens

How to Register Emergency Workers (Volunteers)

1. Post signs and set up the registration area. Locate Emergency Worker Roster Master Form.
2. Ask Emergency Worker to complete the Application and Registration Forms.
3. Highlight or circle any special skills that match the current needs identified by the EOC.
4. Briefly explain to the Emergency Worker possible project(s) or work assignments.
5. Ask the Emergency Worker to accept the assignment.
6. If unable to place the Emergency Worker at this time, explain situation and give the person an estimate of when you might call back; get phone number.

7. Complete YOUR portion of the registration form prior to filing. Fill in blank space for Registration Site Location on each Registration Form and assign Emergency Number on forms (Use BIRTHDATE). Put this same info on the Master EW Roster. Make EW ID BADGE with the possession of valid ID.
8. File the forms alphabetically in the expandable folder.

9. Give volunteer a 214-activity log form and an example and ask the volunteer to complete it, have supervisor initial it, and return it at the end of each shift.

Assigning Work Tasks and Dispatching Emergency Workers to the Job Site

- The Emergency Operations Center (EOC) determines where help is needed, and special skills required. The EOC Volunteer Liaison provides Volunteer Lead with a needs list, and the Volunteer Lead assigns emergency workers (volunteers) according to need.
- Transportation may be required to move emergency workers from the registration site to their field assignment. When the volunteer uses a personally owned vehicle, Registration will note this on the vehicle inventory form.
- Each emergency worker must complete an ICS-214 log whenever they are assigned to a job.

In Case of Injury

- Complete a Medical Expense Claim Form (DEM-084) which is provided in the Registration materials.
- This form has sections that must be completed by the Director of Emergency Services (Public Safety), or designee, and by the attending physician.
- Turn form in to Volunteer Lead so it can be forwarded to the EOC.

DEACTIVATION:

- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Check all meeting, conference and break rooms to ensure go-box, supplies, equipment, etc. have been put away.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Disconnect computer and phone.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Collect names and addresses of volunteers who have participated in the emergency and coordinate with Emergency Manager to compose thank you notes/recognition.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- ☐ Participate in after action planning, as appropriate.

VOLUNTEER MEDICAL LEAD

Supporting Fire Branch

Emergency Medical Volunteers will assist the fire department in disaster medical treatment. Medical volunteers are responsible for providing their license/credentials at the time of the disaster.

CERT volunteers (for example, trained in First Aid/CPR), may work under the direction of a licensed professional.

PREPARATION:

- ☐ Participate in emergency planning meetings, emergency trainings and drills.
- ☐ Review emergency procedures.
- ☐ Research and maintain current list of medical professionals on the Island.

ACTIVATION:

- ☐ **Initial Operations**: Emergency Medical Volunteers secure their own safety, safety of their families and immediate neighbors.
- ☐ Emergency Operation Center (EOC) is set up, information gathered, and city officials are briefed on available data. EOC Volunteer Liaison informs Medical Lead of prospective activation of Medical team. During this stage, medical volunteers prepare to respond (gathering equipment, durable outfit, source of communication, and preparing for at least 12 hours of service).
- ☐ EOC prepares assessment of damage and available resources.
- ☐ Medical volunteers are notified of activation by Medical Lead via cell phone text or call. If this communication is not available, volunteers should report to City Hall if road conditions allow.
- ☐ Register at City Hall at the registration table to obtain emergency badge, vest and radio, if authorized. If roads are damaged and/or City Hall building is not cleared for operations, then south end gathering point is QFC plaza, north end is Mercer Island Community and Event Center and central island gathering point is Mercer Island High School.
- ☐ Obtain any stored medical supplies.
- ☐ Coordinate with Volunteer Lead regarding next steps. EOC (including MIFD & MIPD reps) will inform EOC Volunteer Liaison of operational priorities based on current information and staffing.
- ☐ Medical volunteer leadership makes plans to open operations at the locations designated by EOC. Depending on number of casualties and resources available, there may be several locations of operating medical units.
- ☐ In this case, each unit designates a medical leader (team consists of physician, mid-level provider, nurse or first responder and intake person).
- ☐ Medical lead assumes responsibility to assign other medical volunteers within the operating medical unit duties (set up of the facility, communication devices, communication with EOC and MIFD, allocation of available medical supply on the island- medical clinics, pharmacies, and privately-owned supplies).
- ☐ Medical lead informs the EOC on readiness to absorb patients.
- ☐ At this point the casualties arrive via search and rescue, walk-in wounded, and via MIFD. All casualties report to triage area and then get disposition accordingly to treatment area, transferred out of the island via boat or by air, are discharged home or to morgue.
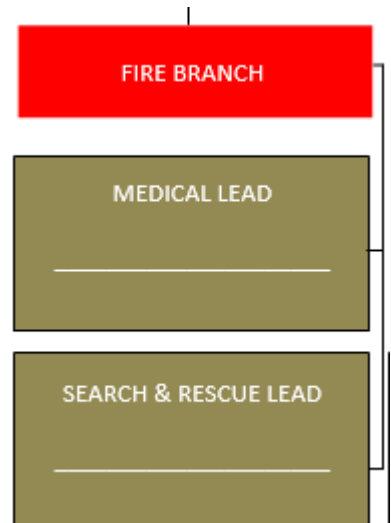
    Ongoing operations. During this stage, each medical lead supervises medical treatment operations, communicates with EOC and other medical leads for exchange of supply, human resources and availability of staff for relief of duty(ideally duty will not exceed 12-hour shifts).

- During this stage initial stabilization, treatment and transfer occurs.
  Subacute phase - may last until transportation restored for transferring of care to mainland. Operations may continue up to 7 days.
- During this stage, units continue operation as above, and in addition may assume care for non-injured patients, such as those with chronic illnesses requiring immediate attention (for example, diabetics).
- During this stage, medical leads delegate duty and appoint own replacement, ensure replacement for the staff, communicate with other team leads and EOC, and replenish supplies as possible.
- Medical lead addresses the needs of the unit with EOC.
- As soon as mainland transportation restored, medical lead transfers the patients, delegates duties to receiving authorities, debriefs the staff and dismantles the unit.
- Medical volunteers submit 214 activity logs to registration staff at the end of their shift.

DEACTIVATION DUTIES:

- Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- Return radios, temporary badges and vests.
- Make sure all paperwork has been turned in and all records/files are secured.
- Check all meeting, conference and break rooms to ensure go-box, supplies, equipment, etc. have been put away.
- Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- Disconnect computer and phone.
- Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- Document major response challenges encountered, and operational lessons learned.
- Collect names and addresses of volunteers who have participated in the emergency and coordinate with Emergency Manager to compose thank you notes/recognition.
- Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- Participate in after action planning, as appropriate.

VOLUNTEER SEARCH & RESCUE LEAD
Supporting Fire Branch

The role of Search & Rescue (SAR) is to support the City of Mercer Island Fire Department. Additionally Search & Rescue will assist in search and rescue operations.

PREPARATION:
- Participate in emergency planning meetings, emergency trainings and drills.
- Review emergency procedures.

ACTIVATION DUTIES:
- During a disaster, the Search and Rescue Lead is contacted by Volunteer EOC Liaison to activate the SAR team.
- SAR Lead then contacts team members and asks them to report to City Hall.
- SAR Lead collects go-box from Caucus Room across from Police Records office at south end of City Hall and joins Command Post volunteers.
- SAR Lead checks with Volunteer Lead in Caucus Room/Command Post to determine what search and rescue staffing needs exist. Staffing needs are communicated to the Registrar.
- Incoming SAR volunteers fill out registration packet and are assigned to Fire Department supervised SAR teams to support the Department in SAR activities, minor fire suppression, evacuations and utility shut off.
- Registration copies any necessary forms for team members, creates badges and supplies vests and radios to SAR team members.
- MIRO and Transportation team members may assist search and rescue teams in performing their duties.
- Information will be transmitted back to EOC via radio or phone.

DEACTIVATION DUTIES:
- Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- Return radios, temporary badges and vests.
- Make sure all paperwork has been turned in and all records/files are secured.
- Check all meeting, conference and break rooms to ensure go-box, supplies, equipment, etc. have been put away.
- Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- Disconnect computer and phone.
- Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- Document major response challenges encountered, and operational lessons learned.
- Collect names and addresses of volunteers who have participated in the emergency and coordinate with Emergency Manager to compose thank you notes/recognition.
- Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- Participate in after action planning, as appropriate.

VOLUNTEER SHELTER LEAD

Supporting Parks Branch

The Shelter Team's role is to support the City of Mercer Island Parks Department in its responsibilities related to: sheltering, animal management, post-disaster services and programs, and donations management in the event of a disaster.

Refer to Red Cross Shelter Manual for specifics

Reports To:
Parks Shelter Manager or Shift Supervisor

Typical Agencies that Make-up the Mass Care Branch:
- MI Parks and Recreation Department
- MI Community & Events Center
- MI Youth and Family Services/ Thrift Shop
- American Red Cross

Responsibilities

GENERAL

The Shelter Team is responsible for implementing the directives of the Shelter Manager with respect to the coordination, management, and delivery of sheltering services including:

- Shelter Set Up/Inventory
- Registration of Clients
- Dormitory Management
- Feeding
- Coordination with mental health, child care, senior care, health/first aid, and animal shelter services
- Liaison with local, state, federal and private relief services
- Donations management
- Shelter Break Down/Inventory

Successful shelter operation hinges on regular communication with the Shift Supervisor, and through the Shift Supervisor, the Shelter Manager. The Shelter Manager partners with the Public Information Officer to apprise city, state and federal officials of the state of the disaster and the health and safety of the shelter residents.

PREPARATION:
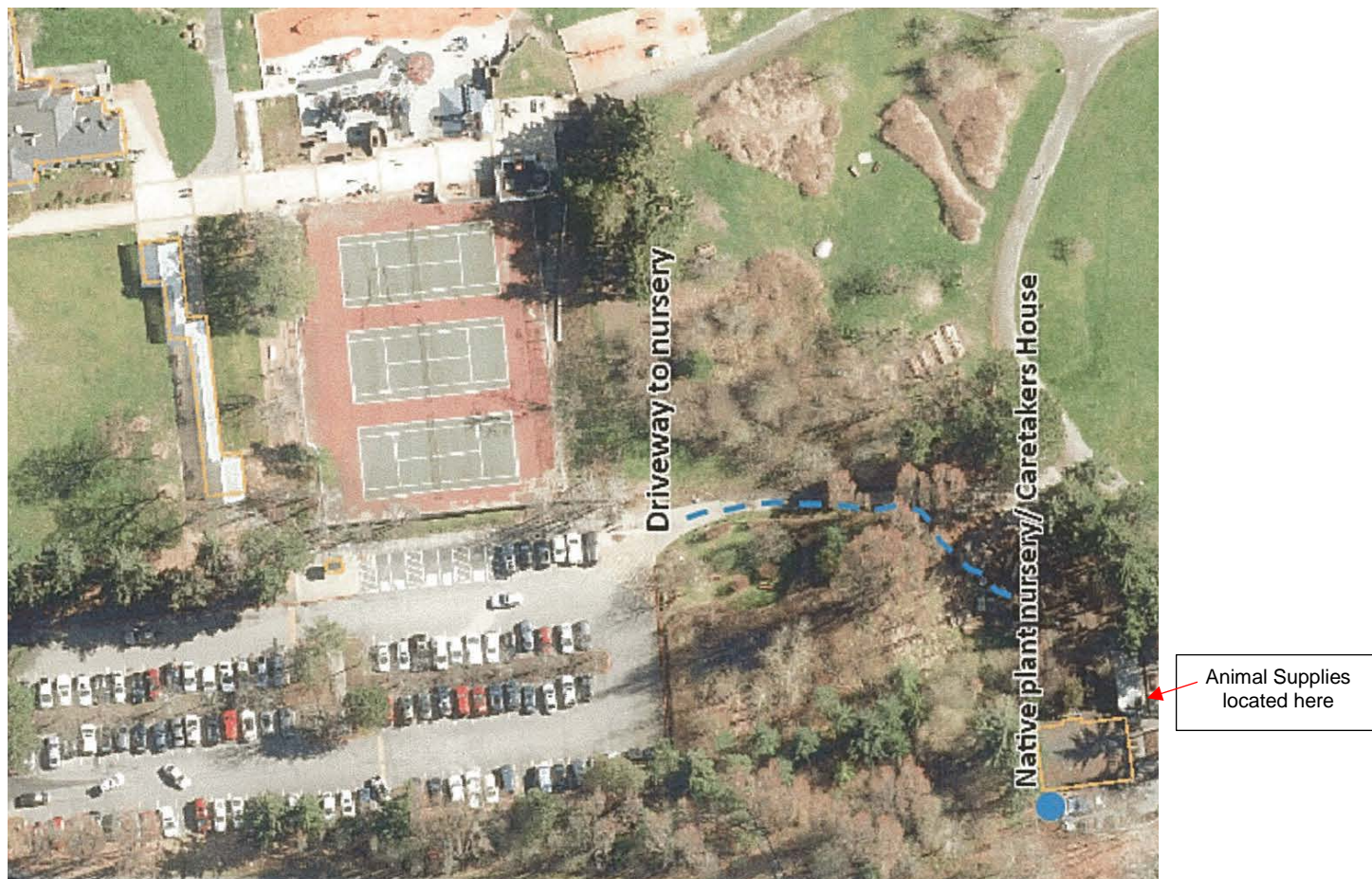Periodically train in American Red Cross sheltering techniques.

ACTIVATION DUTIES:
- ☐ Shelter Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Activate the phone tree and request Shelter Team volunteers to come to either City Hall or directly to one of the two emergency shelters.

☐ Report to City Hall or shelter registration table and complete all registration documents. Collect vest, badge and radio, if assigned.

☐ Report to the Parks Department Shelter Manager/Shift Supervisor and obtain a briefing on the situation. If the Parks Department Shelter Manager position is not staffed, then obtain a briefing from the Operations Section Chief, EOC Manager, or Volunteer Lead.

☐ In coordination with the Shelter Manager, set up a schedule for two 12-hr or three 8-hr shifts and recruit volunteers as needed. Establish teams and supervisors for each shift.

☐ Review any scope of authority and decision-making processes specific to the shelter, especially regarding the staff/volunteer dynamic, ensuring that you have the proper level of authority to make decisions based upon the needs of the incident. Ensure all teams and volunteers understand the chain of command.

☐ Establish a communications procedure (HAM?) if phones and computers are not working to ensure communication between the shelter(s) and the EOC.

☐ Establish a security protocol for critical situations.

☐ Review procedures for requesting resources.

☐ Deploy to the Shelter site(s) and begin set up.

VOLUNTEER OPERATIONAL DUTIES:

☐ Begin daily Shelter log, noting all important telephone numbers, contacts, shift personnel, and events/incidents that occurred during the shift. The log will be maintained through shelter closure. All volunteers must read the log at the beginning of the shift. A separate confidential log can be created to catalogue non-public events, to be held by the Shelter Manager.

☐ Assure sufficiency of registration supplies (registration forms), pens, etc. Ensure that registration area has an adequate waiting area, snacks, is sheltered from the elements and is separate from the private dormitory area.

☐ Clearly display shelter signage, meal and meeting schedules, shower schedules, rules of behavior.

☐ Set up and label registration area, dormitory, rooms for special needs populations, mental health room, first aid room, feeding area, recreation area, child care area, animal shelter.

☐ Set up and stock snack and beverage area in such a way that clients waiting to register can access it, as well as restrooms.

☐ Assess feeding options, discuss recommendations. Establish a menu for several days. Establish a method to count food consumed and supplies used.

☐ Maintain a system for checking occupants in and out when they leave for any period. Manage the shelter registration data, ensuring its privacy.

☐ Supervise the on-site food preparation and service for shelter residents and workers. Ensure that health standards are maintained.

☐ Protect client health, prevent disease, and provide first aid for shelter residents and staff.

☐ Provide mental health services at shelter for both residents and staff.

☐ Set up and assign residents to sleeping areas. Allocate blankets and additional supplies (comfort kits) as available. Monitor the security of the sleeping areas. Enforce quiet hours.

☐ Maintain regular communications with the shelter supervisor or manager. Provide daily reports of resident numbers, numbers of meals served, and supplies used. (Red Cross counts residents in the building at noon and midnight).

☐ Ensure the privacy and confidentiality of client residents. This means that you cannot confirm a client is a resident of the shelter, but you can offer a bulletin board where outsiders can post messages to potential clients.

☐ Communicate accurate and reliable information regularly to client residents regarding the disaster, shelter operations. Work quickly to dispel any rumors.

☐ Routinely inspect the safety and sanitation of the facility, including the kitchen, dormitories, bathrooms, exterior and registration area and ensure that health standards and client's needs are being met.

☐ Work with clients and feeding supervisors to ensure the appropriate menus are being planned that reflect the preferences of the shelter population, given the resources available.

☐ Organize and administer play areas, recreation, transportation, and other services when shelter stays are long

☐ Establish a separate location where donations of clothing can be accepted and stored. Do not accept donations of food that have not been prepared in health department certified kitchens. (Home-made food must be refused).

☐ Identify residents needing additional services and attempt to procure those services for them.

☐ Provide opportunities for shelter residents to serve as volunteers in the shelter.

☐ Attend planning meetings as necessary.

☐ Brief relief staff upon shift change. Ensure all volunteers and staff complete a 214 form at the end of every shift.

☐ Periodically review need for additional personnel to meet operational needs. Consider using spontaneous volunteers for non-critical needs.

☐ Ensure that two-way communications are taking place between the shelter, the EOC and with Youth and Family Services (responsible for feeding operations).

☐ Make sure that all information you receive is shared with the EOC as appropriate or is documented in the event logs. Critical information that should be shared with the Situation Unit includes anything:
  o That is a potential threat to life or property
  o That could result in a significant financial impact
  o Which may impair the ability to deliver City services.

DEACTIVATION DUTIES:

☐ Provide the Shelter Manager with recommendations regarding timing and sequence of demobilizing the shelter.

☐ Ensure that appropriate staff can attend a debriefing. Collect the names and addresses of staff and volunteers who have worked at the shelter and submit them to the appropriate office for recognition

☐ Advise the Shelter Manager/EOC Operations Section Chief of any open actions or unmet needs.

☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.

☐ Return radios, temporary badges and vests.

☐ Submit all logs, reports, documents to the Documentation Unit or Shelter Manager. Ensure that the Shelter Log is completely updated and submitted as a permanent record of the shelter's operations.

☐ Inventory all the supplies remaining. Compare with the beginning inventory to determine the supplies used and the supplies that must be procured to restock.

☐ Cleanse/sterilize used cots. Give used blankets to the residents they were assigned to.

☐ Restock the shelter disaster supply areas to their recommended levels.

☐ Ensure that any required forms or reports are completed prior to your release and departure.

☐ Be prepared to provide input to the after-action report:
  o Document major response challenges encountered, and operational lessons learned.
  o Prepare written recommendations for either the Shelter Manager/EOC Operations

Section Chief or EOC Manager containing suggested improvements in response plans, EOC procedures, response coordination or other potential response enhancements. Collect recommendations from Unit Leaders regarding their experiences and forward to the EOC Manager

☐ Before you leave, determine what follow up to your assignment might be required.
☐ Leave forwarding phone number where you can be reached.
☐ Ensure that work areas are cleaned, and all equipment and supplies are checked in and properly stored. Locate the check in sheet with your arrival time and record the time you are leaving.
☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.

Community Center Setup for Shelter Activation

Top Floor – Entry Level

SET UP FOR SHELTER AT CCMV
Shelter Layout Top Floor

Mercer View Community Center
8236 SE 24th St.

North

Entrance

Community Center Setup for Shelter Activation
Bottom Floor – Dormitory

Shelter Layout Bottom Floor

Child Care

Info. and client services

Showers

Pet Shelter located | Luther Burbank Tennis Courts

Registration

HAM Room
275-7875

Dormitory

Shelter Supplies

**Mercer View Community Center
8236 SE 24th St.**

North

VOLUNTEER ANIMAL SHELTER LEAD
Supporting Parks Branch

The Animal Shelter Care Team supports the City of Mercer Island Parks Department and assists in providing shelter to animals on Mercer Island. The shelter site at the Mercer Island Community and Event Center cannot accommodate people and animals as this is not permitted at a Red Cross shelter. Animals must be housed in a separate location.

The City is in the process of purchasing a tent and heater For the Luther Burbank Tennis Courts.

The following are key responsibilities for this position:
Documents ownership of the sheltered animals and provides care for the animals at animal shelter site.

PREPARATION:

☐ Periodically inventory the animal shelter supplies to ensure everything is in good condition. Supplies are currently stored in the Caretaker's Cottage south west of the Luther Burbank administration building.

☐ Identify veterinarians who are willing to shelter animals in an emergency.

☐ Identify volunteers who are willing to assist in caring for the animals in the pet shelter.

☐ Review the full Animal Shelter Plan. A copy is located with the Animal Shelter supplies in the Caretaker's Cottage.

ACTIVATION

☐ Animal Shelter Lead is contacted by Volunteer EOC Liaison for activation.

☐ Activate the phone tree and request Animal Shelter Team volunteers to come to City Hall or Mercer Island Community and Events Center, if designated.

☐ Work with the Volunteer Lead to establish a 24-hour shift schedule.

☐ Report to City Hall or Events Center shelter registration table and complete all registration documents. Collect vest, badge and radio, if assigned.

☐ Report to Mercer Island Community and Events Center.

☐ Coordinate with Parks and Rec to set up tent, heater, tables and chairs, and transfer animal sheltering supplies to tennis courts.

☐ Establish an area to photograph the animals and one to store supplies.

☐ Develop signage to indicate registration, animal intake. Post a "dog walking" area.

☐ Begin Registration of animals into shelter. Follow Animal Shelter procedures, separating animals by type. Isolate animals that appear to be sick or aggressive.

☐ Label any crates, supplies, or food supplied by owner with owner's name.

☐ Maintain records of the number and types of animals housed.

DEACTIVATION DUTIES

- ☐ Ensure all animals have been claimed by their owners
- ☐ Clean and sanitize the crates and any unclean equipment.
- ☐ With Parks and Recreation staff, return tables and chairs to original location. Put crates and other supplies back in the Caretaker's Cottage.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
  Participate in after action planning, as appropriate.

Animal Shelter Plan is located with the Supplies located above as well as with the Shelter Manual at the Community Center and on the City Share Drive S:EM_Public\Plans

VOLUNTEER WARMING CENTER LEAD
Supporting Parks Branch

The role of the Faith Community is to act in a liaison role with the faith communities on the island and to assist faith communities in being warming/cooling centers.

The following are key responsibilities for this position:
- Establish relationships within the faith community.
- Identify which facilities have the following items/resources:
  - Generators
  - Kitchens
  - Showers
  - Stockpiled supplies
- Assist faith communities in preparations to be warming/cooling centers for congregation and neighbors.

PREPARATION:
- Establish regular communication with faith community leaders.
- Encourage participants to inventory their buildings for resources which could be offered in the event of a disaster.
- Determine list of possible warming shelters.
- Inform faith community of the Map Your Neighborhood preparedness program.
- Inform Emergency Manager of faith centers willing to be warming/cooling centers.
- In the event of a disaster, faith centers willing to participate should be asked to contact Phone Bank and the Faith Lead to inform of their ability to serve as a warming/sheltering site.

ACTIVATION:
- During a disaster, the Volunteer EOC Liaison will contact the Faith Community Lead to inform that the EOC is being activated.
- The Faith Lead will (try) to contact the faith members to ask whether their facilities are able to serve as warming or sheltering centers.
- The Faith Lead will report to the EOC Liaison the status of the faith facilities in the office and will provide contact information, address and opening/closing hours for each participating facility.
- Faith facilities should be encouraged to check in daily with the EOC to provide status reports.
- It is not anticipated that the Faith Lead will report to City Hall.

DEACTIVATION DUTIES:
None.

VOLUNTEER CHILD CARE LEAD
Supporting YFS Branch

The role of the Child Care team is to support the City of Mercer Island Youth and Family Services Department by provided child care services.

The following are key responsibilities for this position:
Assist with child care at shelter(s) and EOC.

PREPARATION:
- ☐ Get every pre-school / child care facility on the Island prepared to care for clients for up to 7 days.
- ☐ Advise on supplies and food to stockpile

ACTIVATION:
- ☐ Child Care Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Contact Co-Lead and activate the phone tree, request the Child Care Team volunteers to assemble at the City Hall or Mercer Island Community and Events Center, if so directed.
- ☐ Volunteers report to City Hall or Community Center shelter registration table and complete all registration documents. Collect vests, badges and radio, if assigned.
- ☐ Child Care Lead work with the Volunteer Lead to establish a shift schedule.
- ☐ Contact preschools to verify status and report findings to EOC liaison.
- ☐ Brief team on the extent of the disaster, expectations of team members, and respond to their questions and concerns.
- ☐ Volunteer Lead assigns Child Care team members to needed areas.
- ☐ Child Care Volunteers engaged in direct contact with the children must have had a background check. It is preferred that volunteers work in pairs so that they are never alone with a child.
- ☐ Child Care Volunteers report to assigned location.
- ☐ Set up Child Care room at Shelter.
- ☐ Volunteers monitor the safety and security of the child care area.
- ☐ Assist in supervision and care of children.

DEACTIVATION DUTIES:
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the position you are covering, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.

☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.

VOLUNTEER SENIOR CARE LEAD

Supporting YFS Branch

The role of the Senior Care Team is to support the City of Mercer Island Youth and Family Services Department by checking on the welfare of seniors who live on the island, assisting seniors in their emergency preparedness, and serving as a liaison with senior care facilities on the Island.

PREPARATION:
☐ Review duties of a Senior Care Lead or volunteer.
☐ Review Senior Care Shelter Operation (Refer to Senior Care Shelter Manual).
☐ Maintain Senior Care Team volunteer data base and keep Senior Care Team data base handy in case of activation.
☐ Hold semi-annual training for volunteers: provide updates.
☐ Serve as liaison to Island senior care facilities to reinforce:
　　o Expectation of preparedness and self-sufficiency
　　o Understanding of City emergency response
　　o Knowledge of how to communicate with EOC
　　o Importance of intra-facility relationship

ACTIVATION:
☐ Senior Care Lead is contacted by Volunteer EOC Liaison for activation.
☐ Activate the phone tree, request the Senior Care Team volunteers to assemble at City Hall or Mercer Island Community and Events Center, if so directed.
☐ Volunteers report to City Hall or Events Center shelter registration table and complete all registration documents. Collect vests, badges and radio, if assigned.
☐ Senior Care volunteers engaged in direct client contact must have had a background check.
☐ Request briefing on extent of disaster, assignments and tasks from Youth and Family Services staff.
☐ Set-up Senior Care Room at shelter
☐ Register and address client needs.
☐ Under YFS direction and with help of Transportation Team, check on vulnerable citizens. Update EOC Liaison of status.
☐ Contact senior care facilities for status reports and convey information to EOC.

DEACTIVATION DUTIES:
☐ Ensure proper client discharge from Senior Care Room at shelter.
☐ Report client concerns to appropriate resource.
☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
☐ Return radios, temporary badges and vests.
☐ Make sure all paperwork has been turned in and all records/files are secured.
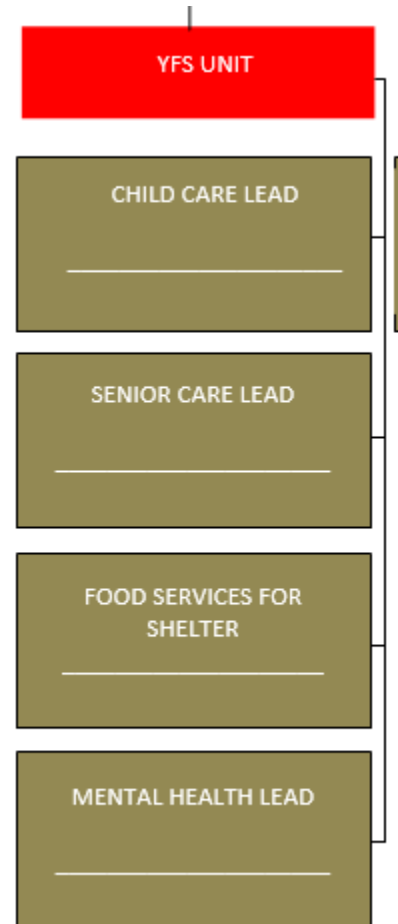
☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.

☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.

VOLUNTEER FOOD SERVICES LEAD
Supporting YFS Branch

The Role of the Food Services Team is to support the City of Mercer Island Youth and Family Services (YFS) and Parks Departments, and to provide food at the shelter.

The following are key responsibilities for this position:

☐ Assist YFS staff in preparing and serving food at the shelter.

☐ Assist in planning menus, counting meals served and inventorying supplies used.

☐ Follow the procedures set forth for food service by the Red Cross Shelter Manual

PREPARATION:

☐ Obtain a Food Handler's Permit

☐ Review Shelter Manual

ACTIVATION:

☐ From the Shelter volunteers who have been assigned to the emergency shelter, designate two or more, as needed, to assist in feeding, under direction of the Youth and Family Services Feeding Lead.

☐ In coordination with the Shelter Manager and YFS, set up a schedule for two 12-hr or three 8-hr shifts.

☐ Set up and stock snack and beverage area in such a way that clients waiting to register can access it, as well as restrooms.

☐ Assess feeding options, discuss recommendations.

☐ Establish a menu for several days.

☐ Count food consumed, and supplies used.

☐ Post signs designating mealtimes.

☐ Help prepare food according to established menu.

☐ Help serve food.

☐ Accommodate special dietary needs.

☐ Ensure that health standards are maintained.

☐ Clean the kitchen and any utensils used.

☐ Manage disposal of garbage.

☐ Other duties as assigned by the YFS supervisor.

DEACTIVATION DUTIES:

☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.

☐ Make sure all paperwork has been turned in and all records/files are secured. Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.

- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.

VOLUNTEER MENTAL HEALTH LEAD
Supporting YFS Branch

The role of the Mental Health (MH) Team is to support the City of Mercer Island Youth and Family Services Department. Additionally, the Mental Health Team provides psychological care and support. Mental Health professionals are responsible for providing their license/credentials. CERT volunteers who have training in this area may assist the mental health professionals.

PREPARATION:
- ☐ Identify mental health professionals on Island
- ☐ Maintain a roster of team members
- ☐ Participate in emergency trainings and drills.

ACTIVATION:

MH Team Guidelines

- ☐ Mental Health Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Lead contacts Co-Lead; they activate the phone tree, request the MH Team volunteers assemble at City Hall or Mercer Island Community and Events Center, if so directed.
- ☐ Volunteers report to City Hall or Events Center shelter registration table and complete all registration documents. Collect vests, badges and radio, if assigned.
- ☐ Mental Health volunteers engaged in direct client contact must have had a background check.
- ☐ Request briefing on extent of disaster, assignments and tasks from Youth and Family Services staff.
- ☐ In collaboration with the Volunteer Lead and the YFS Mental Health Lead, assign MH team members to needed areas, to the extent possible according to the following priorities:
  - o Day time coverage for the Community Center shelter
  - o Islander Middle School, if opened as a shelter
  - o Morgue
  - o Evening coverage for the shelter(s)
  - o South fire station
  - o North Fire station
  - o City Hall
- ☐ Coordinate and supervise the activities of the MH team responders, allowing sufficient "down time" for MH team responders to manage their own needs and to avoid burnout.
- ☐ Alternate leadership responsibilities with the co-leader on 12-hour shifts, if needed (an evening shift may not be possible if there are insufficient MH team responders).

DEACTIVATION DUTIES:
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may

need, and debrief the person covering you if necessary.

- [ ] Make sure all paperwork has been turned in and all records/files are secured.
- [ ] Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- [ ] Return radios, temporary badges and vests.
- [ ] Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- [ ] Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- [ ] Document major response challenges encountered, and operational lessons learned.
- [ ] Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- [ ] Participate in after action planning, as appropriate.

VOLUNTEER DAMAGE ASSESSMENT LEAD
Supporting DSG Branch

The role of the Damage Assessment Team is to support the City of Mercer Island Developmental Services Group (DSG) Department. This volunteer team will assist with assessing damage and inspectors will be responsible for checking the safety of structures

PREPARATION:
- ☐ Attend ATC-20 class.
- ☐ Be familiar with Windshield Survey handout.

ACTIVATION:

- Damage Assessment Lead is contacted by Volunteer EOC Liaison for activation.
- Lead activates the windshield survey phone tree, request that the windshield survey Damage Assessment Team volunteers assemble at City Hall.
- Volunteers report to City Hall and complete all registration documents. Collect vests, badges and radio, if assigned.
- Windshield survey volunteers report to the City Hall Courtroom to register.
- The Volunteer Lead will place the volunteers into two-member teams, as requested by DSG.
- A DSG staff member or the Damage Assessment Lead will brief team on the extent of the disaster, expectations of team members, and respond to their questions and concerns.
- Assigned teams are provided necessary equipment and are issued one radio per team by Registration.
- Each team is provided an area to survey and reports findings via radio or phone back to EOC.
- Once windshield survey is completed, volunteers may be reassigned by the Volunteer Lead to assist with other teams.
- Refer to Windshield Survey handout.
- Other duties as assigned by the DSG supervisor.

NOTE: Inspectors are responsible for checking structures by priority.

DEACTIVATION DUTIES:
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Courtroom, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- ☐ Return radios, temporary badges and vests.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.

VOLUNTEER COMMUNICATIONS LEAD

Supporting POLICE Branch

The role of the Communications/HAM Radio Team is to support the City of Mercer Island, the Police Department and the Fire Department. This team assists with communications for City personnel and for volunteers. The leader of the team is the ham that assumes the Net Control Station (NCS).

Additionally, this team is responsible for assisting the city PIO as well as operating the HS radio station for emergency messaging.
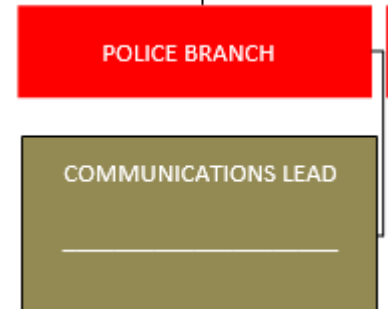
PREPARATION:
☐ Refer to MIRO Net Control Manual in Ham Radio Room.

ACTIVATION:

A. After a disaster strikes, conduct your personal inspection of family, house and neighborhood. Then check in on the MIRO Emergency Net on the VHF repeater (back up is the UHF repeater). The first ham checking in to the net should activate the net and serve as Net Control Operator until able to pass the responsibility on to a more qualified ham.

B. The Ham operator who activates the repeater should log all check-ins listing each ham's condition, radio status and mobility. Briefly accept a neighborhood report and if the ham hasn't made a neighborhood inspection, request that it be done and reported. Emergency conditions should be reported upon discovery.

C. Net Control should dispatch qualified hams as quickly as possible to the Radio Room at City Hall for service in relaying community needs to the Mercer Island Emergency Operations Center. Several hams are needed to effectively expedite the communications between hams in the field and the MI EOC Manager.

D. MIRO Volunteers report to City Hall and complete all registration documents. Collect vests and badges.

E. MIRO Volunteers working at field sites must complete and submit a 214-activity log at the end of each shift.

F. As the MI EOC Manager requests hams to accompany action teams, the Net Control Operator should dispatch a capable ham nearest to the location of the of the expected action to serve in such a responsibility.

G. It is likely that the MIRO Emergency Net will be activated before being requested by a City or EOC official. The Emergency Net becomes a key source of information as people gather at the Mercer Island EOC to take charge in dispatching assistance of all types. Information is delivered from the field by voice radio or in WINLINK or FLDIGI formats. WINLINK should be addressed to W7MIR and MIEOC@mercergov.org. Net Control Operator operating from home is unlikely to be able to receive WINLINK or FLDIGI while managing the net if solo.

H. As soon as possible determine who Net Control Relief will be so that person is ready to monitor activity, able to serve as a backup and ready to relieve when necessary.

PIO ASSISTANCE – this volunteer will work with the city communications manager in the EOC/JIC and will assist with duties assigned by the communications manager.

THE HS RADIO STATION OPERATOR will also work with the communications manager to push out

emergency communications over the HS radio station. All communications that are broadcast over the HS radio station must be approved by the communications manager in the EOC prior to being broadcast.

DEACTIVATION DUTIES:

- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the location at which you are serving, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Make sure all paperwork has been turned in and all records/files are secured. Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- ☐ Break down your station. If you are completely deactivating your department:
  - o Return radios, temporary badges and vests.
  - o Clean up your work area and make sure all items are back in your go box.
  - o Make a list of supplies needing replenishment and turn it in to Emergency Manager.
  - o Shut down and disconnect your computer.
  - o Disconnect phone.
- ☐ Put away your go box and all other supplies and equipment.
- ☐ Make sure you have all your personal belongings, turn in your 214-activity log and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- ☐ Participate in after action planning, as appropriate.

VOLUNTEER TRANSPORTATION LEAD
Supporting PUBLIC WORKS Branch

The role of the Transportation Team is to support the City of Mercer Island Public Works Department.

The Transportation Team may also assist the CPOD team in distributing goods to the community.

PREPARATION:
- ☐ Procure and create agreements with other entities prior to a disaster for resources needed to facilitate transportation.
- ☐ Create and maintain a list of Island personal vehicles: autos, vans, boats, airplanes, buses
- ☐ Create list of volunteers that can operate said equipment.

ACTIVATION:
- ☐ During a disaster, Volunteer Transportation Lead is contacted by Volunteer EOC Liaison to activate the Transportation team. Transportation lead then contacts team members and asks them to report to City Hall.
- ☐ Transportation team reports to City Hall Court Room, unless advised otherwise, to register and receive vests, badge, and radio, if assigned.
- ☐ Volunteer collects go-box from Caucus Room across from Police Records office at south end of City Hall.
- ☐ Volunteer Lead will assign Transportation volunteers to needed positions where they will:
  - o Assist all Public Works Department teams in maneuvering around the Island to perform duties.
  - o Assist city staff in transporting needed staff on to the Island in the event of a disaster.
  - o Assist in evacuation of Island if needed.
  - o Assist the CPOD team in distributing goods to the community.
  - o Perform other duties as assigned by the Public Works staff.

DEACTIVATION DUTIES:
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the location at which you are serving, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Make sure all paperwork has been turned in and all records/files are secured. Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- ☐ Break down your station. If you are completely deactivating your department:
  - o Return radios, temporary badges and vests.
  - o Clean up your work area and make sure all items are back in your go box.
  - o Make a list of supplies needing replenishment and turn it in to Emergency Manager.
  - o Shut down and disconnect your computer.
  - o Disconnect phone.
- ☐ Put away your go box and all other supplies and equipment.
- ☐ Make sure you have all your personal belongings, turn in your 214-activity log and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.

VOLUNTEER WELL OPERATION / CPOD LEAD
Supporting PUBLIC WORKS Branch

The Well Operation/CPOD Team supports the City of Mercer Island Public Works Department. The Well Team assists in operating the well to provide water. Note that this water is non-potable and must be disinfected before drinking, cooking, or hygiene use.

This team is also responsible for assisting Public Works/ YFS with distributing goods to the community (CPOD) Community Points of Distribution.
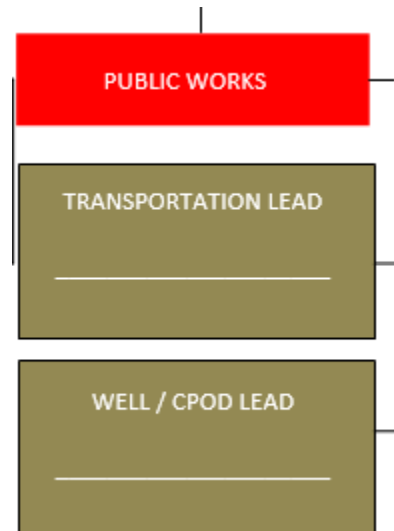
PREPARATION:
Refer to Well Operation Manual
- ☐ Attend period emergency well training sessions.
- ☐ After it is determined that water lines into the city have been compromised, the Emergency Manager will have the discretion to activate the Emergency Well. This may be a few days after the start of the disaster.
- ☐ City Staff may or may not be available to operate the well, in which case volunteers who have been trained, will operate the well.

ACTIVATION:

WELL OPERATION
- ☐ Volunteer Well/CPOD Lead is contacted by Volunteer EOC Liaison to activate the Emergency Well Team. The lead then contacts team members and asks them to report to City Hall.
- ☐ Well/CPOD team reports to City Hall Court Room, unless advised otherwise, to register and receive vests, badge, and radio, if assigned.
- ☐ Volunteer collects go-box from Caucus Room across from Police Records office at south end of City Hall. Once the call to activate the well has been issued, the Volunteer Lead calls the Well Operation Lead who activates the well operation phone tree.
- ☐ Volunteers are asked to assemble at the well. If volunteers have not registered at City Hall and the volunteer registration team is present, volunteers may register on site at the well and will receive a vest and a temporary badge.
- ☐ Volunteers fall under the supervision of the Public Works staff who will work with the Volunteer Lead to assign the volunteers to a position.
- ☐ Volunteers post signs to direct people and traffic.
- ☐ Team blocks the roads.
- ☐ Operation of the well begins.

Well Operation is during daylight hours only.

- See Appendix G for Well History and Description, Appendix H for the draft letter – Well Vicinity Traffic Disruption, and Appendix I for Training Notes for Well Operation.

- See City of Mercer Island website, www.mercergov.org, and click on Departments, Public

Works, Emergency Well for more information about the well, FAQ's, and how to disinfect water from the well.

COMMUNITY POINTS OF DISTRIBUTION

- ☐ This team is also responsible for assisting Public Works/ YFS with distributing goods to the community (CPOD) Community Points of Distribution.
- ☐ Volunteer Well/CPOD Lead is contacted by Volunteer EOC Liaison to activate the Emergency Well Team. The lead then contacts team members and asks them to report to City Hall.
- ☐ Well/CPOD team reports to City Hall Court Room to register and receive vests, badge, and radio, if assigned.
- ☐ Well/CPOD Lead collects go-box from Caucus Room across from Police Records office at south end of City Hall.
- ☐ Volunteer Lead will assign CPOD volunteers to needed positions where they will assist Public Works in the distribution of goods to the community. Transportation team volunteers may also assist in this effort.

DEACTIVATION DUTIES:

- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the location at which you are serving, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Make sure all paperwork has been turned in and all records/files are secured. Check all work areas to make sure that all your supplies and tools have been picked up and put away.
- ☐ Break down your station. If you are completely deactivating your department:
  - o Return radios, temporary badges and vests.
  - o Clean up your work area and make sure all items are back in your go box.
- ☐ Put away your go box and all other supplies and equipment.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Make sure you have all your personal belongings, turn in your 214-activity log and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- ☐ Participate in after action planning, as appropriate.

- Key box in EOC contains keys to Emergency Well
  - o Refer to Well Manual in Volunteer Manual
  - o Instructions are also located within the facilities
- Located at Rotary Park 4320 88th Ave SE
- **FOR MORE INFORMATION LOOK TO *WELL MANUAL***

VOLUNTEER RESOURCE TRACKING / DOCUMENTATION LEAD
Supporting PLANNING/ DSG Branch

The role of the Resource / Documentation Team is to assist with the tracking, locating, and acquisition of resources, documenting them as they are deployed.

PLANNING /DSG

SITUATION/ RESOURCE/ DOCUMENTATION

_____

PREPAREDNESS:
Assist in obtaining Memos of Understanding (MOU's) with businesses, citizens etc. for use of resources in the event of a disaster.

ACTIVATION:
- During a disaster, Volunteer Resource Lead is contacted by Volunteer EOC Liaison to activate the Resource Inventory team. The lead then contacts team members and asks them to report to City Hall.
- Resource team reports to City Hall Court Room, unless advised otherwise, to register and receive vests and badges.
- Resource Inventory Lead collects go-box from Caucus Room across from Police Records office at south end of City Hall.
- The Resource Inventory team is supervised by the DSG/Planning Department.
- Volunteer Lead will assign Resource volunteers to needed positions where they will:
  - Document and track resources on Court room charts
  - Update maps
  - Assist with locating resources for EOC / work with finance department on resource acquisition.
  - Other duties as assigned by the Supervisor.

DEACTIVATION DUTIES:
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Courtroom, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Make sure all paperwork has been turned in and all records/files are secured. Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- ☐ Return temporary badges and vests.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
- ☐ Participate in after action planning, as appropriate.

NEIGHBORHOOD & BUSINESS LIAISON
(MAP YOUR NEIGHBORHOOD PROGAM)

The role of the Neighborhood Liaison/volunteer team is to act as a liaison between neighborhoods, volunteers and the City of Mercer Island, and to engage in preparedness activities in the community prior to a disaster.

Being prepared to shelter in place and being self-sufficient for 7-14 days is the responsibility of those who live and work on Mercer Island. Individuals can help each other by knowing their neighbors and the resources that may be shared in an emergency. Map Your Neighborhood training is a good way to get started. Contact Jennifer Franklin, Emergency Manager, City of Mercer Island Police Department, to schedule this training. An officer or a member of the Neighborhood Preparedness Team will come to the host to facilitate the training.

At the end of 2017, 65 neighborhoods have organized using the Map Your Neighborhood training. Frequently neighborhoods use the August National Night Out to have a neighborhood potluck and review their emergency plans.

The Neighborhood Preparedness team will not be mobilized as an entity during a disaster. Rather, members of the team will be deployed to other teams as needed. Volunteers, when contacted, should come to City Hall, register and deploy as directed by the Volunteer Lead.

The following are key responsibilities for the Neighborhood Liaison team:

- The Neighborhood Liaison Team is supervised by the Emergency Manager.
- Be familiar with different City of Mercer Island neighborhoods, including the south end and central business districts.
- Provide Map Your Neighborhood training when requested.
- Educate residents on what it means to be self-sufficient for 7-14 days.
- Help neighborhoods develop contact and resource lists in case of emergency.
- Help neighborhoods become aware of special needs in their neighborhood.
- Other duties as assigned by the Emergency Manager.

CITY OF MERCER ISLAND, WASHINGTON

Emergency Management Office
9611 SE 36th Street ☐ Mercer Island, WA 98040-3732
(206) 275-7905 ☐ Fax (206) 275-7941 ☐ www.mercergov.org/emergencyprep

Welcome and Thank You for Taking the Time to Get Prepared!

The mission of Mercer Island Emergency Preparedness is to be self-sufficient for 7-14 days.

When an earthquake strikes, and the I-90 bridges are impassable, do you have a plan for your family?
Do you have a preparedness kit at home, in your car and at work?
If not, Mercer Island's Emergency Preparedness website will get you started:
www.mercergov.org/emergencyprep

City staff and resources may be quickly overwhelmed after a disaster. The City has established a corps of trained Volunteers to aid in our own disaster response until outside help can arrive. Our Community Emergency Response Training (C.E.R.T.) provides extensive information that will also assist a resident at home.

WANT TO GET INVOLVED?
We urge you to consider signing up as a volunteer. Training includes the CERT course, FEMA ISC classes and a background check. We have 15 different teams performing essential and lifesaving activities during the initial response. Volunteers can assist with as many teams as they like. Some include: Disaster Medical, Damage Assessment, Search & Rescue, Registration, Sheltering, Child Care, Ham Radio Operators, Mental Health, Transportation, and operating our Emergency Well.

The Emergency Volunteer Application and Dataquest background check form are available on the above website as well as attached to this letter. Your volunteer badge will also require a photo (headshop on a white background). You can email or mail your photo to me or have one taken at City Hall.

We believe Mercer Island is one of the best prepared communities in the Northwest. All our success is due to residents' willingness to give their time and talent to help and serve each other.

Again, thank you for your interest in personal and family preparedness, and participating as a trained volunteer.   Please feel free to contact me with any questions.

Jennifer Franklin

Officer Jennifer Franklin
Emergency Manager / Crime Prevention Officer Mercer Island Police Department
9611 SE 36th Street Mercer Island, WA 98040
jennifer.franklin@mercergov.org

CITY OF MERCER ISLAND, WASHINGTON

Emergency Management Division, Mercer Island Police Dept.
9611 SE 36th Street Mercer Island, WA 98040-3732
(206) 275-7905 Fax (206) 275-7941 www.mercergov.org/emergencyprep

EMERGENCY WORKER (VOLUNTEER) APPLICATION

Name _____
(First)   (Middle)   (Last)

Address _____
Address   City   State   Zip

Phone _____
Home   Work   Cell

Email _____ Date of Birth _____

Driver's License # _____

Emergency Contact Information

Name _____ Phone _____

Address _____ Relation _____

Areas of interest and expertise - please provide copies of certificates for completed courses:

- ☐ Animal Shelter
- ☐ AED/CPR/First Aid
- ☐ Child Care
- ☐ Communications-HAM call sign _____
- ☐ Damage Assessment (ATC 20 training needed)
- ☐ Faith Community/Warming Shelter
- ☐ Medical (license #_____)

- ☐ Mental health (license #_____)
- ☐ Neighborhood Preparedness
- ☐ Registration/Administration
- ☐ Resource Acquisition/Documentation
- ☐ Search & Rescue
- ☐ Senior Care
- ☐ Shelter (ARC training needed)
- ☐ Transportation (CDL#_____)

- ☐ Well/CPOD
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____
- ☐ IS 700
- ☐ ICS 100
- ☐ ICS 200
- ☐ ICS300
- ☐ ICS400
- ☐ Certificate copies attached

Minimum requirements to be a registered emergency volunteer:

IS700, ICS100, CERT (CERT not required if you are a HAM radio operator or Medical Professional)
IS700 and ICS 100 found at http://training.fema.gov/IS/NIMS/aspx
Additional advanced courses are encouraged: See Volunteer levels attached (last sheet of application)

APPLICANT: You (applicant) are authorized to work on behalf of the City of Mercer Island only in the capacities listed above, and on the Registration form within your level of ability. In addition, by submitting this application, you affirm your qualifications to perform this work, agree to maintain any required licenses during the period when work is performed, agree to serve at the direction of the City Manager (or designee), and agree to comply with WAC section 118-04-200 rules.

Your emergency worker identification card is the property of the City of Mercer Island, and may, at the discretion of City officials, allow you to enter otherwise restricted areas. By submitting this application, you agree not to divulge any confidential information you may be exposed to during your assignment and agree to represent yourself in a professional manner.

Providing false information on this application may affect your eligibility for insurance coverage during your assignment.

I have read, understand and agree to the above statements.

APPLICANT SIGNATURE: _____ **DATE:** _____

DataQuest

AUTHORIZATION FORM

P.O. Box 1308, Snohomish, WA 98291
Phone: (888) 443-0135 // Fax: (888) 226-6952
Web: www.dataquestllc.com

Company: CITY OF MERCER ISLAND EMERGENCY MGMT
Phone #:   (206) 275-7905

Applicant Name:_____
　　　　　　　　　　　　Last　　　　　　　　　　　　　　　　　First　　　　　　　　　　　　　　Middle

List additional AKA/Alias names used in the LAST 7 YEARS: _____

Date of Birth*:_____　　Social Security #: _____
　　　　　　　　*(*Used for identification purposes only)*

Driver's License#:_____　State Issued: _____　Expires: _____

*** *Please list addresses used during the LAST 7 YEARS* ***

Current Address: _____
　　　　　　　　　(Complete Address Required)　　　　　City　　　　　　　　State　　　　　　　Zip Code

Previous Address: _____
　　　　　　　　　Street Address　　　　　　　　　　City　　　　　　　　State　　　　　　　Zip Code

Previous Address:_____
　　　　　　　　　Street Address　　　　　　　　　　City　　　　　　　　State　　　　　　　Zip Code

Previous Address:_____
　　　　　　　　　Street Address　　　　　　　　　　City　　　　　　　　State　　　　　　　Zip Code

By signing below, I acknowledge receipt of the Background Check Disclosure ("Disclosure") that accompanies this Background Check Authorization ("Authorization"). I authorize the company named above (the "Company") to obtain consumer reports and/or investigative consumer reports on me for employment purposes as set forth in the Disclosure. I also authorize DataQuest, LLC ("DataQuest") to procure all reports, records, verifications or other information necessary to complete the background check and to furnish the information to the Company. I certify that all information I supply on this Authorization and on any supplemental page(s) is true and correct. I understand that providing fraudulent or misleading information on this Authorization may be grounds for denial of employment, contract for services or volunteer position by the Company or for discharge by the Company. This Authorization shall be valid upon the Company's receipt of my signed Authorization, and, if applicable, at any time during the course of my employment, contract for services or volunteer position with the Company. I authorize the Company, if the Company places workers with other employers, to share any consumer reports or investigative consumer reports with any employer where the Company may attempt to place me to work. I agree that a facsimile or copy of this Authorization form, or electronic signature obtained specifically through DataQuest's authorized electronic signature program, shall be valid as an original.

I understand drug/substance abuse testing may be a requirement for the position for which I am applying or for my current position. If required by the Company, I hereby authorize any laboratory, health care clinic, hospital or qualified medical professional coordinated by DataQuest to conduct such testing and to release the results to DataQuest and/or the party with which DataQuest may contract to arrange for such testing. I also authorize DataQuest to provide those results to the Company. I understand that the results of my drug/substance abuse test may be provided to and reviewed by a medical review officer (MRO) before being released to DataQuest and the Company, and that the MRO may discuss the results of the test with me and ask about medical information specifically related to the test. I understand that when this review is complete, only the drug/substance test results will be provided by the MRO to DataQuest and the Company, and that no other medical information about me will be disclosed.

California Applicants or Employees Only: By signing below, I acknowledge receipt of "Notice to California Applicants." Please check this box if you would like to receive a copy of an investigative consumer report or consumer credit report at no charge if one is obtained by the Company whenever you have the right to receive such a copy under California Law. ☐

New York Applicants or Employees Only: By signing below, I acknowledge receipt of a copy of Article 23-A of New York Correction Law. You have the right to inspect and receive a copy of any investigative consumer report requested by the Company by contacting DataQuest directly at P.O. Box 1308, Snohomish, WA 98291, 1-888-443-0135.

Maine Applicants or Employees Only: You have the right to request and promptly receive a copy of any investigative consumer report obtained by the Company. If you wish to receive a copy of any such investigative consumer report, please contact DataQuest directly at P.O. Box 1308, Snohomish, WA 98291, 1-888-443-0135.

Minnesota and Oklahoma Applicants or Employees Only: Please check this box if you would like to receive a copy of a consumer report if one is obtained by the Company. ☐

You may have additional rights under your applicable state law, and you may wish to contact your state or local consumer protection agency or a state attorney general (or the equivalent) to learn about those rights.

Applicant Signature:_____　　Date: _____
{CAS1274111.DOCX,3/11336.020002/} DataQuest Disclosure & Authorization Forms *Rev: 20150217*

BACKGROUND CHECK DISCLOSURE

Pursuant to the federal Fair Credit Reporting Act ("FCRA") and its applicable state counterparts, __CITY OF MERCER ISLAND EMERGENCY MANAGEMENT__ (the "Company") may obtain consumer reports or investigative consumer reports on you for employment purposes in connection with your employment, potential employment, contract for services, volunteer position or other employment-related purpose. The Company may procure consumer reports on you both in connection with your application, and, if applicable, at any time during the course of your employment, contract for services or volunteer position with the Company. Consumer reports are written, oral or other communications that bear on your creditworthiness, credit standing, credit capacity, character, general reputation, personal characteristics or mode of living that are used (or expected to be used) as a factor in establishing eligibility for employment purposes. "Investigative consumer reports"* are consumer reports (or portions of consumer reports) in which information is obtained through personal interviews with your neighbors, friends, associates or acquaintances, and are commonly obtained in connection with education or employment reference checks. *In California, an "investigative consumer report" means any consumer report that is not a credit report.

Consumer reports may include items such as employment verifications, education verifications, credit history, driving records, criminal history, motor vehicle records, licensures, certifications, social security number verification, drug testing results or other information obtained through background check services. The information may be obtained from private and public record sources, including personal interviews with your neighbors, friends, associates or acquaintances.

You may find a "A Summary of Your Rights under the Fair Credit Reporting Act" at: http://www.consumer.ftc.gov/articles/pdf-0096-fair-credit-reporting-act.pdf

The name of the consumer reporting agency from whom the Company may procure consumer reports or investigative consumer reports is DataQuest, LLC ("DataQuest"), P.O. Box 1308, Snohomish, WA 98291, 1-888-443-0135.   Please direct all inquiries to DataQuest.

You have the right to dispute incomplete or inaccurate information in your consumer report. You have the right, for a reasonable time after receipt of this notice, to make a written request to DataQuest for a complete and accurate disclosure of the nature and scope of the investigation requested by the Company, as well as to receive a written summary of your rights and remedies under the law.

You may find information about DataQuest's privacy practices, including whether your personal information will be sent to third parties outside the United States or its territories, as well as information concerning contact information for DataQuest's representatives who can assist you with additional information regarding DataQuest's privacy practices in the event of a compromise of your information, on DataQuest's website, www.dataquestllc.com.

Please sign below to acknowledge your receipt of this Background Check Disclosure.

Signature:_____   Date:_____

Printed Name: _____

CITY OF MERCER ISLAND
Shelter Plan

City of Mercer Island, Washington
Emergency Management Office
March 2018

City of Mercer Island
Shelter Plan
Table of Contents

Instructions for Emergency Workers (Volunteers)

Thank you for volunteering for emergency worker services. The following information describes the emergency worker (volunteer) registration process.

How to Register for Service

☐ Pick up a registration envelope at the registration table.

☐ Complete the enclosed application and registration forms, sign them, and return them to the registration table.

☐ You may be offered an immediate assignment and transported to the job site.

☐ If you are not given an immediate assignment, please provide the person at the registration table with a phone number where you may be reached for future assignments.

☐ **In Case of Injury**

☐ As a registered emergency worker, the State of Washington's Emergency Worker compensation system may cover you for injuries that are incurred while working as a volunteer.

☐ Eligibility for this benefit will depend upon registration and records of your work assignments, therefore, it is very important that you complete an application, registration form, and return the time card provided to you upon check-in at the end of your assignment.

☐ Copies of the Washington Administrative Code and the Revised Code of Washington that refer to this benefit have been provided to you.

☐ **Time Cards**

☐ Volunteers generally track their time by signing in/out at Registration and do not have timecards. If timecards are used, follow the instructions below.

☐ All time cards must be signed or initialed by a supervisor from the field or the Registrar, at the end of each work day, and turned in at the end of the week and/ or work assignment.

☐ Return the time card to the location where you registered.

☐ If you are unable to return the time card, please mail it to: City of Mercer Island, ATTN: Human Resources, 9611 SE 36th Street, Mercer Island, WA 98040.

Volunteer Job Duties

City of Mercer Island Volunteer
Organizational Chart

Operational Period:

Date:_____

Time: _____

EMERGENCY MANAGER

_____

VOLUNTEER LEAD

_____

VOLUNTEER LIAISON

_____

LOGISTICS / HR

REGISTRATION LEAD

_____

PHONE BANK

_____

PLANNING /DSG

SITUATION/ RESOURCE/ DOCUMENTATION

_____

FIRE BRANCH

MEDICAL LEAD

_____

SEARCH & RESCUE LEAD

_____

PARKS BRANCH

SHELTER LEAD

_____

ANIMAL SHELTER LEAD

_____

WARMING CENTER LEAD

_____

YFS UNIT

CHILD CARE LEAD

_____

SENIOR CARE LEAD

_____

FOOD SERVICES FOR SHELTER

_____

MENTAL HEALTH LEAD

_____

DSG BRANCH

DAMAGE ASSESSMENT / WINDSHIELD SURVEY LEAD

_____

POLICE BRANCH

COMMUNICATIONS LEAD

_____

PUBLIC WORKS

TRANSPORTATION LEAD

_____

WELL / CPOD LEAD

_____

VOLUNTEER SHELTER LEAD
Supporting Parks Branch

The Shelter Team's role is to support the City of Mercer Island Parks Department in its responsibilities related to: sheltering, animal management, post-disaster services and programs, and donations management in the event of a disaster.

Refer to Red Cross Shelter Manual for specifics

Reports To:

Parks Shelter Manager or Shift Supervisor

Typical Agencies that Make-up the Mass Care Branch:

- MI Parks and Recreation Department
- MI Community & Events Center
- MI Youth and Family Services/ Thrift Shop
- American Red Cross

Responsibilities

GENERAL

The Shelter Team is responsible for implementing the directives of the Shelter Manager with respect to the coordination, management, and delivery of sheltering services including:

- Shelter Set Up/Inventory
- Registration of Clients
- Dormitory Management
- Feeding
- Coordination with mental health, child care, senior care, health/first aid, and animal shelter services
- Liaison with local, state, federal and private relief services
- Donations management
- Shelter Break Down/Inventory

Successful shelter operation hinges on regular communication with the Shift Supervisor, and through the Shift Supervisor, the Shelter Manager. The Shelter Manager partners with the Public Information Officer to apprise city, state and federal officials of the state of the disaster and the health and safety of the shelter residents.

PREPARATION:

Periodically train in American Red Cross sheltering techniques.

ACTIVATION DUTIES:

- ☐ Shelter Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Activate the phone tree and request Shelter Team volunteers to come to either City Hall or directly to one of the two emergency shelters.
- ☐ Report to City Hall or shelter registration table and complete all registration documents. Collect vest, badge and radio, if assigned.
- ☐ Report to the Parks Department Shelter Manager/Shift Supervisor and obtain a briefing on the situation. If the Parks Department Shelter Manager position is not staffed, then obtain a briefing from the Operations Section Chief, EOC Manager, or Volunteer Lead.
- ☐ In coordination with the Shelter Manager, set up a schedule for two 12-hr or three 8-hr shifts and recruit volunteers as needed. Establish teams and supervisors for each shift.
- ☐ Review any scope of authority and decision-making processes specific to the shelter, especially about the staff/volunteer dynamic, ensuring that you have the proper level of authority to make decisions based upon the needs of the incident. Ensure all teams and volunteers understand the chain of command.
- ☐ Establish a communications procedure (HAM?) if phones and computers are not working to ensure communication between the shelter(s) and the EOC.
- ☐ Establish a security protocol for critical situations.
- ☐ Review procedures for requesting resources.
- ☐ Deploy to the Shelter site(s) and begin set up.

VOLUNTEER OPERATIONAL DUTIES:

- ☐ Begin daily Shelter log, noting all important telephone numbers, contacts, shift personnel, and events/incidents that occurred during the shift. The log will be maintained through shelter closure. All volunteers must read the log at the beginning of the shift. A separate confidential log can be created to catalogue non-public events, to be held by the Shelter Manager.
- ☐ Assure sufficiency of registration supplies (registration forms), pens, etc. Ensure that registration area has an adequate waiting area, snacks, is sheltered from the elements and is separate from the private dormitory area.
- ☐ Clearly display shelter signage, meal and meeting schedules, shower schedules, rules of behavior.
- ☐ Set up and label registration area, dormitory, rooms for special needs populations, mental health room, first aid room, feeding area, recreation area, child care area, animal shelter.
- ☐ Set up and stock snack and beverage area in such a way that clients waiting to register can access it, as well as restrooms.
- ☐ Assess feeding options, discuss recommendations. Establish a menu for several days. Establish a method to count food consumed and supplies used.
- ☐ Maintain a system for checking occupants in and out when they leave for any period. Manage the shelter registration data, ensuring its privacy.
- ☐ Supervise the on-site food preparation and service for shelter residents and workers. Ensure that health standards are maintained.
- ☐ Protect client health, prevent disease, and provide first aid for shelter residents and staff.
- ☐ Provide mental health services at shelter for both residents and staff.
- ☐ Set up and assign residents to sleeping areas. Allocate blankets and additional supplies (comfort kits) as available. Monitor the security of the sleeping areas. Enforce quiet hours.
- ☐ Maintain regular communications with the shelter supervisor or manager. Provide daily reports of resident numbers, numbers of meals served, and supplies used. (Red Cross counts residents in the building at noon and midnight).
- ☐ Ensure the privacy and confidentiality of client residents. This means that you cannot confirm a

client is a resident of the shelter, but you can offer a bulletin board where outsiders can post messages to potential clients.

- ☐ Communicate accurate and reliable information regularly to client residents regarding the disaster, shelter operations. Work quickly to dispel any rumors.
- ☐ Routinely inspect the safety and sanitation of the facility, including the kitchen, dormitories, bathrooms, exterior and registration area and ensure that health standards and client's needs are being met.
- ☐ Work with clients and feeding supervisors to ensure the appropriate menus are being planned that reflect the preferences of the shelter population, given the resources available.
- ☐ Organize and administer play areas, recreation, transportation, and other services when shelter stays are long
- ☐ Establish a separate location where donations of clothing can be accepted and stored. Do not accept donations of food that have not been prepared in health department certified kitchens. (Home-made food must be refused).
- ☐ Identify residents needing additional services and attempt to procure those services for them.
- ☐ Provide opportunities for shelter residents to serve as volunteers in the shelter.
- ☐ Attend planning meetings as necessary.
- ☐ Brief relief staff upon shift change. Ensure all volunteers and staff complete a 214 form at the end of every shift.
- ☐ Periodically review need for additional personnel to meet operational needs. Consider using spontaneous volunteers for non-critical needs.
- ☐ Ensure that two-way communications are taking place between the shelter, the EOC and with Youth and Family Services (responsible for feeding operations).
- ☐ Make sure that all information you receive is shared with the EOC as appropriate or is documented in the event logs. Critical information that should be shared with the Situation Unit includes anything:
  - o That is a potential threat to life or property
  - o That could result in a significant financial impact
  - o Which may impair the ability to deliver City services.

DEACTIVATION DUTIES:
- ☐ Provide the Shelter Manager with recommendations regarding timing and sequence of demobilizing the shelter.
- ☐ Ensure that appropriate staff can attend a debriefing. Collect the names and addresses of staff and volunteers who have worked at the shelter and submit them to the appropriate office for recognition
- ☐ Advise the Shelter Manager/EOC Operations Section Chief of any open actions or unmet needs.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Submit all logs, reports, documents to the Documentation Unit or Shelter Manager. Ensure that the Shelter Log is completely updated and submitted as a permanent record of the shelter's operations.
- ☐ Inventory all the supplies remaining. Compare with the beginning inventory to determine the supplies used and the supplies that must be procured to restock.
- ☐ Cleanse/sterilize used cots. Give used blankets to the residents they were assigned to.
- ☐ Restock the shelter disaster supply areas to their recommended levels.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the after-action report:

- o Document major response challenges encountered, and operational lessons learned.
- o Prepare written recommendations for either the Shelter Manager/EOC Operations Section Chief or EOC Manager containing suggested improvements in response plans, EOC procedures, response coordination or other potential response enhancements. Collect recommendations from Unit Leaders regarding their experiences and forward to the EOC Manager

☐ Before you leave, determine what follow up to your assignment might be required.

☐ Leave forwarding phone number where you can be reached.

☐ Ensure that work areas are cleaned, and all equipment and supplies are checked in and properly stored. Locate the check in sheet with your arrival time and record the time you are leaving.

☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.

Community Center Setup for Shelter Activation
Top Floor – Entry Level

SET UP FOR SHELTER AT CCMV
Shelter Layout Top Floor

Senior Services

Mental Health

First Aid Dorm

First Aid Triage
275- 7835

Teen Play Area

Communications

Staff Mtg. Room

Ladies Restroom

Dining Room

Registration Desk

Men's Restroom

Mercer View Community Center
8236 SE 24th St.

Entrance

North

Community Center Setup for Shelter Activation
Bottom Floor – Dormitory

Shelter Layout Bottom Floor

Child Care

Info. and client services

Showers

Pet Shelter located   Luther Burbank Tennis Courts

Registration

HAM Room
275-7875

Dormitory

Shelter
Supplies

**Mercer View Community
Center
8236 SE 24th St.**

North

VOLUNTEER ANIMAL SHELTER LEAD
Supporting Parks Branch

The Animal Shelter Care Team supports the City of Mercer Island Parks Department and assists in providing shelter to animals on Mercer Island. The shelter site at the Mercer Island Community and Event Center cannot accommodate people and animals as this is not permitted at a Red Cross shelter. Animals must be housed in a separate location.

The City is in the process of purchasing a tent and heater For the Luther Burbank Tennis Courts.

The following are key responsibilities for this position:
Documents ownership of the sheltered animals and provides care for the animals at animal shelter site.

PREPARATION:

- ☐ Periodically inventory the animal shelter supplies to ensure everything is in good condition. Supplies are currently stored in the Caretaker's Cottage south west of the Luther Burbank administration building.
- ☐ Identify veterinarians who are willing to shelter animals in an emergency.
- ☐ Identify volunteers who are willing to assist in caring for the animals in the pet shelter.
- ☐ Review the full Animal Shelter Plan. A copy is located with the Animal Shelter supplies in the Caretaker's Cottage.

ACTIVATION

- ☐ Animal Shelter Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Activate the phone tree and request Animal Shelter Team volunteers to come to City Hall or Mercer Island Community and Events Center, if designated.
- ☐ Work with the Volunteer Lead to establish a 24-hour shift schedule.
- ☐ Report to City Hall or Events Center shelter registration table and complete all registration documents. Collect vest, badge and radio, if assigned.
- ☐ Report to Mercer Island Community and Events Center.
- ☐ Coordinate with Parks and Rec to set up tent, heater, tables and chairs, and transfer animal sheltering supplies to tennis courts.
- ☐ Establish an area to photograph the animals and one to store supplies.
- ☐ Develop signage to indicate registration, animal intake. Post a "dog walking" area.
- ☐ Begin Registration of animals into shelter. Follow Animal Shelter procedures, separating animals by type. Isolate animals that appear to be sick or aggressive.
- ☐ Label any crates, supplies, or food supplied by owner with owner's name.
- ☐ Maintain records of the number and types of animals housed.

DEACTIVATION DUTIES

- ☐ Ensure all animals have been claimed by their owners
- ☐ Clean and sanitize the crates and any unclean equipment.
- ☐ With Parks and Recreation staff, return tables and chairs to original location. Put crates and other supplies back in the Caretaker's Cottage.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered, and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
Participate in after action planning, as appropriate.

VOLUNTEER WARMING CENTER LEAD
Supporting Parks Branch

The role of the Faith Community is to act in a liaison role with the faith communities on the island and to assist faith communities in being warming/cooling centers.

The following are key responsibilities for this position:
- Establish relationships within the faith community.
- Identify which facilities have the following items/resources:
  - Generators
  - Kitchens
  - Showers
  - Stockpiled supplies
- Assist faith communities in preparations to be warming/cooling centers for congregation and neighbors.

PARKS BRANCH

SHELTER LEAD
_____

ANIMAL SHELTER LEAD
_____

WARMING CENTER LEAD
_____

PREPARATION:

- Establish regular communication with faith community leaders.
- Encourage participants to inventory their buildings for resources which could be offered in the event of a disaster.
- Determine list of possible warming shelters.
- Inform faith community of the Map Your Neighborhood preparedness program.
- Inform Emergency Manager of faith centers willing to be warming/cooling centers.
- In the event of a disaster, faith centers willing to participate should be asked to contact Phone Bank and the Faith Lead to inform of their ability to serve as a warming/sheltering site.

ACTIVATION:

- During a disaster, the Volunteer EOC Liaison will contact the Faith Community Lead to inform that the EOC is being activated.
- The Faith Lead will (try) to contact the faith members to ask whether their facilities are able to serve as warming or sheltering centers.
- The Faith Lead will report to the EOC Liaison the status of the faith facilities in the office and will provide contact information, address and opening/closing hours for each participating facility.
- Faith facilities should be encouraged to check in daily with the EOC to provide status reports.
- It is not anticipated that the Faith Lead will report to City Hall.

DEACTIVATION DUTIES:
None.

VOLUNTEER FOOD SERVICES LEAD
Supporting YFS Branch

The Role of the Food Services Team is to support the City of Mercer Island Youth and Family Services (YFS) and Parks Departments, and to provide food at the shelter.

The following are key responsibilities for this position:
- Assist YFS staff in preparing and serving food at the shelter.
- Assist in planning menus, counting meals served and inventorying supplies used.
- Follow the procedures set forth for food service by the Red Cross Shelter Manual

PREPARATION:

- Obtain a Food Handler's Permit
- Review Shelter Manual

ACTIVATION:

- From the Shelter volunteers who have been assigned to the emergency shelter, designate two or more, as needed, to assist in feeding, under direction of the Youth and Family Services Feeding Lead.
- In coordination with the Shelter Manager and YFS, set up a schedule for two 12-hr or three 8-hr shifts.
- Set up and stock snack and beverage area in such a way that clients waiting to register can access it, as well as restrooms.
- Assess feeding options, discuss recommendations.
- Establish a menu for several days.
- Count food consumed, and supplies used.
- Post signs designating mealtimes.
- Help prepare food according to established menu.
- Help serve food.
- Accommodate special dietary needs.
- Ensure that health standards are maintained.
- Clean the kitchen and any utensils used.
- Manage disposal of garbage.
- Other duties as assigned by the YFS supervisor.

DEACTIVATION DUTIES:

- Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- Make sure all paperwork has been turned in and all records/files are secured. Check all meeting, conference and break rooms to make sure all your supplies, equipment, etc. have been picked up and put away.
- Return radios, temporary badges and vests.

- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 forms to Registration and **SIGN-OUT**.

Notes:

American
Red Cross

Operating
a
Shelter
Checklist

August 2016
Version 1.0

Table of Contents

Introduction

Purpose

This document provides a quick reference tool for American Red Cross shelter managers to open, operate, and close a Red Cross managed shelter. In the event that a trained shelter manager is not available or their arrival is delayed, an individual with little or no previous shelter experience should understand the critical tasks to be accomplished and be empowered to initiate action by following the sequence of items noted in this document. This checklist is not intended to serve as a replacement for the prescribed training and experience required to become a Red Cross shelter manager.

This checklist is in alignment with the **Sheltering Standards and Procedures** and job tools and is intended to:

- Encourage a culture of customer service while immediately meeting the needs of clients.
- Encourage flexibility and innovative thinking to ensure that priorities are addressed.
- Ensure that the process of running a shelter does not interfere with the goal to offer a welcoming and comfortable environment.

Audience

This guide is for individuals who will serve as the shelter manager or fill that role until an assigned shelter manager arrives. The shelter manager's supervisor is typically the Sheltering lead at a district or operations headquarters, but it may also be the Mass Care lead, regional disaster officer, or someone else, depending on the size and structure of the operation. If it is unclear who is acting as your supervisor, ask the person who assigned you to your role.

Leadership Intent

During the initiation of a response, a shelter manager's focus should be on delivering immediately-needed services to clients and communities, as well as building a unified team that will work to:

- Immediately meet client and impacted community needs.
- Care for and ensure the safety of the workforce.
- Collaborate with community and government partners.
- Accommodate the complete service needs of all clients, including individuals with access and functional needs and people with disabilities.

When to Use This Guide

This guide can be used at any time to manage the resourcing, opening, operating, and closing of a shelter.

How to Use This Guide

This document is a checklist companion to the **Job Tool: Operating a Shelter.** The content is organized into a basic sequence of activities for resourcing, opening, operating, and closing a shelter. These activities will likely overlap in time, so repeat steps as needed.

Regardless of timing, refer to the section that corresponds to the task you need to perform.

In the event that conditions do not initially permit the completion of all steps as listed, you are primarily responsible for ensuring a safe sheltering environment. When time and conditions allow, go back and complete tasks while maintaining the spirit and intent of the outcome, always thinking of clients first. ***Critical actions in each step begin with an asterisk (*) and are in bold, underlined italics for prioritization.***

Legend
References to other documents are **bolded**
Referrals to other areas within this document are *italicized*
Critical actions for prioritization are ***asterisked (*), bolded, underlined, and italicized***.

The following references apply to every step in this guide:
> **Sheltering Standards & Procedures**
> **Job Tool: Operating a Shelter**

Step 4.4 - Close the Shelter

Close the shelter, and return it to the facility owner or representative.

- ☐ Close the shelter to clients. Post "Closed" sign on door with contact information, including a phone number to call for assistance.

- ☐ ****Conduct the closing inspection with facility owner or representative*** using the **Facility Opening and Closing Checklist.**
  - ☐ Advise supervisor if any damage caused by Red Cross use of the facility is noted.

- ☐ Return facility to owner.
  - ☐ Meet with the facility point of contact to complete final paperwork.
  - ☐ Return keys.

- ☐ ****Request that the shelter status be set to "Closed" in the National Shelter System.***

- ☐ Submit final documents.
  - ☐ Collect sheltering documents created or used during the shelter operation and forward them to your supervisor for disposition.

- ☐ Return Mass Care Procurement Card, receipts, Red Cross cell phone, and/or laptop to your supervisor

- ☐ Evaluate, thank, and release or transfer remaining workers by revisiting *Step 4.3 Transfer or Out-process Staff* above.

Notes:

Step 4.3 - Transfer or Out-process Staff

Transfer workers to other parts of the operation, or release and properly out-process them when the shelter is closed.

- ☐ ***Determine whether workers will be transferred or released.***
    - ☐ Workers may be needed at other shelters or in other activities.
    - ☐ Consult with your supervisor to determine whether workers will be transferred to another shelter or function or if they will be released.

- ☐ Complete the **DRO Work Performance Evaluation.**
    - • All workers who have worked for seven days or more receive a performance evaluation at the end of their assignment, regardless of whether they are being released from the operation or transferred to another assignment. Workers may request an evaluation if they have worked three days or more.

- ☐ Assist workers with out-processing.
    - ☐ Provide original copy of the **DRO Work Performance Evaluation** to the worker.
    - ☐ Forward the **DRO Member Registration** documents to Staff Services.
    - ☐ Ensure that any **DRO Staff Action Reports** have been uploaded by the person preparing the report, and forward the information to the worker's home region.
    - ☐ Destroy all other staffing documents upon shelter closing.
    - ☐ Personally thank each worker.

Notes:

Step 1 - Resourcing the Shelter

Overview

Prepare to meet clients' needs when the shelter opens by making basic assumptions about the people you expect to shelter. Gather information, then plan and allocate resources to be in the position to best meet the needs of clients.

Step 1.1 - Gather Information

Collect available information to help anticipate the needs of clients and provide them with the best possible service during their stay in the shelter.

- ☐ Coordinate with your supervisor to gather information and ensure consistent, daily communication of reports, status, and needs.

- ☐ ***Collect information regarding the situation:***
    - ☐ Ask your supervisor for information regarding the disaster or event causing the shelter need.
    - ☐ Review all available operational reports, including incident action plans, situation reports, and local response plans, to gather information about the current situation.
    - ☐ Additional sources of information include impacted community members, fellow responders, local businesses, first responders, and shelter facility point of contact.

- ☐ ***Collect facility information***
    - ☐ If a **Facility Use Agreement** and **Shelter Facility Survey** have not been done, complete both prior to using the facility as a shelter. Refer to the **Facility Management Standards and Procedures.**
    - ☐ If the **Facility Use Agreement** holds the Red Cross responsible for cleaning, trash removal, and other services and utilities for the building, request these services using a **Disaster Requisition form (F6409).**
    - ☐ Refer to the **Shelter Facility Survey Instructions** for details on what makes the facility accessible.
    - ☐ Conduct a pre-occupancy inspection using the **Facility Opening and Closing Checklist**. Document areas of the facility that are available for Red Cross use, as well as any pre-existing damage to the facility.

- ☐ Communicate with your supervisor, workers in the shelter, clients, and visitors to gain an initial understanding of potential clients.

Step 1.2 - Make Assumptions About Clients' Needs

Use the information you have gathered to anticipate the needs of clients. If no information is available, refer to the considerations below to assist in drafting your initial plan and determining what resources you need.

- [ ] *__Review the planning assumptions__* for potential clients' needs, including:
  - [ ] Basic human necessities including food, water, sanitation, safety, and clothing needs.
  - [ ] Health needs including injuries, medications, durable medical equipment, and consumable medical supplies.
  - [ ] Mental health needs including trauma and stress, as well as individuals with autism, PTSD, or cognitive impairments.
  - [ ] Access and functional needs, including disabilities. Plan for at least 30% of a shelter population having some kind of access and functional need or disability.
  - [ ] Information needs including available resources and disaster recovery information.
  - [ ] Service animals, assistance animals, and pets including need for locations of pet shelters, as well as supplies for service animals.
  - [ ] Age including the number of people over the age of 65 and the number of children.
  - [ ] Culture including ethnic, religious or cultural customs, such as those that restrict physical contact between strangers, limit which family members should be consulted, interpret gestures or behaviors differently, or affect the type of information that should be shared with strangers.
  - [ ] Gender and gender identity including service considerations for individuals of all genders and gender identities. American Red Cross recognizes the gender with which a client identifies.
  - [ ] Reunification for individuals separated from family and friends.
  - [ ] Language including the need for translators and sign language interpreters.
  - [ ] Unaccompanied minors and separated children, including local procedures and resources.

- [ ] *__Gather information on the impacted community to determine the effects on your assumptions of clients' needs__*, including:
  - [ ] Disaster information including the type, magnitude, and location of the disaster.
  - [ ] Number of individuals impacted by the disaster, including the number likely to need sheltering.
  - [ ] Community demographics including socio-economics, disabilities, age distributions, and cultural diversity.
  - [ ] Weather and climate including extreme temperatures.

Step 4.2 - Return Facility to Pre-shelter Condition

Coordinate with logistics and the shelter facility point of contact to ensure the shelter facility and material resources are returned to their original state or disposed of properly.

- [ ] Inventory supplies and equipment using the **Shelter Inventory** form.
  - [ ] Identify which equipment and supplies belong to the facility or other owners.
  - [ ] Notify Logistics when inventory is complete.

- [ ] Remove Red Cross equipment, signage, and unused supplies.
  - [ ] Coordinate with your supervisor and Logistics on the return of equipment, disposal of items, and discontinue of services.
  - [ ] Return the **Shelter Supply Kit**, if used, to the chapter for replenishment.
  - [ ] Coordinate with the worker assigned to feeding for the return or disposal of food.

- [ ] Coordinate with your supervisor and Logistics to return supplies and equipment belonging to other owners.

- [ ] Clean the shelter.
  - [ ] Request cleaning supplies using a **Disaster Requisition Form (F6409)** 3 days prior to shelter closing date.
  - [ ] Assign cleaning task to workers.
  - [ ] Request cleaning services through the resource request process, if needed. Refer to **Facility Use Agreement** for notes about cleaning.

Notes:

- ☐ Coordinate closing with internal and external partners:
  - ☐ Coordinate messaging with your supervisor.
  - ☐ Confirm that facility point of contact is aware of planned closure.
  - ☐ Verify with your supervisor that partners have been notified.
  - ☐ Coordinate closure with external partner representatives in the shelter.

- ☐ ***Provide resource information to clients as they depart***, including:
  - ☐ Red Cross recovery and preparedness information
  - ☐ Local Red Cross contact information
  - ☐ Available community resources
  - ☐ Information on how to volunteer
  - ☐ A personal goodbye to each client at departure

- ☐ Cascading effects such as mudslides from flooding.
- ☐ Damages to critical community infrastructure. For example: impacted hospitals, utilities, roadways, sewer and sanitation, and communications systems.

- ☐ ***Make assumptions on clients' needs***
  - ☐ Evaluate the information gathered and determine potential client needs.
  - ☐ Consider requirements to meet the needs of the impacted populations.
  - ☐ Communicate with your supervisor to get updated and ongoing information that might change assumptions.

Notes:

Notes:

Step 1.3 - Develop and Communicate the Shelter Plan

Use the collected information, shelter facility information, and anticipated client needs to develop a comprehensive shelter plan designed to meet the needs of clients.

- ☐ Identify and prioritize client services based on known and anticipated client needs.

- ☐ Collect facility data to assess limitations and gaps (accessibility issues, number of showers toilets, space for the provision of services). Request the following data sources from your supervisor, if needed:
  - ☐ Facility personnel contact information;
  - ☐ National Shelter System (NSS) data;
  - ☐ **Shelter Facility Survey**;
  - ☐ **Facility Use Agreement**;
  - ☐ Facility floor plans.

- ☐ Map out service delivery areas.
  - ☐ Develop a layout for where services will be provided, with the first priorities being space for feeding and providing 24-hour access to snacks, bathroom facilities, dormitory space, reception, information, and a private area for Disaster Health Services and Disaster Mental Health Services.
  - ☐ Understand the community's plan for pet sheltering, prepare to provide referrals as needed, and establish location for co-located or adjacent pet areas when appropriate.
  - ☐ Inform facility personnel of the layout of services.
  - ☐ ***Ensure that service delivery areas are clearly identified and accessible to all clients and workers.***
    Example: *Post signs identifying each service area within the shelter; ensure routes within the facility are free from clutter and that at least one wheelchair accessible bathroom is available.*

- ☐ Create and document a shelter plan using data collected for services provided, the shelter facility, and needed resources. The shelter plan should include:
  - ☐ Communications between the shelter and district or operation headquarters;
  - ☐ Prioritization of work and resources;
  - ☐ Site layout;
  - ☐ Plan to address resource gaps and limitations;
  - ☐ Coordination needed with partners;
  - ☐ Set-up tasks for workers;
  - ☐ Plan for responding to shelter emergencies, including an evacuation plan;
  - ☐ Instructions for use of facility equipment, such as generators.

- ☐ Communicate the shelter plan to the shelter team, Mass Care leadership, operational leadership, and facility point of contact.

Step 4 - Close the Shelter

Overview

Ensure clients' needs are met prior to closing the shelter, that workers are informed and satisfied with their assignment time in the facility, and that the facility owner or representative is satisfied with our treatment of their facility and respect for their property.

Step 4.1 - Prepare for Closure

Complete the following steps to prepare the shelter for closure:

- ☐ Verify that client housing needs have been met
  - ☐ Workers should interact and actively communicate with clients on an ongoing basis to gain an understanding of individual circumstances.

- ☐ ***Determine whether or not the shelter is ready for closure*** through conversation with your supervisor and other parties, as appropriate. **Some considerations include:**
  - ☐ Number of clients
  - ☐ Client needs met
  - ☐ Incident or event factors
  - ☐ Availability of the facility
  - ☐ Availability of other shelters
  - ☐ If the shelter is still needed, return to *Step 3.0 Operate a Shelter* above.

- ☐ Create a plan to close the shelter.
  - ☐ Plan how to notify clients of shelter closure.
  - ☐ Plan to notify to Feeding to ensure coordination of last meal service.
  - ☐ Plan to notify Logistics of shelter closing and vehicles needed.
  - ☐ Assess need for on-site Client Casework, Disaster Health Services, Disaster Mental Health, and Disaster Spiritual Care on day of closure and communicate those needs with your supervisor.

- ☐ ***Make shelter closure notifications within the shelter:***
  - ☐ Inform clients and workers verbally of closure at the daily shelter meetings.
  - ☐ Post shelter closing announcement with date and time.

Notes:

Step 3.5 - Shelter Reporting

Collect data and deliver a report about your shelter to assist with service delivery decisions.

- ☐ Ask your supervisor for current reporting requirements. The data and notifications could be made verbally or in writing at scheduled time(s) each day or following urgent requests.

- ☐ Establish reporting structure
  - ☐ Determine who is collecting what data and when.
    - ☐ The group providing services or items *directly to the client* is responsible for reporting data about number of items they provided according to county.
    - ☐ Assign a point person in each area to complete data collection tasks: a shelter worker at the registration table reports all new registrations, a team member working in the dormitory to reports the number of people in the shelter, and a worker in the feeding area reports the number of served for that reporting cycle.

- ☐ ***Collect the reporting data:***
  - ☐ Track the following information throughout your shift (or as requested by your supervisor) and record the information on the **Daily Shelter Report**:
    - ☐ Number of new clients registered since the last report
    - ☐ Dormitory population at 11:00 p.m., including age demographics
    - ☐ Number of snacks and meals served by shelter team
    - ☐ Number of comfort kits, clean-up kits, and other bulk items distributed
    - ☐ Number of shelter workers
  - ☐ Track the following information and submit to your supervisor:
    - ☐ Supply needs
    - ☐ Emergency welfare inquiries made at the shelter
    - ☐ Unusual situations (injuries, theft, visits by dignitaries, etc.)
    - ☐ Safety and security needs (law enforcement activity including 9-1-1 calls). Immediately report any instance that impacts the safety and well-being of individuals in the shelter to your supervisor, and call 9-1-1, if needed.

- ☐ Produce Required Reports. Complete forms (if specified) or lists of reporting data according to your supervisor's instructions.

- ☐ Submit reports as directed by your supervisor. In some cases, reports may be given verbally, via email or via text.

Step 1.4 - Determine Resource Requirements

Calculate the human and material resources needed to provide services to clients in the shelter.

- ☐ Determine human resources needed to provide service delivery using the **Job Tool: Shelter Staffing**. Ensure there are personnel available for shelter set-up, maintenance and administration, daily operations, and to provide services.
  - ☐ Determine:
    - ☐ Number of personnel based on number of anticipated clients and the extent of their needs;
    - ☐ Services to be provided using the facility layout as a guide;
    - ☐ Number of shifts used, two or three.

- ☐ Determine material resource needs to provide service delivery using the **Job Tool: Shelter Supply Template.**
  - ☐ Determine the quantity and type of materials needed, based on the number of anticipated clients, the services to be provided, and shelter shifts.
  - ☐ Ask your supervisor what procurement methods are appropriate for material resources: Logistics Support, P-Card, or Mass Care Procurement Card.

Notes:

Step 1.5 - Acquire workers

Assess the available human resources within the local community, request additional staff to meet any staffing shortfalls, assign roles and responsibilities to staff, and equip staff to be successful in their assigned roles and ultimately meet client needs.

- ☐ If there are any workers, community members, partner agency members, or clients who are willing to help in the shelter, assess shelter staffing capability and capacity using these individuals.

- ☐ ***Assign roles or tasks to existing human resources:***
  - ☐ Provide workers an orientation about the disaster response and about the specific role they will assume.
  - ☐ Equip workers with the tools necessary for their role or task.

- ☐ ***Determine shortfalls in staffing:***
  - ☐ Calculate non-shelter workers needed in the shelter. For example: Disaster Health, Disaster Mental Health, and Disaster Spiritual Care Services.
  - ☐ Calculate number of shelter workers needed to fill roles and tasks. For example: registration, dormitory, feeding, and security.
  - ☐ Contact your supervisor to communicate your staffing needs.

- ☐ ***Request additional staff as needed*** using the **Staffing Request Form.**
  - ☐ Verify that the staffing request is submitted and in progress.

- ☐ Receive additional workers, and assign roles and tasks as they arrive.
  - ☐ Greet each worker with a warm welcome, and provide your full attention.
  - ☐ Get to know each worker:
    - ☐ Verify worker is at the correct assigned location.
    - ☐ Interview worker to assess skills and knowledge to ensure they have the appropriate background for their shelter assignment.
    - ☐ Make sure each worker is comfortable with their assignment.
    - ☐ Ensure that worker knows who to report to.
  - ☐ Document information about the worker, especially contact information.
  - ☐ Give the worker an orientation, and equip them with tools necessary for their role or task. For example, give a worker assigned to the task of cleaning cots a copy of the **Cot Cleaning Instructions**, a scrub brush, detergent, and access to water.

- ☐ Check signs periodically to make sure they still look good and are legible. Replace them, as needed—especially after rain and heavy winds.
- ☐ Conduct perimeter walks and interior walks to cover all areas of the facility. During shifts at night, inspect parking areas used by clients and workers.

Notes:

Step 3.4 - Operate and Maintain the Facility

Oversee the use, ongoing maintenance, and safety of the shelter facility during the shelter operation. Some or all of these responsibilities can be delegated to a worker.

- ☐ Manage the facility.
  - ☐ Maintain communications with the facility representative throughout the shelter operation to discuss and resolve any problems. Explain the services Red Cross is providing, and identify any partners with whom Red Cross is working. Ask facility representative whether there is anything Red Cross workers could do differently.
  - ☐ Inventory and secure that supplies and equipment belonging to the facility.
  - ☐ Estimate and meet ongoing supplies and equipment needs.
  - ☐ Conduct facility shift inspections.

- ☐ *__To maintain a secure shelter environment, monitor and control access to entrances and exits to shelter areas:__*
  - ☐ Secure unused doors that are not emergency exits.
  - ☐ Patrol dormitory area and surrounding areas to make sure dormitories remain safe.
  - ☐ Monitor and control traffic flow in the parking area.
  - ☐ Control access to shelter storage areas.

- ☐ Continue to track supplies and equipment being used in the shelter:
  - ☐ Inventory and track equipment and supplies belonging to the facility using the **Shelter Inventory** form**.** Relocate or secure facility-owned items that are not for shelter use.
  - ☐ Verify inventory counts as supplies are removed from inventory.
  - ☐ Conduct inventory counts regularly.

- ☐ *__Conduct facility inspections during each shift:__*
  - ☐ Use the **Shift Inspection** form to conduct inspections at the beginning of each shift and report any problems to the shelter manager, who will report it to their supervisor and the facility representative. When inspecting the shelter, check for the following:
    - ☐ Lack of accessibility for all clients, workers, and visitors
    - ☐ Signs of excessive wear and tear
    - ☐ Inappropriate use
    - ☐ Operational deficiencies
    - ☐ Obstructed emergency exits
    - ☐ Hazards, including fire hazards
    - ☐ Any other problems
  - ☐ Use the **Shelter Facility Survey** to make sure that accessible routes throughout the shelter have not become obstructed.

Step 1.6 - Acquire Material Resources and Services

Assess and acquire necessary material resources and services to meet the needs of clients, equip the shelter facility, and support workers as they engage in client services.

- ☐ *__Assess existing available resources on site:__*
  - ☐ Use the **Shelter Inventory** form to inventory facility-owned material resources and Red Cross material resources to determine what resources are immediately available to use.
  - ☐ Refer to the **Facility Use Agreement** and **Shelter Facility Survey** to ensure that existing on-site material resources are available for shelter use. Examples include facility kitchen equipment, tables and chairs, room dividers, toys, children's supplies, entertainment equipment, gym floor covering, and generator.
  - ☐ Confirm available resources with the facility point of contact.
  - ☐ Based on the resources available and the resource needs identified in the shelter plan, determine resources that need to be acquired immediately and then assess resource needs for the next 3 days. At the appropriate time, assess resource needs for the next 7-10 days.

- ☐ Stage existing resources within shelter area based on the site layout in the shelter plan:
  - ☐ Examples: post shelter signage, set up enough cots to meet initial need
  - ☐ Use the **Shelter Inventory** to document existing resources.

- ☐ *__Request remaining needed materials and services__* using a **Disaster Requisition (F6409)**.
  - ☐ Submit a disaster requisition to your supervisor for approval and routing to Logistics.
    - ☐ If your supervisor instructs you to purchase materials locally, use a regional P-card, Mass Care Procurement Card, or other appropriate purchasing method as outlined in **Procurement Standards and Procedures**.
    - ☐ *__SAVE ALL RECEIPTS.__*

- ☐ Ask your supervisor for updates on the status of your requests if Logistics is procuring materials.

- ☐ Receive additional materials:
  - ☐ Verify that the materials you received match the amounts and type you requested.
  - ☐ Document receipt in the **Shelter Log** and **Disaster Requisition (F6409).**
  - ☐ Keep all packing lists, and match them with the **Disaster Requisition (F6409)** and receipts.
  - ☐ Notify your direct supervisor of any discrepancies.

- [ ] Stage additional materials according to space layout and the provision of services:
  - [ ] Identify space to store material resources that will not be used immediately.
  - [ ] When directing workers to stage resources, provide them with the following:
    - [ ] Description of materials that will be distributed to clients (e.g., comfort kits, clean up kits).
    - [ ] Description of equipment used to provide services (e.g., cambros, kitchen equipment, cots) and instructions for use.
  - [ ] Address safety issues involving material resources, such as exposed power cords, pallet jacks, kitchen equipment.

Notes:

Step 3.3 - Manage Workers

Ensure all workers are supervised, informed, and work in a positive sheltering environment.

- [ ] Maintain staffing schedules.
  - [ ] Create a schedule of shifts, including days off, to ensure coverage for all services provided in the shelter.
  - [ ] Create a table of organization, and display it where all workers can access to it.
  - [ ] Adjust staffing requirements to meet the needs of the shelter.
- [ ] Conduct staff meetings.
  - [ ] Staff meetings are essential to a good shelter operation. These meetings provide an opportunity to share information about the operation, to build the shelter team, and to improve service to clients.
- [ ] *Supervise workers*
  - [ ] Provide overall supervision, direction, and leadership.
  - [ ] Empower workers to provide quality service to clients.
  - [ ] Encourage workers to interact with clients so they gain an understanding of specific client needs.

Notes:

3.2.3 - Manage Community Members Arriving to Help

Ensure that community members and shelter clients who want to help are directed, received, and resourced to the appropriate area. An offer of time should be appropriately handled and appreciated. All workers should know how to complete the following tasks.

☐ ***Greet community member*** warmly with a smile. Focus on the individual, offering your complete attention.

☐ ***Receive and resource community members who are not clients in the shelter:***
  ☐ Community members who are not clients in the shelter and want to help are considered event-based volunteers and are treated, processed, and supported in the same manner as all other responders on an operation.
  ☐ If a community member arrives at the shelter to help without in-processing through Staff Services, refer them to the region or to Staff Services for volunteer in-processing.
  ☐ Receive and resource a community member as an event-based volunteer. Revisit *Receive additional workers and assign roles/tasks as they arrive* in *Step 1.5 Acquire Workers* above.

☐ ***Engage clients who want to help in the shelter.***
  ☐ Clients who are willing to help with sheltering tasks are a great resource. Recruiting clients as helpers allows them to contribute to their own recovery and creates a positive and cooperative environment at the shelter.

Notes:

Step 1.7 - Set up the Shelter

Complete all preparation and planning to provide service delivery at the shelter. This includes ensuring the shelter set-up is complete, supplies are received and ready to use, and staff is oriented, trained, and assigned to roles.

☐ Verify that staff, material resources and support services are established.
  ☐ Address all tasks outlined in the shelter plan.
  ☐ Work with your supervisor to synchronize activities with partners, vendors, and service providers.

☐ ***Set up areas for providing services that are accessible to all clients.***
  ☐ The following core services are provided in every shelter, regardless of size or duration:
    ☐ Reception
    ☐ Dormitory registration
    ☐ Dormitory
    ☐ Information area
    ☐ Feeding
    ☐ Disaster health services
    ☐ Disaster mental health services
    ☐ Disaster spiritual care services
    ☐ Reunification
    ☐ Distribution of emergency supplies
    ☐ Security
  ☐ The following situational services are services set up based on the needs of clients:
    ☐ Casework and recovery planning
    ☐ Direct client assistance
    ☐ Child respite care
    ☐ Laundry
    ☐ Recreation
    ☐ Quiet areas
    ☐ Breastfeeding and diapering areas
    ☐ Facilitating access to services provided by partner agencies.
  Note: Exact services provided in the shelter depend, in part, on the scale and needs of the affected individuals and community.

☐ ***Post shelter signage, ensuring that all signs are accessible to everyone*** including language, symbols, font size, and location:
  ☐ Outside: include accessible signage to identify the facility as a shelter and direct clients to the accessible entrance. Post a sign stating that service animals are welcome.
  ☐ Inside: include accessible signage that identifies all exits, restrooms, and areas where services are being provided.

- [ ] Set up areas for staff and support services:
  - [ ] Set up office and work space for the shelter manager, supervisors, administrative support, and in larger shelters, areas for workers doing staffing and logistics functions.
  - [ ] Set up areas to receive and store material resources delivered to the shelter.
  - [ ] Set up staff respite area.
- [ ] Communicate that shelter is ready for "Open" status.
  - [ ] Inform your supervisor, all shelter workers, and facility management that the shelter is ready to be opened. Your supervisor will notify operational leadership, clients, partners, and stakeholders.

Notes:

Step 3.2 - Address Offers From the Community

Ensure workers know how to handle offers from the community and the donors feel like offers are handled appropriately. Ensure that a worker assigned to handle offers from the community completes the following tasks.

3.2.1 - Manage In-Kind Donations

- [ ] ****_Greet the donor warmly_** with a smile. Focus on the donor, offering your complete attention.
- [ ] ***_Assess each donation._**
  - [ ] Considering the needs of clients in the shelter, in collaboration with your supervisor and the In-Kind Donations function, determine if the donation presented is appropriate for use at the shelter or another service delivery location.
- [ ] Identify where or to whom the donation should be directed.
- [ ] Direct each donation to the appropriate destination.
  - [ ] If the appropriate destination is within the shelter, accept the donation, and thank the donor.
  - [ ] If the appropriate destination is another service delivery location or a partner agency, refer the donor to the specific individual at the receiving location. Thank the donor.
  - [ ] If the donation is not appropriate, suggest the donor find another worthy recipient, thank them for thinking of American Red Cross, and document the offer.
- [ ] ***_Thank the donor_**, explain how the donation will be used, and express appreciation.
- [ ] Document donation properly:
  - [ ] Record any donations accepted at the shelter using the **In-Kind Donations Resource Record.**
  - [ ] Record any unaccepted offer in the **Shelter Log.**
  - [ ] ***_Report all in-kind donations daily for inclusion in the operational reports._**

3.2.2 - Manage Monetary Donations

- [ ] ***_Greet the donor warmly_** with a smile. Focus on the donor, offering your complete attention.
- [ ] ***_Direct donation to appropriate destination_** by encouraging donors to mail or deliver financial donations to the regional office, donate online at www.redcross.org or donate through the Red Cross Emergency App.
- [ ] ***_Thank the donor_** and express appreciation for their donation.

Step 2 - Open the Shelter

Every worker in the shelter should gain an understanding of clients' specific disaster-related needs.
For example:

- *Through conversation, a worker discovers that a client with a dietary issue is not eating the shelter meals because she was afraid to mention it during registration.*
- *A client who is sitting in a chair every night instead of sleeping on a cot cannot sleep laying flat due to a breathing problem.*

☐ If client needs are identified, determine where clients should be directed to receive the appropriate services.

☐ Direct clients to appropriate services.

☐ If appropriate services are already available within the shelter, direct the client to the service. For example, ensure that a client who needs a stable power source for medical equipment has access to an electrical outlet and that the shelter's emergency generator will provide uninterrupted power.

☐ If appropriate client services can be offered at the shelter by bringing in additional resources, return to *Step 1.6: Acquire Material Resources and Services.*

☐ If resources cannot be provided at the shelter, or an appropriate service is available in another service delivery location or by a partner agency, then assist client (and their caregiver) in determining other options and make referrals as necessary.
For example, if clients need access to laundry services, work with your supervisor to locate laundry service options in the community and refer clients to those services.

☐ Provide ongoing and additional services based on the needs of clients. For example, if young children are in the shelter, set up a child respite area and recreation area to meet the children's needs

☐ Conduct regularly scheduled shelter meetings with clients.

☐ Review shelter rules and issues, discuss volunteer opportunities in the shelter, give disaster updates, and share recovery information.

☐ Provide updated safety information.

☐ Ensure that all information is communicated in ways that are accessible to everyone in the shelter.

☐ If clients have any other immediate or anticipated needs, return to the *Identify and prioritize clients' immediate needs* item in *Step 2.2 – Welcome Clients Into Shelter* step above.

☐ Ensure clients understand available services, what they can expect in the sheltering environment, and how to get additional information or assistance.

Overview

Ensure that clients are welcomed with care and concern and provided with dormitory and feeding, information is shared with clients and workers, and donations are managed appropriately.

Step 2.1 - Officially Open Shelter

Officially open the shelter, including notification to clients, government and non-government partners, and the general public. Complete the following tasks:

☐ Notify your supervisor of shelter's open status:

☐ Inform your supervisor, all shelter workers, and facility management that the shelter is open and services have been initiated. Your supervisor will notify Mass Care leadership, operational leadership, clients, partners, and stakeholders.

☐ ***Request that the shelter status be set to "Open" in NSS,*** so clients, partners, and the public know where to receive Red Cross services.

☐ ***Physically open the shelter entrance***, ensuring that the entrance and routes to all services are wide enough to accommodate all individuals and are free of hazards including protruding objects.

Notes:

Step 2.2 - Welcome Clients and Visitors Into the Shelter

Welcome clients with care and concern, ensure their immediate needs are met, and inform them what they can expect in the sheltering environment. Ensure that a worker assigned to the reception area completes the following tasks:

- [ ] ***Welcome clients and visitors:***
  - [ ] Warmly and calmly greet clients and visitors, showing compassion and empathy.
  - [ ] Focus on the individual – offer your complete attention.
  - [ ] Remember that service to the client comes first.
  - [ ] Have everyone sign in to the shelter using the appropriate form: **Client Sign-in** or **Visitor Sign-in.**

- [ ] ***Identify and prioritize clients' immediate needs:***
  - [ ] Refer to the **Shelter Rapid Needs Recognition Card** to make observations and ask questions to assist clients in identifying immediate needs, such as medical, emotional, behavioral, and access and functional needs.
  - [ ] Make observations and ask questions to assist clients in identifying their needs, such as food, information, communication, a place to sleep, and reunification with family members.

- [ ] Assess resources to meet clients' immediate needs:
  - [ ] If resources to meet a client's immediate needs are not available at the shelter, refer to *Step 1.6: Acquire Material Resources and Services,* and meet client's needs as soon as resources become available.

- [ ] Orient clients to the shelter:
  - [ ] Provide clients with expectations and information appropriate to their needs.
  - [ ] Provide clients with a **Client Welcome Handout,** and ensure they understand it.
  - [ ] Orient clients to the shelter, making sure clients are provided a tour of the shelter or otherwise directed to where services are being provided in the facility and surrounding property.

- [ ] ***Meet clients immediate needs:***
  - [ ] Assess known resources for client needs, including services provided in the shelter or community and resources available for coordinating self-care.
  - [ ] Direct client to the appropriate service needed.

- [ ] If the clients have any other immediate or anticipated needs, return to the *Identify and prioritize clients' immediate needs* item above.

- [ ] Ensure clients understand available services, what they can expect in the sheltering environment, and how to get additional assistance.

Step 3.0 - Operate a Shelter

Overview

Ensure that our clients and others staying at the shelter are safe, have their immediate disaster-related needs met, and receive the most comfortable shelter experience possible until their departure.

Step 3.1 - Provide Ongoing Services

Meet clients' current and evolving disaster shelter-related needs.

- [ ] Gather information on changes that may affect clients:
  - [ ] Access reliable information from a variety of sources, including your supervisor, law enforcement, etc. Be aware of any rumors that need to be addressed.
  - [ ] Ensure that a worker continuously repeats *Step 2.5 – Inform Clients and Workers* to keep information up to date.

- [ ] ***Reassess additional resource needs of the shelter***
  - [ ] Evaluate the evolving needs in the shelter and the current incident status. Sample situations that may influence resource needs in the shelter include:
    - Local law enforcement advises that a senior mobile home community of 110 is being evacuated and referred to the shelter. Average age of the clients is 83. They will arrive in time for the evening meal.
    - The power company advises that power in the affected community has been restored, and only 10% of the population remain in need of sheltering.

- [ ] ***Determine if additional resources are required***. Sample resourcing considerations include:
  - If additional cots are needed for a population increase: Are there empty cots? Can used cots be cleaned? Is there an unopened shelter trailer in the parking area?
  - If additional workers are needed: Are any current clients interested in assisting with tasks in the shelter?
  - If disaster conditions have changed: Is the shelter still in a safe location?

- [ ] ***Assess additional client needs***
  - [ ] Through conversation and observation, regularly determine if clients have unmet, disaster-related needs.

Step 2.6 - Provide Disaster Health, Disaster Mental Health, and Disaster Spiritual Care Services

Provide clients and workers with necessary services, including those offered by the Disaster Health Services, Disaster Mental Health, and Disaster Spiritual Care functions. Ensure that a lead worker from each function completes the following tasks.

- ☐ ***Assist clients in identifying health, mental health, and spiritual care needs.***
  - ☐ Use **Shelter Rapid Needs Recognition Cards** to make observations and ask questions to assist clients in identifying immediate medical, emotional, behavioral, and access and functional needs including any disabilities.

- ☐ ***Direct clients to the appropriate service***.

- ☐ If clients have any other immediate or anticipated needs, return to the *Identify and prioritize clients' immediate needs* item in *Step 2.2 – Welcome Clients Into Shelter* step above.

- ☐ Ensure clients understand available services, what they can expect in the sheltering environment, and how to get additional information or assistance.

Notes:

Step 2.3 - Provide Dormitory Services

Provide clients with a safe place to sleep that is accessible to them and meets their sleeping needs. Ensure that a worker assigned to the dormitory completes the following tasks:

- ☐ ***Register clients who need sleeping accommodations*** using the **Shelter Dormitory Registration Form.**

- ☐ ***Assess clients' dormitory needs***, including:
  - ☐ A cot that is appropriate size, height, and width to meet their needs;
  - ☐ Proximity to power source for medical equipment, restroom facilities, Disaster Health Services, etc.;
  - ☐ Family groupings, gender specific areas, and quiet areas;
  - ☐ Adequate space for individuals with access and functional needs, including those with disabilities.

- ☐ ***Assign space and resources to clients according to identified client needs.***

- ☐ Orient clients to the dormitory area, making sure they are provided a tour of the dormitory area and directed to where services are being provided.

- ☐ In the space that has been assigned, provide clients with their allocated dormitory resources, including one cot and two blankets.

- ☐ If clients have any other immediate or anticipated needs, return to the *Identify and prioritize clients' immediate needs* item in *Step 2.2 – Welcome Clients Into Shelter* step above.

- ☐ Ensure clients understand available services, what they can expect in the sheltering environment, and how to get additional information or assistance.

Notes:

Step 2.4 - Feed Clients and Workers

Provide clients and workers with food in a sufficient quantity to meet their cultural and dietary requirements. Ensure that a worker assigned to feeding completes the following tasks, according to guidance in the **Feeding Standards and Procedures**.

- ☐ ***Assess feeding needs.** Identify client and worker meal requirements, including those related to dietary and cultural requirements. Identify resources to meet access and functional needs including disabilities.*

- ☐ ***Arrange for and obtain appropriate meals**:*
  - ☐ Determine if Feeding function needs to be activated.
  - ☐ Arrange for and obtain meals to meet identified feeding needs.
  - ☐ Adhere to local safe food handling standards.

- ☐ Orient clients and workers to the feeding area, meal options, and 24-hour snack table, making sure clients and workers are provided with a tour of or otherwise direct to the feeding area.
  - ☐ If anyone self-identifies as having an allergic reaction in the presence of certain foods, ensure that those foods are not served in proximity to the meal or snack area and that all workers are aware of the allergy.

- ☐ ***Collect and report accurate meal and snack counts for inclusion in the daily reports.**

- ☐ If clients have any other immediate or anticipated needs, return to the *Identify and prioritize clients' immediate needs* item in *Step 2.2 – Welcome Clients Into Shelter* step above.

- ☐ Ensure clients understand available services, what they can expect in the sheltering environment, and how to get additional information or assistance.

Notes:

Step 2.5 - Inform Clients and Workers

Provide clients and workers with up-to-date information. Ensure that a worker assigned to gathering, verifying, and disseminating information completes the following tasks:

- ☐ Assess information needs.
  - ☐ Identify the information needs of clients and workers, including those related to the shelter operation, the status of the disaster, and resources available in the community.
  - ☐ Determine whether any clients or workers have access and functional needs, including any disabilities that require specific communication methods, such as large print or Braille, audible messaging, or translation services.

- ☐ ***Collect information.**
  - ☐ Coordinate through the regional office or the operations headquarters to gather information regarding the disaster and resources available to clients.
  - ☐ Collect information specific to services and activities that are occurring in the shelter, including plans for responding to emergencies in the shelter.

- ☐ ***Validate the collected information,** and address rumors that may surface in the shelter, such as when the shelter is closing, an illness spreading through the shelter, or resource availability.

- ☐ ***Provide collected information to clients and workers** using the most appropriate method for the information and the audience. Methods include, but are not limited to:
  - ☐ Bulletin boards
  - ☐ Client and worker meetings
  - ☐ Large print and Braille documents
  - ☐ Audible method of communication
  - ☐ Interpreter Services

- ☐ Ensure information is accurate and continuously updated.

Notes:

Operating a Shelter Job Tool
Disaster Cycle Services Job Tools
DCS JT RESPOND/SHELTERING

July 2016

Change Log

Date	Page(s)	Section	Change

Table of Contents

Introduction

The shelter manager works closely with workers in the shelter to resolve issues, handle unique and sensitive situations, and make decisions in the best interest of the clients during a Sheltering operation. Most workers provide services directly to clients in shelters, as assigned and directed by the shelter manager and shelter supervisors. Some workers provide support services to the shelter, such as assisting with staff scheduling, facilities and janitorial support, and administrative support.

Red Cross services are delivered to individuals, families, and communities with no discrimination as to race, color, national origin, religion, gender, gender identity, age, disability, sexual orientation, citizenship, or veteran status. The American Red Cross shall ensure inclusion of all diverse communities in its shelter operations.

The purpose of this job tool is to provide the tactical "how to" work instructions and guidance for shelter managers, shelter supervisors, and workers when resourcing, opening, operating, and closing a shelter.

This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Sheltering Lead Job Tool
- Job Tool: Shelter Staffing
- Job Tool: Shelter Supply Standards
- Deploy Standards and Procedures
- Event Based Volunteer Engagement Toolkit
- Disaster Frontline Supervisor Handbook
- Care Assistance Program Toolkit

Using This Job Tool

This handbook is your primary source for shelter guidance. Use it as a reference in the field during shelter operations, as a foundation for shelter training, and as a review to prepare for your deployment to a shelter.

Icons Used in This Job Tool

Icon	Target Audience
	Indicates a responsibility specific to the shelter manager or their designee
	Indicates a responsibility typically assigned to a worker

Icon	Area of Interest	Icon	Area of Interest
	Directly Related to a Sheltering Standard		Registration
	Feeding		Dormitory
	Disaster Health Services Disaster Mental Health Services		Information
	Shelter Staffing		Logistics, Facilities, or Material Resources

Acronyms and Abbreviations Used in this Job Tool

AD	Assistant Director
AED	Automatic External Defibrillator
DHS	Disaster Health Services
DMH	Disaster Mental Health
DRO	Disaster Relief Operation
ER	External Relations

FROST	Field Remote Operations Support Team
MCPC	Mass Care Procurement Card
MRE	Meals Ready to Eat
NEFRLS	National Emergency Family Registry and Locator System
NSS	National Shelter System
OM	Operations Management
PA	Public Affairs
P-Card	Purchase-Card
POC	Point of Contact

Shelter Process

Clients may begin arriving before the shelter is fully resourced. If this happens, welcome them, and provide opportunities for them to assist in setting up the shelter. Clients and event-based volunteers can be great resources in the shelter.

1. Resourcing the Shelter

This section outlines the steps for resourcing a shelter. This task is revisited throughout the shelter's duration as needs and situations are continuously reassessed.

1.1 Gather Information

Shelter managers anticipate clients' needs by gathering information about the event, the shelter facility, and the clients and by making initial assumptions about what they will need.

Operational Information	Establish a communication plan with the Sheltering lead to ensure consistent, daily communication of reports, status, and needs.
Facility Information	If a Facility Use Agreement and Sheltering Facility Survey have not been done, ensure that they are completed prior to using the facility as a shelter. Refer to the *Facility Management Standards and Procedures* (under development).
	The Facility Use Agreement may hold the Red Cross responsible for cleaning, trash removal, and other services and utilities for the building. If so, coordinate with the Sheltering lead to arrange for these services.
	The Sheltering Facility Survey Accessibility Instructions include details on what makes features of the facility accessible.
	Conduct a pre-occupancy inspection using the Facility - Shelter Opening and Closing Inspection form. Document areas of the facility that are available for Red Cross use, as well as any pre-existing damage to the facility.
Event and Client Information	Communicate with workers, clients, and visitors to gain an initial understanding of the event and potential clients.
	Request information from the Sheltering lead.
	Review all available operational reports, including incident action plans (IAPs) and situation reports, and any local response plans.

1.2 Make Assumptions on Clients' Needs

Make initial assumptions on clients' needs, considering what will be required to meet the needs of the impacted population. For example:

- A significant tornado that damages a residential neighborhood with 500 people could result in people coming to your shelter with injuries and no possessions (clothing, phones, money, or medication).
- A hurricane that makes landfall in Miami could result in clients who include retirees, people with access and functional needs including disabilities, and people who don't speak English.

Client Planning Factors	<u>Basic Human Necessities</u> including food, water, sanitation, safety, clothing needs
	<u>Health Needs</u> including injuries, medications, durable medical equipment, and consumable medical supplies
	<u>Mental Health Needs</u> including trauma and stress, as well as individuals with autism, PTSD, or cognitive impairments
	<u>Access and Functional Needs, Including Disabilities</u>: Plan for at least 30% of the shelter population having some kind of access and functional need or disability.
	<u>Information Needs</u> including resources and disaster recovery
	<u>Service Animals, Assistance Animals, and Pets</u> including need for locations of pet shelters and supplies for service animals
	<u>Age</u> including the number of people over the age of 65 and the number of children
	<u>Culture</u> including ethnic, religious, or cultural customs, such as those that restrict physical contact between strangers, limit which family members should be consulted, interpret gestures or behaviors differently, or effect what sorts of information should be shared with strangers
	<u>Gender and Gender Identity</u> including service considerations for individuals of all genders and gender identities
	<u>Reunification</u> for individuals separated from family and friends
	<u>Language</u> including a need for translators and sign language interpreters
	<u>Unaccompanied Minors and Separated Children</u>
Community and Event Planning Factors	<u>Disaster Information</u> including the type, magnitude, and location of the disaster
	<u>Number of Individuals</u> impacted by the disaster, including the number likely to need sheltering
	<u>Community Demographics</u>
	<u>Weather and Climate</u> including extreme cold or hot temperatures
	<u>Cascading Effects</u> such as mudslides resulting from flooding
	<u>Damages to Critical Community Infrastructure</u> such as impacted hospitals, utilities, roadways, sewer and sanitation, and communications

1.3 Develop and Communicate the Shelter Plan

Prioritize services that will be provided. Create a plan for the shelter, and communicate that plan to the workers, all operational leadership, and the facility point of contact.

Determine the Need for Security Services in the Shelter	Local law enforcement may be notified by operational leadership when a shelter has been established.
	Determine if security services are needed in the shelter, considering potential for problems, historical precedence, and any recommendations by local law enforcement.

	In an emergency, call 9-1-1. To request security services, follow the procedures in the [Procurement Standards and Procedures](#).

Plan Contents	The shelter plan includes, but is not limited to, following information:
	
	• Services that will be provided;
	
	• Anticipated duration of the shelter;
	
	• Physical layout of the shelter;
	
	• The plan for worker and material resource assignments;
	
	• A table of organization, showing all roles and workers in the shelter;
	
	Use a system for charting days off that can be easily changed, such as Post-it notes on newsprint. Refer to the sample *Table of Organization System* at the end of this document.
	
	• Who will be in charge in the shelter manager's absence;
	
	• 👉 The plan for clients with service animals;
	
	    Ensure that signage welcoming service animals is posted at every entrance.
	
	• 👉 Information on pet sheltering resources for clients with pets;
	
	    Be prepared to provide referral information to clients seeking temporary care for their pets while staying at a Red Cross shelter.
	
	    ▪ Work with the Sheltering lead to identify pet shelter locations in the area.
	
	    ▪ Inform all shelter supervisors and workers of information about the pet shelter location.
	
	• Accessible public transportation services near the shelter for clients;
	
	• The emergency plan in case of fire, evacuation, or other shelter emergency; Occasionally, the circumstances of a disaster may force a shelter to evacuate or to protect clients' safety during an emergency.
	
	    o Evaluate the facility's existing evacuation plans, if available.
	
	    o Coordinate with the Sheltering lead to work with Logistics, emergency management, or a local authority with jurisdiction to evaluate and determine the facility's potential risks.
	
	    o Work with Logistics to establish a shelter-in-place plan and an evacuation plan, including a fire evacuation plan. Include the following in the plan:
	
	        ▪ Safe spaces within the facility for sheltering during a storm; Consult with the facility representative to confirm designated safe areas within the building. Many times, safe spaces include interior hallways, multipurpose rooms, and classrooms. Safe spaces are usually windowless or have shuttered windows.

	▪ A gathering point for clients and staff outside the building and away from where emergency vehicles will respond in case of an emergency; ▪ Alternative shelter locations in case of evacuation; ▪ A plan for transportation that will accommodate people with mobility impairments in case your clients need to be relocated. o Be aware of and monitor communications from the government entity responsible for issuing mandatory evacuation orders for your shelter location. o Pre-identify those individuals who may need assistance in the event of an evacuation. Share information about those needing additional assistance with staff at shift changes.
Plan Format	The shelter plan is formatted to meet the needs of the shelter. It may start out as a verbal plan passed to workers and then be written down, as time allows.
Plan Use	The shelter plan should be updated as needs and resources change. Communicate the shelter plan with the Sheltering lead and facility point of contact. Share the shelter plan in each worker's job induction and during shelter staff meetings to ensure that every worker knows who their supervisor is and the escalation path for any issues.

1.4 Determine Resource Requirements

Determine the number and type of workers and material resources needed to provide services in a safe, accessible environment, based on number of anticipated clients, the services that will be provided, facility layout, and shelter shifts.

Workers	Staffing for each shelter is situational and dependent on several factors, including the demographics of the clients and facility layout. Use the Job Tool: Shelter Staffing to define staffing needs for at least the next three days, and ensure there are enough workers for shelter set-up, maintenance and administration, and service delivery. This tool includes ideal staff assignments, as well as things to consider when determining the number of workers needed in a specific event.
Material Resources	Use the Job Tool: Shelter Supply Template to define needs and ensure there are enough material resources for shelter set-up and service delivery. This tool provides a list of items used in shelters, including items necessary for children and individuals with access and functional needs. Some of these items are automatically sent to a shelter upon opening, and others are requested by the shelter manager.

Partner Resources and Services	Coordinate with the Sheltering lead to: - Identify pet sheltering resources for clients who arrive with pets. - Identify partner resources available to clients.

1.5 Acquire Workers

The shelter manager is accountable for all workers in the shelter. Shelter managers acquire additional workers to meet the needs of the shelter. Throughout the operation, needs and services will evolve, and the shelter manager will return to this procedure.

Assess Individuals Currently in the Shelter	Assess the capabilities of individuals who are present in the shelter and willing to be workers. Determine what roles each is capable of and willing to do. Refer to the *Shelter Staffing* section for a list of considerations.
Request Additional Staff as Needed	Determine what additional roles need to be filled, and submit staffing requests using the [Staff Request Form](#). Remember to ensure enough qualified workers for all core functions and services, including Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care, which require special licensure or credentialing. Coordinate with the operational leads for these functions to determine the number of individuals needed for these functions. The Sheltering lead will help facilitate staff requests for sheltering.
Receive and Assign Roles to Arriving Workers	Welcome workers to the shelter, and give them your full attention. Assign workers to roles that meet the needs of the shelter and fit the workers' skills and capabilities. Provide workers with a job induction and the resources they need to be successful in their roles. Refer to the *Shelter Staffing* section for more information.

1.6 Acquire Material Resources and Services

During larger operations, a Logistics worker may be assigned to the shelter to act as a liaison between the shelter and the Logistics group and to assist the shelter manager in handling supply and equipment needs.

On smaller operations where no Logistics staff is assigned to the shelter, the shelter manager is responsible for all supply and equipment management tasks and for supervising all workers assisting with those tasks.

Use Material Resources and Services Currently in the Shelter	Assess the availability of material resources and services already at the shelter to determine if they are appropriate for use in the shelter. Refer to the Facility Use Agreement and Sheltering Facility Survey, and talk to the facility point of contact to ensure existing material resources are available for shelter use. For example: kitchen equipment, tables and chairs, room dividers, toys, and entertainment equipment.
	Take initial inventory upon opening the shelter to determine what additional materials are needed. This process will also help ensure an accurate record of items used at the shelter.
Conduct Initial Inventory upon Opening the Shelter	Complete a Shelter Inventory form to record the Red Cross supplies and equipment already available at the shelter, including contents in the shelter supply kit and any supplies already delivered to the shelter from the chapter or operation.
	Complete a separate Shelter Inventory form to record inventory of facility-owned supplies and equipment available for use at the shelter.
	Place all Shelter Inventory forms in a single file.
Request Additional Material Resources and Services as Needed	Submit requests using the Disaster Requisition Form (F6409) following guidance in the Procurement Standards and Procedures. The Sheltering lead will help facilitate resource requests for sheltering.
	If authorized, purchase necessary shelter supplies using a purchase card or a Mass Care Procurement Card (MCPC). Carefully follow the instructions on the Mass Care Procurement Card Authority Form and Mass Care Procurement Card - User Information Brochure and Register of Expenses found on The Exchange.
Receive Resources	Enter all supplies and equipment received at the shelter into inventory as soon as they are received using the Shelter Inventory form.
	Verify that materials received match the quantity and type of materials requested, following guidance in the Procurement Standards and Procedures. Contact the Sheltering lead to discuss discrepancies.
	Assign workers to stage resources based on the site layout in the shelter plan. For example, post signage, set up cots, tables, and chairs, and place items not immediately used in a defined storage area.
	Maintain copies of all requisition forms and receipts.
Distribute Resources	Distribute resources based on when and where they will be used. Workers need to know: - Materials that will be distributed to clients (e.g. comfort kits, clean up kits, etc.) - Description of equipment and instructions for the use of other resources needed to provide services (e.g. cambros, kitchen equipment, or dormitory equipment, like cots) - Safety issues involving material resources (e.g. exposed power cords, pallet jacks, kitchen equipment, etc.)

1.7 Set Up the Shelter

The shelter manager is responsible for allocating shelter spaces within the identified facility. Directing and supervising shelter set-up can be delegated to workers.

Set Up Areas for Providing Services to Clients

Core Services	Areas for providing services to clients always include all core services.
Situational Services	Space for situational services is allocated and set up as needed at the direction of the shelter manager.
All Services	<u>Ensure that all services are provided in an area and using methods which are fully accessible to all clients</u>. For example, routes throughout the shelter should be wide enough to accommodate all clients and free from clutter or protruding objects. Refer to *Section 3.1 Provide Services* for details on each service.

Post Shelter Signage

The Red Cross emblem is a well-known symbol of refuge and safety. A well-identified shelter facility is easier for clients to locate.

All Signage	Ensure all signs are accessible to everyone, including appropriate language, symbols, font size, and location information. Consider visibility when placing equipment inside and outside the shelter. For example, place large trailers in a location that facilitates loading and unloading without blocking Red Cross signage or access to the facility entrance. If official Red Cross signage is not available, use available resources to make temporary signs, and ask the shelter manager to request signage.
Outside	Use ID materials from the Disaster Field ID Kit to post signs from the main roads so clients can locate the shelter. Obtain permission from property owners to post signs on private property. Post signs directing clients to the entrance where the reception area is set up, and to an accessible entrance, if separate from the main entrance. Post signs welcoming service animals at all facility entrances.

Inside	Consult with the facility representative, and use caution to ensure walls and other surfaces are not damaged.
	Post signs identifying the shelter as a Red Cross facility, at least one sign per wall.
	Post signs directing clients to established areas within the shelter, including:
	• All areas of service in the shelter; • Restrooms; If any restroom is not accessible, post a sign outside that restroom to direct people to the nearest accessible restroom. • Areas where partners are providing services in the shelter.

Set up areas for staff and support services:

Areas to Set Up	Setup Considerations
ALL Areas	Place hand sanitizer throughout the shelter, including all areas where services are being provided.
Administrative	Designate office and work space for the shelter manager, supervisors, administrative support, and in larger shelters, areas for Staffing and Logistics staff .
	Set up office and work space with the following: • Desks; • Tables and chairs; • Computers, telephone equipment, office supplies, and secure storage for records; • Communication materials (newsprint, white board, etc.) to allow shelter staff to post important messages.

	Establish a filing system for maintaining sheltering documents including:
	 • Shelter Inventory Forms
	 • Shelter Inspection Forms
	 • Open Disaster Requisition Forms
	 • Completed Disaster Requisition Forms
	 • Secure storage for confidential forms, including
	     o Emergency Welfare Inquiry Forms
	     o Safe and Well Registration Forms
	     o Unaccompanied Minor and Separated Child Report Forms
	     o Client Information Disclosure Form
	     o All Sign- in Forms
	 • Copies of the Daily Shelter Report
	 • Shelter Log

Areas to Set Up	Setup Considerations
Receiving	Designate enough space for receiving and safely unloading shelter supplies and equipment. Set up space as directed by the shelter manager.
Storage	Designate an area for storing supplies and equipment until needed. Choose an area that can be secured, monitored, and is located away from shelter traffic. Set up an area for storing supplies and equipment until needed.
Restrooms	If possible, designate restrooms for families with children separate from the general restrooms.

2. Opening the Shelter

This section provides steps for opening a shelter and initiating service delivery to clients. If clients arrive before the shelter is fully resourced, recruit clients who are willing to help, and initiate services as possible while the resourcing steps are in progress.

2.1 Officially Open the Shelter

A shelter is opened within two hours of deciding to open a shelter. Each shelter should have a minimum of two workers, but one trained worker can work with event-based volunteers to open the doors when clients arrive before all human and material resources are ready at the shelter.

Notifications	Notify the Sheltering lead, facility point of contact, and all workers when the shelter is officially open to clients. The Sheltering lead ensures that the shelter status is updated in the NSS within one hour of the shelter opening.

Worker Responsibilities	Workers are responsible for carrying out a variety of tasks within the shelter. Ask your supervisor or the shelter manager to provide tasks.
	Regardless of task assignment, all workers are responsible for: • Monitoring client moods and behavior for health, mental health, or spiritual care needs and making appropriate referrals; • Monitoring clients' needs related to access and functional needs including disabilities, providing assistance, and making appropriate referrals; • Using multiple, accessible formats, provide information to clients that is vetted and compiled by workers assigned to the information area; • Maintaining client privacy and confidentiality; • Understanding the shelter plan before providing services; • Signing in / out at the beginning / end of every shift.

2.2 Welcome Clients Into Shelter

Physically open the shelter entrance, ensuring that the entrance and routes to all services are wide enough to accommodate individuals with mobility impairments and free of hazards, including protruding objects. Refer to *Reception* in the *Core Services* section for details on setting up and operating the reception area, identifying and prioritizing clients' immediate needs, initiating services, and interacting with visitors.

Welcome Service Animals	Service animals are entitled to accompany their owners. When it is not apparent that an animal is a service animal, workers may ask only two questions to determine if the animal is a service animal: • Is the animal required because of a disability? • What work or tasks has the animal been trained to perform?
	Do not require a license, certification, identification tag, medical certificate, or any other type of documentation for a service animal. If the animal is a service animal, work with the animal's owner to identify a relief area for the animal, and provide disposable bags or containers for cleanup. Assist with providing food and supplies for service animals when needed. For example, dishes for food and water, arrangements for the hygienic disposal of waste, and portable kennels for containment.
	If the animal is not a service animal, assist the client in finding suitable shelter for their animal. Direct any concerns about a service animal to the shelter manager.

2.3 Initiate Services to Clients

Services should be initiated as quickly as possible to meet the needs of arriving clients and following the minimum service standards for a shelter outlined in the Sheltering Standards and Procedures. All services are provided in a manner accessible to all clients and visitors. Ensure that services remain accessible to individuals with access and functional needs including those with disabilities.

Provide core services, regardless of size or duration of the shelter. Refer to the *Core Services* section for details on setting up and operating each core service area.

If it is clear that situational services are also needed to meet the needs of the clients, initiate those services as well. Refer to the *Situational Services* section for details on setting up and operating each situational service area.

3. Operating the Shelter

This section outlines the steps for operating a shelter, including welcoming clients and visitors, providing services, managing workers, maintaining the facility, and accurate reporting.

3.1 Provide Services

The need for ongoing and additional services is continually assessed, reporting is established, visitors and donors are addressed, and situational services are offered.

Continual Needs Assessment	Conduct an ongoing assessment of client needs and whether additional services should be initiated or current services should be continued, scaled up, or scaled down.
	Workers continuously identify clients' needs throughout the shelter operation. In addition to the sheltering services described above, clients may have additional needs, such as transportation, Internet access, laundry services, access to phones, etc. Clients' needs determine the length of the shelter operation and the services provided. The shelter manager adjusts the shelter plan to scale services appropriate to the needs in the shelter.
Provide Ongoing and Additional Services	The shelter manager is responsible for the continual assessment of clients' needs and determining when situational services are needed in the shelter.
	Provide situational services based on the needs of the clients. For example, if young children are in the shelter, set up a child respite area and recreation area to meet the children's needs. Refer to the *Situational Services* section for details.
	When providing services, remember that some children and individuals with access/functional needs, including those with disabilities, may have unique needs.

Conduct Regularly Scheduled Shelter Meetings	Regularly scheduled shelter meetings give clients and staff an opportunity to discuss shelter issues and disaster information. During shelter meetings:
	
	• Review shelter rules and issues, discuss volunteer opportunities in the shelter, give disaster updates, and share recovery information.
	• Allow ample time for questions, and make sure that the information is also communicated in ways that are accessible to those who are hearing impaired or have limited English proficiency.
	• Include the following safety information:
	   o Location of fire extinguishers;
	   o Evacuation routes;
	   o Shelter emergency plan;
	   o Guidance about keeping personal items and valuables safe. (Inform clients that the Red Cross is not responsible for lost or stolen items.)

Request Additional Resources	Workers continuously identify the need for additional resources. Refer to *Section 1.5 Acquire Workers* to request additional staff. Refer to *Section 1.6 Acquire Material Resources and Services* for more information on acquiring additional material resources and services.

3.2 Address Offers From the Community

Community members visit Red Cross shelters to offer donations of time, money, and material goods. There are five basic steps to follow, regardless of the type of offer. Refer to the *Manage Offers* section for details on specific offers.

Post Signage	Post signage outside the facility and in the reception area to inform the public about those offers that can be accepted at the shelter.
Greet Visitors	Greet all visitors warmly, and give them your full attention.
Assess Offers	Determine if the offer is appropriate to receive and use at the shelter or if it should be redirected.
Direct Offers	Direct the donation to the appropriate location. Thank the donor graciously for their generosity.
Document Offers	Complete the paperwork appropriate to the offer type.

3.3 Manage Workers

The shelter manager is responsible for all workers in the shelter, including those who receive functional guidance from their specialty leads. Refer to the *Shelter Staffing* section for more information.

Maintain Staffing Schedules	Using the Table of Organization in the shelter plan and the list of workers assigned to the shelter, create a schedule of shifts and days off to ensure coverage for all services being provided in the shelter. The optional Job Tool: Shelter Staffing Calendar may be helpful.
Conduct Staff Meetings	Staff meetings are essential to good shelter operation. These meetings provide an opportunity to share information about the operation, to build the shelter team, and to improve service to clients.

3.4 Operate and Maintain the Facility

The shelter manager is responsible for overseeing the use, maintenance, and safety of the shelter facility during the shelter operation. Some or all of these responsibilities can be delegated to a worker.

Manage the Facility	Maintain contact and communication with the facility representative throughout the shelter operation to discuss and resolve any problems, explain the services Red Cross is providing, and identify any partners with whom Red Cross is working.
	Ensure that supplies and equipment belonging to the facility are properly inventoried and secured.
	Ensure that additional supplies and equipment needs are estimated and met.
	Ensure that facility shift inspections are being conducted.
	Follow up with the Sheltering lead to resolve discrepancies between what was ordered, what was delivered, and what is listed on the delivery documents.

Monitor and Control Access to Shelter Areas	To maintain a secure shelter environment, monitor and control access to entrances and exits to shelter areas. • Secure unused doors that are not emergency exits. However, under no circumstances should emergency exits be blocked or locked in a way that would prevent exiting. Consult with the facility representative to determine which exits may be safely locked according to fire codes. Remind clients and workers that they are not to use restricted entrances to enter or exit the building during non-emergency situations. • Patrol dormitory area and surrounding areas to ensure dormitories remain safe. • Especially if parking space is limited, monitor and control traffic flow in the parking area. Direct workers and clients regarding the parking of personal vehicles at the shelter. Communicate that the Red Cross cannot be held liable for damages to vehicles at the shelter. If necessary, designate parking areas for clients and workers. • Control access to shelter storage areas. Choose a location for storing equipment and supplies that can be secured and monitored.
Track Supplies and Equipment Being Used in the Shelter	Use the Shelter Inventory Form to inventory and track any equipment and supplies belonging to the facility that are available for use at the shelter to ensure equipment is returned and the facility owner is reimbursed for any supplies used during a shelter operation. Relocate or secure facility-owned items that are not for shelter use. Verify inventory counts as supplies are removed from inventory for use at the shelter. Conduct inventory counts regularly. • Conduct inventory of supplies and equipment at least weekly, depending on the size and flow of the shelter, to verify that inventories reconcile with amounts received and amounts used at the shelter. • Conduct inventory of 24-hour snacks daily.

Conduct Facility Inspections During Each Shift	Routine inspections of the shelter facility are necessary to identify and address any conditions that pose a hazard to clients and workers or to the property of the facility owner. Use the Shift Inspection Form to conduct inspections at the beginning of each shift and report any problems to the shelter manager, who will report it to the facility representative and the Sheltering lead. When inspecting the shelter, check for: • Lack of accessibility for any clients, workers, and/or visitors; • Signs of excessive wear and tear; • Inappropriate use; • Operational deficiencies; • Obstructed emergency exits; • Hazards, including fire hazards; • Any other problems. Use the Shelter Facility Survey to make sure that accessible routes throughout the shelter have not been obstructed. Check signs periodically to make sure they still look good and are legible. Replace them, as needed—especially after rain and heavy winds. Conduct perimeter walks and interior walks that cover all areas of the facility. During shifts at night, inspect parking areas used by clients and staff.

3.5 Shelter Reporting

The shelter manager is accountable for all daily reporting of Sheltering activity, including the daily shelter population count. Ask the Sheltering lead for current reporting requirements. This information is used to tell the story of Red Cross service delivery and support future resource planning.

Routine Reporting	Establish a reporting rhythm to receive Daily Shelter Report information. Data is typically gathered from the lead worker assigned to the following areas:

Shelter Area	Date Reported
Dormitory Registration	• Shelter population for the previous night, including age demographics • New shelter registrations since the previous report ☞ Shelter counts, including demographic counts, are required for *every* shelter established for disaster clients. Refer to the Sheltering Standards and Procedures for detailed guidance. Ask the Sheltering lead who to report shelter population to and at what time each day.
Feeding	• Count of meals and snacks
Distribution of Emergency Supplies	• Count of bulk items distributed • Count of comfort kits distributed
Shelter Staffing	• Staff sign-in sheet, including hours worked Tracking staff hours at each location also assists the affected community by contributing to local cost-share requirements when they are seeking federal reimbursement.

Enter the collected data onto the Daily Shelter Report. Submit the Daily Shelter Report and Staff Sign-in Sheets to the Sheltering lead when specified.

Additional Reporting	Contact the Sheltering lead as needed to report the following: • The shelter is open and ready to accept clients. • There are immediate needs for the shelter, particularly related to safety, security, or immediate client needs. • A significant change in population is taking place. • An unaccompanied minor, separated child, sex offender, public official, media representative or other high profile figure arrives at the shelter. • There is a death or injury in the shelter. • When in doubt about whether information should be reported.

Shelter Logs	Shelter logs allow shelter staff to create an ongoing report of shelter operations by recording the daily activities and incidents of the shelter. Follow these guidelines to set up and maintain a shelter log.

	• Make log entries on copies of the Shelter Log Form kept in a binder in the shelter manager's office or a designated supervisor's area. Use the log to document daily shelter operations including:
	   o Problems, solutions, and commitments;
	   o Information related to client needs;
	   o Feeding and shelter population statistics;
	   o Other information concerning shelter activities or incidents.
	• Inform all staff about the log, and encourage them to contribute to it.
	• Remind staff coming in for their shifts to check the log, so they will be aware of what happened during previous shifts.
	
	A second log for shelter managers records confidential activities to maintain staff and client privacy and holds information to inform future activities, including staff action, evaluations, and interactions with local law enforcement. Follow these guidelines to support a shelter manager's confidential Shelter Log:
	
	• Create a separate log labeled "for shelter manager's use only."
	• Use the log to document confidential activities including:
	   o Staff performance issues and information (positive and negative);
	   o Activities involving clients required to register with local law enforcement;
	   o Requests for information from law enforcement.

4. Closing the Shelter

This section outlines steps for closing the shelter, from determining if the shelter should be prepared for closure through returning the clean facility back to its owner.

4.1 Prepare for Closure

Determine if Sheltering is Still Required	The decision to close a shelter is a decision that occurs at Operations Headquarters with input from the Sheltering lead, shelter manager, regional leadership, community partners, and the relevant government jurisdictions.
	While maintaining client confidentiality, meet with the lead worker for Casework and Recovery Planning in the shelter to discuss any barriers clients may be facing that prevent them from moving out of the shelter.
	Coordinate with the Sheltering lead when deciding whether or not to close the shelter. Refer to the Sheltering Standards and Procedures for considerations.

Plan Shelter Closure	Once a decision has been made to close a shelter, the shelter manager coordinates closure with Red Cross workers and external partner representatives present in the shelter.
	The shelter manager coordinates with the workers assigned in each area to create a shelter closure plan that includes:
	- How to provide services for the remainder of the operation; - How clients will be notified of shelter closure; - If possible, provide 24-48 hours notice to clients that the shelter will be closing.
	All workers assigned as leads provide a narrative report to the shelter manager, including the activities of the registration operation, including accomplishments, problems, solutions, and recommendations for future operations. The shelter manager compiles this information into a shelter narrative for final reporting.
Scale Down Services	Scale services in the shelter to meet the needs of remaining clients.
	Inform clients and workers of the plan for shelter closure at the daily shelter meetings and by posting a closure notice that includes the date and time of closure and how to receive additional assistance.
	Provide resource information to clients as they depart.
	- Applicable Red Cross disaster safety information; - Local Red Cross contact information; - Available community resources; - Information on how to volunteer; - A personal goodbye to all clients as they leave.

4.2 Return Facility to Pre-Shelter Condition

All workers assist in returning facility to pre-occupancy condition. Complete tasks as assigned by the shelter manager.

All Areas	• Remove all signs and save them for reuse if possible.
	• Clean and inspect each area and return all equipment to its original location.
	• Identify equipment and supplies that belong to which owners.
	• Complete closing inventories.
	    o Complete a Shelter Inventory Form to record the remaining Red Cross supplies and equipment. Mark the "Closing Inventory" box at the top of the form and record the final disposition of these items, such as:
	        ▪ Returned to chapter, Logistics, vendor, or other location;
	        ▪ Donated to partner agency;
	        ▪ Disposed of.
	    o Complete a separate Shelter Inventory Form to record the remaining facility-owned supplies and equipment that were available for use in the shelter.
	• Check inventory lists and fill out Disaster Requisition Form (F6409) to restock any items that must be replaced.
	• Notify the shelter manager of any damage caused by Red Cross activity.

Dormitory Registration	The lead worker assigned to dormitory registration: • Restocks shelter supply kit as needed; • Provides all registration records to the shelter manager for disposition.
Information	The lead worker assigned to information areas: • Provides all completed Safe and Well Registration Forms and Emergency Welfare Inquiry Forms to the shelter manager for disposition.
Feeding	The lead worker assigned to feeding: • Ensures that all feeding partners are informed of the closing timeline. • Arranges disposition of feeding equipment and unused supplies. • Works with Logistics to determine what to do with excess food items and supplies. • Follows guidance in the *Feeding Standards and Procedures* (in development). • Assists Logistics with returning unopened items to vendors, if possible. • Submits all invoices and other documents to the shelter manager.
Dormitory	The lead worker assigned to the dormitory: • Cleans and dries all cots, using the cot cleaning instructions. If it is not possible to clean cots on-site, clearly identify used and unused cots for appropriate cleaning after transport. • Clearly identifies broken or incomplete cots.

Shelter Manager	The shelter manager will coordinate with the Sheltering lead and logistics lead to:
	• Correct damages caused by Red Cross occupancy, if necessary. • Return borrowed or rented equipment to the facility or partner who provided it. • Ensure that Red Cross equipment and supplies (including cots) are returned. • Ensure that the facility is clean and returned to pre-occupancy condition.

4.3 Transfer or Out-process Staff

When the shelter closes, all workers are transferred to other parts of the operation or released and properly out-processed. Follow these steps to transfer or release workers:

Determine Whether Workers Are to be Transferred or Released	Workers may be needed to work at other shelters or have skills needed in other activities. Consult the Sheltering lead to determine whether workers will be transferred to another shelter or function or if they will be released.
Complete the DRO Work Performance Evaluation	All workers who have worked for seven days or more receive a Disaster Relief Operation (DRO) Work Performance Evaluation at the end of their assignment, regardless of whether they are being released from the operation or transferred to another assignment. Workers may request an evaluation if they have worked at least three days. Refer to the *Shelter Staffing* section for more information.
Assist Workers with Out-processing	Provide original copy of the DRO Work Performance Evaluation to the worker. Forward the DRO Member Registration documents to Staff Services. Ensure that any DRO Staff Action Reports have been uploaded by the person preparing the report, and forward the information to the worker's home region. Destroy all other staffing documents upon shelter closing. Personally thank each worker.

4.4 Close the Shelter

Facility closure	The shelter manager coordinates with Logistics to complete the closing inspection and return the facility to the facility owner according to the *Facility Management Standards and Procedures* (in development). Post a "Closed" sign on the door with contact information, including a phone number to call for assistance

Update Shelter Status	☞ Notify the Sheltering lead as soon as the shelter is closed so the shelter's status can be updated in the NSS within one hour.
Submit Final Documents	The shelter manager will collect Sheltering documents created or used during the shelter operation and forward them to the Sheltering lead for disposition. Refer to the *Sheltering Forms* section for description and disposition of each Sheltering form. Documents used by other functions while providing services in the shelter are disposed of according to their function's document retention requirements.

Core Services

Core Services are services set up in every shelter, regardless of size or duration. These services are: reception, dormitory registration, information area, dormitory, feeding, health and mental health services, spiritual care, reunification, distribution of emergency supplies, and security. Monitor areas set up for client use to ensure that they are clean, sanitary, and equipped with available resources.

Reception	Reception is the process of receiving clients and visitors as they enter the shelter facility, referring them to the services they need, and helping them be comfortable while waiting.
Setup	Locate the reception area just inside the main entrance. Ensure enough space for clients to wait comfortably for services, a table for information, and a table for snacks and water. Some clients will be uncomfortable entering a shelter that has law enforcement present. ☞ If security personnel are established at the shelter, their workspace is setup away from the reception area to ensure clients from all cultures and communities are comfortable entering a neutral environment. Arrange the space to funnel traffic so no one can enter the shelter without being received by a worker. Set up the space with: - Signs directing people to areas where services are being provided; - Signs welcoming service animals, prominently placed outside the facility entrance and inside the reception and registration areas; - Signs welcoming everyone and providing basic rules and schedules; - A notice indicating that we are unable to accept donations, including financial donations, at the shelter. - A sign directing clients to check out upon leaving the shelter and check in upon returning.

	• A sign at the exit(s) reminding those registered for dormitory services who are leaving the shelter permanently to go to the registration desk for out-processing.
	• A table with snacks and water.
	• A table with:
	   ○ Client Sign-In Form;
	   ○ Shelter Visitor Sign-In Form;
	   ○ Shelter Staff Sign-In Form;
	   ○ Client Welcome Information Handouts;
	   ○ A computer connected to the Internet to allow clients to register in the Safe and Well website;
	   ○ Safe and Well Registration Form, if internet access is unavailable;
	   ○ Emergency Welfare Inquiry Form.

Initiate Services	☛ The reception area should be fully resourced and staffed within 2 hours of the shelter opening.
Establish an Organized System to Track Information	Include a method to track • Clients who wish to help with tasks within the shelter; • Clients with skills that can be used in the shelter; • When clients leave and return to the shelter.
Welcome Clients and Visitors	Provide clients and visitors with a place to gather and access to services that are available within the shelter. Accommodate individuals who have an apparent disability or other access or functional need including seniors, children, and pregnant women. Workers who have been trained to provide care assistance services should provide assistance with mobility, transferring, feeding, observation, and other activities of daily living, as requested or assigned. When providing care assistance services, the worker will receive technical assistance from a Disaster Health Services worker during the provision of care assistance, while remaining in their primary function and reporting to their corresponding supervisor in that function. Provide clients with the Client Welcome Information Handout (one copy per household), and refer them to the shelter information posted on the walls. Provide referral information to clients seeking temporary care for pets while staying at a Red Cross shelter.
Arrival of an Unaccompanied Minor, Separated Child, or Person Seeking a Missing Child	Reunifying unaccompanied minors and separated children with their parents or legal guardians in the aftermath of a disaster is a priority. Missing children may also be reported at a Red Cross service delivery site or call center. While law enforcement and the National Center for Missing and Exploited Children (NCMEC) are responsible for searching for a missing child, the Red Cross should provide consistent references to seekers to help expedite their search. Refer to the Sheltering Standards and Procedures for definitions of an unaccompanied minor, separated child, and missing child.

	Refer to the *Issue Resolution* section for steps to take when working with unaccompanied minors, separated children, and individuals looking for missing children.
Assess Clients' Needs and Refer Them to Services	Determine whether or not services are available in the shelter to meet clients' needs. If any necessary services are not available in the shelter, speak to the shelter manager. The shelter manager will revisit *Section 1 Resourcing the Shelter* to determine if this need can be met by partner resources or if additional services shall be established in the shelter. Refer clients to the services available, based on the priority of their needs.
Orient the Clients to the Shelter	For example, make sure clients are provided a tour of the shelter, given a shelter layout map, or otherwise directed to where services are being provided. Orientation should include the facility, as well as the surrounding property. Direct clients to where they can receive services, beginning with their highest priority need. When appropriate, refer clients to partner resources outside the shelter. For example: • If a client needs a comfort kit for hygiene, direct them to the area of the shelter where the comfort kits are being distributed. • Guide clients staying in the dormitory to a comfortable place to wait for an available worker to provide registration. • Provide clients with information about Reunification, including the Safe and Well website. Offer to assist them in registering and searching the database. Refer to the [Safe and Well Linking Handbook](#) for guidance.
Continuously Assess Client Needs	With every client interaction, ask clients if they have any other immediate or anticipated needs. If they have additional needs, reassess resources to meet their needs, and direct them to areas where they can receive services. Ensure clients understand how to get additional information or assistance.
Requests for Client Information	If visitors request information about clients, explain that the Red Cross has a commitment to safeguard client privacy and personal information. • If a visitor is searching for someone, provide assistance with general welfare inquires or emergency welfare inquiries. Contact safe@redcross.org for assistance. • If a visitor wishes to formally request information, have him/her put a request in writing, including an explanation for the need for the information. • If a message board is set up in the shelter, workers can leave a message on the message board. It will be up to each potential client to respond. • Forward a written request to the shelter manager.

Unaccompanied Minors	If an unaccompanied minor arrives at the shelter, follow these steps: • Welcome the unaccompanied minor into the reception area; • Immediately contact the shelter manager; • Establish and maintain supervision of the unaccompanied minor; • Refer to unaccompanied minors in the *Respond to Issues and Concerns* section for detailed steps
Media	If the media arrives at the shelter, follow these steps: • Welcome the media representative into the reception area; • Immediately contact the shelter manager; • Use the Visitor Sign-in Sheet to record the representative's information. Refer to *Media in the Shelter* in the *Respond to Issues and Concerns* section for detailed steps.

ℹ️	*Information*	The information area provides centralized information relevant to the disaster, resources, and activities in the shelter.

Setup		Locate the designated information area near the reception area. Ensure that the information area is accessible to all clients, workers, and visitors.
		
		Request communication equipment for client use, following steps in the Procurement Standards and Procedures.
		
		Information is provided to clients by all workers and using multiple formats, and establishing designated information areas help to centralize and coordinate information.
		• Locate bulletin boards in the registration, dormitory, and recreation areas. Supplement bulletin boards with signs and posters in other areas of the shelter.
		• Make sure all written information on bulletin boards is made available to clients with vision impairments in an appropriate, accessible format and that materials are posted in appropriate languages for clients. Recruit volunteers to translate information and make signs for clients who do not speak English or cannot see small print.
		• Include information about the following:
		  o Location of services offered in the shelter;
		  o Shelter rules and routines;
		  o Volunteering;
		  o Medical problems or injuries;
		  o Communication devices, including telephones and computers;
		  o Housekeeping;
		  o News releases;
		  o Where to go with problems and complaints;
		  o Reunification services, including Safe and Well and messages from friends and family;
		  o Lists of available resources and other helpful information.

Initiate Services	👉 The information area should be fully resourced within 4 hours of the shelter opening.
	Workers are assigned to establish accessible information-sharing methods appropriate to the current shelter and maintain relevant, accurate, and timely information. This may include a staffed table or area with in-person assistance, bulletin boards, and meetings with clients.
Collect Information	Identify clients' and workers' information needs, including those related to the shelter operation, the status of the disaster, and resources available in the community. Determine whether any clients or workers have access and functional needs, including any disabilities that require specific communication methods, like a need for large print, braille, audible messaging, or translation services. • Coordinate through the Sheltering lead to gather information useful to clients and workers regarding the disaster and partner resources available to the client. • Collect information specific to services and activities that are occurring in the shelter, including information on Reunification and the Safe and Well website.
Validate and Clarify Information	Validate the collected information and address any rumors that may be surfacing in the shelter. Rumor examples may include when the shelter is closing, an illness spreading through the shelter, or resource availability.
Create Effective Communication Tools for All Clients.	Choose various methods for communicating important information to clients (verbally, in writing, etc.), so all clients and staff receive all information. • Accommodate different language and communication needs at the shelter, and make information accessible to everyone. • Make sure that all information is shared in multiple languages, according to the language needs of clients and staff. • Recruit volunteers to translate information and make signs for clients who do not speak English or cannot read small print.
Communicate All Shelter Information in Accessible Manners	Communicate all shelter information so it is accessible to people with hearing and vision impairments, following the actions below: • Obtain qualified sign language interpreters; • Activate the caption functioning on all televisions; • Provide volunteer readers; • Make audio announcements available visually; • Recruit volunteers to make signs for clients who cannot see small print.
Use Multiple Formats for Providing Information	Formats include: • Shelter meetings: o Provide updated, validated information to the shelter manager for use during shelter meetings.

	• Bulletin boards, signs, and posters:
	   o Establish bulletin boards in the registration, dormitory, and recreation areas.
	   o Supplement bulletin boards with signs and posters in other areas of the shelter.
	   o Make sure all written information on bulletin boards is made available to clients with vision impairments in an appropriate, accessible format and that materials are posted in appropriate languages for clients.
	   o Include information about the following:
	      ▪ Shelter rules and routines
	      ▪ Volunteering
	      ▪ Medical problems or injuries
	      ▪ Telephones
	      ▪ Housekeeping
	      ▪ News releases
	      ▪ Where to go with problems and complaints
	      ▪ Messages from friends and family
	      ▪ Lists of resources and other helpful information
	      ▪ Reunification, including Safe and Well website
	• Newsletters:
	   o Daily newsletters are sometimes used to deliver information to both workers and clients in large and long-term shelters.
	   o If newsletters are used, make sure this information is also presented in another format for any individuals for whom written materials are not accessible.
	• Media:
	   o Arrange for access to media, if possible, so clients can get information about disaster conditions. Limit broadcast media with graphic information about the disaster in areas where children are present. Include the following resources, if available:
	      ▪ Television with closed captioning
	      ▪ Internet access
	      ▪ Radio
	      ▪ Daily newspaper
	• Shelter advisory committee:
	   o Clients benefit from being a part of the operation of the shelter. The shelter manager may establish a shelter advisory committee to solve problems, identify client needs, and provide input. Advisory committees can make a positive difference in the shelter environment.
	• Shelter meetings:
	   o Regularly-scheduled shelter meetings give clients and staff an opportunity to discuss shelter issues and disaster information.
	   o Use shelter meetings to review shelter rules and issues, discuss volunteer opportunities in the shelter, give disaster updates, and share recovery information. Allow ample time for questions and make sure that the information is communicated in ways that are accessible to people who are hearing impaired or have language needs.

Assist With Reunification	Facilitate communication by encouraging clients to make contact with their loved ones. Refer clients to the reunification function.
	
	Make reunification registration available to clients.
	• Provide information to clients about how to use the Safe and Well website, including the direct link to the website, and help with registration and searches, if they need assistance.
	    ○ English - http://www.redcross.org/safeandwell
	    ○ Spanish - https://safeandwell-es.communityos.org/zf/safe/add
	Refer to the *Reunification* section for more details on providing reunification services.

Update Information	Ensure information is continuously updated.

Reunification	The Reunification function provides human and technological resources to reconnect individuals as quickly as possible.
Setup	If Reunification workers are established in the shelter, allocate space for them in or near the reception area. At a minimum, they will need a table and chairs with forms and information about reunification. If possible, provide resources for clients to register and search directly on the Save and Well website.
Provide Services	If needed to meet clients' needs, a reunification area should be fully staffed and resourced within 4 hours of the shelter opening. Ensure that: • Clients are assisted in registering and searching on the Safe and Well website or paper registration forms. • For those clients who are separated from a loved one with a medical, mental health, functional and access need, or a disability, an Emergency Welfare Form is completed, and a comprehensive search is initiated. • Red Cross holds reunification partnerships with FEMA's National Emergency Family Registry and Locator System (NEFRLS) and the National Center for Missing and Exploited Children's (NCMEC) Unaccompanied Minor Registry (UMR), and should be consulted in applicable situations • Clients leaving the shelter permanently are reminded to update their status on the Safe and Well website. • Any Helper Tool and paper Safe and Well Registration Forms are collected and given to a worker to enter into Safe and Well in a timely manner. Once entered, all forms should be disposed of to protect client privacy. Refer to the Safe and Well Linking Handbook for more information. (_Reunification Standards and Procedures_ is in development.)

🍴	**_Feeding_**	Meals, snacks, and beverages are provided to clients and workers, including those not staying overnight in the dormitory.

Identify Meal Requirements	Identify clients' and workers' meal requirements, including those related to dietary and cultural requirements and resources to meet access and functional needs including disabilities.

Setup	Ensure feeding areas include the following:
	• Serving and dining areas to provide 3 meals per day;
	• An area for 24-hour availability of snacks and beverages;
	• Storage for feeding supplies that can be secured;
	• 24-hour availability of refrigerators for temperature-controlled medications, breast milk, and special dietary supplies;
	• Age-appropriate supplies for infants and toddlers, like high chairs and booster seats.
	
	Set up the following feeding areas as needed, based on the meal requirements and food sources in the feeding plan. All food preparation areas are subject to Health Department inspection. Comply with recommendations made by local health departments, and place hand sanitizer and hand washing signs in all feeding areas.
	
	Snack and Beverage Area
	• Set up tables for snacks and beverages in the designated 24-hour snack area. When setting up snacks and beverages:
	  o Use individually wrapped products.
	  o Ensure that snacks and beverages are well stocked and available at all times.
	  o Make coffee, and provide cups and condiments (including sugar, creamer, and stirrers).
	  o Make punch or lemonade in drink containers made to store perishable food, like cambros.
	
	Feeding Receiving Area
	• Make sure the receiving area has enough room to maneuver delivery vehicles, is close to a road, and is away from the registration and main shelter entrance.
	
	Feeding Storage Area
	• If area cannot be secured, notify the shelter manager.
	• If possible, locate the storage area between the receiving area and the food preparation area.
	• Equip the area with tables, shelves, and off-the-floor racks for storage of dry food and staples.
	• Request refrigeration, if needed.

	Food Preparation Area • If all food is canned or ready to cook, the preparation area can be small. • For fresh food, set up work tables, disposable gloves, cutting boards, sinks, utensils, cookware, and garbage containers. • Post safe food-handling signage, including reminders to wash hands, maintain safe serving temperatures, and keep inventories of food and hydration supplies current. **Serving Area** • Set up the serving area near the preparation area. • Ensure that the serving area is accessible to individuals with access and functional needs, including those with disabilities and remains accessible to people who require access to food or refrigeration of medication during non-mealtimes. • Set up hand-washing signs, and place hand sanitizer on every table and at the beginning of the food service line. • Organize the serving area for cafeteria-style service or line feeding. • Equip serving area with several counters or tables with appropriate staff for efficient service. **Dining Area** • Set up the dining area near the serving area. • Ensure that table heights accommodate people in wheelchairs or using other assistive devices. • Place hand sanitizer on tables. • Set up enough tables and chairs to accommodate the maximum number of people expected to be served. • If tables and chairs are scarce, plan for two or more meal times. **Garbage Disposal Area.** • Locate the garbage disposal area away from food preparation, serving, and dining areas. • Provide containers for disposal of trash, liquids, and garbage and an appropriate area for cleaning trash receptacles. • Verify with Logistics that garbage removal and recycling services have been arranged. Post information about mealtimes in the feeding areas and other shelter areas
Initiate Services	Clients not staying in the shelter dormitory and workers from partner agencies working with the Red Cross to provide assistance to disaster-affected clients may receive meals at the shelter. The Red Cross uses operational resources and works closely with partners to find the best available means of providing safe and sanitary food service in the shelter. Snacks and water should be available for clients within 4 hours of the shelter opening. The feeding area, including meals and beverages, should be fully staffed and resourced within 24 hours of the shelter opening.

	If an operation headquarters is established, the shelter manager will coordinate with the Sheltering lead and Feeding lead at the operation headquarters to ensure that the feeding and hydration needs of the shelter are met following the guidance in the *Feeding Standards and Procedures* (under development). The shelter manager may delegate this coordination to the individual assigned to lead the feeding area in the shelter. If there is an operations headquarters, the Feeding lead will coordinate with the shelter manager to provide meals.

If There is No Operations Headquarters, Develop a Feeding Plan	**If there is no operations headquarters, follow these steps:**
	Arrange for and obtain meals to meet identified feeding needs, adhering to local safe food handling standards.
	
	Coordinate with the shelter manager to determine the best process for providing food for clients and staff by completing the following actions:
	• Estimate the number of meals needed for clients, staff, and partner groups. Include consideration for clients who may come to the shelter for food but not dormitory services.
	• Plan to begin serving snacks and hydration immediately.
	• Establish and post the time for the first meal, usually the next meal needed.
	• Determine the best option for shelter feeding, depending on the size and anticipated duration of the response. Options could include:
	   o Food service provided by the shelter facility owner and staffed by employees of the facility (Check the Facility Use Agreement to see if this has already been arranged with the facility owner.);
	   o Fast food or restaurant-prepared meals;
	   o Contracted caterers;
	   o Staff from churches or other organizations preparing meals;
	   o Partner-managed kitchens;
	   o Red Cross-managed kitchens, either at the shelter or elsewhere,
	   o Shelf-stable meals such as Heater Meals or MREs.
	
	Request activation of local partnership agreements to support feeding, if the scope and scale of the feeding need calls for it.
	• Plan the initial menu by completing the following actions:
	   o Review the menu with the shelter manager, and when possible, with client representatives to ensure sensitivity to cultural needs and dietary restrictions.
	   o Ensure the needs of babies and young children and individuals with access and functional needs including those with disabilities are included (e.g., gluten-free, low-sodium, and diabetic diets).
	   o Include any activated partners in the menu planning.
	
	Estimate staffing needs for Feeding, based on whether food is to be prepared onsite or delivered:
	• Identify any Feeding-trained facility personnel who will help with food preparation, serving, and cleanup.

	• Consider recruiting clients for many food service tasks, excluding meal preparation. • Refer to the *Staff the Feeding Areas* section below for more details. Estimate supply needs and acquire supplies for meals, snacks, beverages, and water. Refer to the *Acquire and Manage Feeding Supplies and Equipment* section below for more details. Determine if the shelter will also be serving as a fixed feeding site for community clients: • Develop guidelines for feeding procedures and schedules. • Develop plans for the community clients to be served either outside or in another room. This step can alleviate security issues of having individuals who are not overnight clients in the dormitory area. Determine mealtimes and share with workers who are responsible for providing information to clients. Acquire and manage feeding supplies and equipment. Take inventory of food supplies on hand at the facility before preparing any meals, and designate a specific secure storage area for those items available for use by the shelter food service. Coordinate with the facility representative or Logistics to identify supply sources for food and water, including: • The shelter facility; • Regional and national Red Cross warehouses; • Local and national vendors. Work with the shelter manager and workers assigned to provide logistics support to identify procurement procedures, local resources, and financial authorities for shelter feeding operations. Work with the clients, Feeding lead, and partners to resolve feeding needs if the contract food suppliers are not be able to meet the special dietary needs of all clients. Prepare and submit supply requisitions for three days' worth of food and supplies to sustain shelter feeding. Refer to the Procurement Standards and Procedures. Follow procurement procedures for receiving supplies, entering supplies into inventory, and tracking inventories as supplies are used. Refer to the Procurement Standards and Procedures.
Staff the Feeding Areas	Considering the number of meals that need to be served and the source of meals, work with the shelter manager to estimate staffing needs and submit staffing requests.

| Provide Feeding Services | Orient the clients and workers to the feeding area, meal options, and 24-hour snack table. For example, make sure the client and worker are provided a tour of the feeding area or otherwise directed to where meals and snacks are being provided.

If clients identify themselves as having an allergic reaction in the presence of certain foods, ensure that those foods are not served in proximity to the meal or snacks area.

Serve clients and workers appropriate meals, according to their dietary and cultural needs, and make self-serve snacks available at all times.

Refer to the *Feeding Standards and Procedures* (in development) for more information on providing feeding in shelters. |
|---|---|
| Maintain Feeding Areas | Continuously assess the dietary and cultural meal requirements of clients and workers. Maintain awareness of allergies present, and ensure allergy-free zones if necessary.

Make sure that all feeding areas are kept clean and sanitary and that safe food handling procedures are used at all times.
   o   Work with Disaster Health Services staff to monitor food service areas .
   o   Coordinate with Disaster Health Services to arrange for a health inspector to visit and advise on local codes and health laws.
Monitor use of 24-hour snack supplies to plan reordering. Estimate needs at least 3 days ahead.

Caution parents to monitor their children's intake of snacks and drinks that are freely available and may contain ingredients to which the child is sensitive or allergic. |
| Collect and Report Feeding Statistics for the **Daily Shelter Report** | Provide the following information to the shelter manager daily:
• The number of meals, broken down by breakfast, lunch, and dinner that were received or prepared at the shelter, even if they were not served.
• The number of meals, broken down by breakfast, lunch, and dinner that were served at the shelter.
   o   A meal usually equals an entrée, vegetable, fruit, starch, bread, and beverage.
   o   One way of counting meals is to pre-count the number of plates, cups, etc., and then recount after a meal to determine the number of meals served.
   o   Refer to the *Feeding Standards and Procedures* (in development) for more information on Feeding reporting.
• The number of snacks and drinks received at the shelter, even if they were not served.
• The number of snacks and drinks served.
   o   Snacks are counted individually.
   o   Drinks are counted individually and are reported as snacks.
• Any special feeding concerns. |

	• Refer to the *Feeding Standards and Procedures* (in development) for more information on reporting requirements. • Identify food waste, and adjust meal preparation, if necessary. ○ Count the difference between the number of meals received or prepared and the number of meals served. If the difference is greater than 10%, it is considered wasteful.

Distribution of Emergency Supplies		The Distribution of Emergency Supplies function provides material resources to individuals affected by a disaster.
Setup		Coordinate with the Sheltering lead and the Distribution of Emergency Supplies function to make distribution of material resources available to clients in the shelter.
		Items may be provided in multiple areas of the shelter. For example, blankets are provided in the dormitory, and comfort kits are provided in the reception, information, or dormitory areas based on the needs of the clients.
		When a dedicated area for distribution of emergency supplies is needed:
		• Select a space that is accessible to all clients, including individuals with access and functional needs including those with disabilities. • Select a space away from the dormitory to allow access to clients who are not staying in the dormitory, while maintaining the privacy and dignity of all clients.

Provide Services	If needed to meet clients' needs, the distribution of emergency supplies area should be staffed and resourced within 24 hours of shelter opening.
	Comfort kits should be distributed to clients upon arrival and then supplemented or redistributed based on client need.
	Understand distribution of emergency supplies services in the shelter, which includes:
	• Providing clients with blankets and comfort items for use at the shelter;
	• Providing clients with material resources such as cleaning products, flashlights, tarps, shovels, rakes, water, gloves, and protective masks.
	Assist Distribution of Emergency Supplies workers in providing relief items to clients by:
	• Identifying a widespread need for specific items and reporting each need to the shelter manager for coordination with Distribution of Emergency Supplies.
	• Assisting the Distribution of Emergency Supplies function to coordinate distribution at the shelter by:
	o Identifying an appropriate location for distribution that allows for the flow of clients and organized distribution of goods.
	o Collecting or receiving supplies at the designated location.
	o Notifying the shelter manager, registration workers, and others of distribution site locations at the shelter.
	• Referring clients to distribution areas when material resources are available outside the shelter facility.
	Collect and report Distribution of Emergency Supplies statistics for the Daily Shelter Report. Provide the following information to the shelter manager daily:
	• Number of comfort kits received at the shelter;
	• Number of comfort kits distributed;
	• Number of cleanup kits received at the shelter;
	• Number of cleanup kits distributed;
	• Number of other bulk items received at the shelter;
	• Number of other bulk items distributed

![bed icon] *Dormitory*	The dormitory provides clients with space for resting, reading or sleeping.

Setup	A shelter dormitory is an area used for sleeping. If possible, it is located in a quiet area and has as much privacy as possible from other areas of the shelter.
	Set climate controls to a temperature that is comfortable for clients. Allow extra blankets for individuals who are cold when increasing the heat is not possible.
	Choose areas that have easily monitored and controlled entrances and exits.
	Set up the dormitory using Red Cross supplies when available. If facility-owned supplies are available at the shelter, request permission to use them.
	Before setting up cots, allocate separate space for families with small children, single men, single women, the elderly, night workers who sleep during the day and other unique situations, such as an isolation care area in consultation with Disaster Health Services. Provide dormitory arrangements that accommodate religious or cultural preferences that prevent males and females from sleeping in the same area or that require extended families to remain together.
	Set up cots, providing the following square footage per cot: - Evacuation shelter: minimum 20 square feet per cot; - Standard shelter: minimum 40 square feet per cot; - Individuals with access and functional needs, including those with disabilities who have support equipment such as wheelchairs, lift equipment, or service animals in any shelter: 100 square feet per cot.
	Confirm the following steps with the shelter manager before beginning setup: - Use tarps, drop cloths, or other floor covering to protect floors if necessary. If used, ensure that they are well secured to the floors and do not create a trip or slip hazard. - Allow space for aisle ways that meet or exceed standards for individuals with access and functional needs including those with disabilities. Refer to the *Sample Shelter Layout* at the end of this document. - Ensure people who need extra stability are able to get up and down easily. Request individuals trained in care assistance, if necessary. - Ensure that universal or medical cots are available on site, and set them up as needed. - Place two blankets on each cot, or stage blankets where they can be provided to clients upon cot assignment.
	Assign sleeping areas to clients: - Assign spaces that allow individuals with access and functional needs including those with disabilities easy access to restrooms, feeding areas, and emergency exits. - Work with individuals with access and functional needs including

	those with disabilities to determine their optimal sleeping location in the dormitory. • Ask clients with durable medical equipment that requires power if they would like their cot placed near a power source. Create a Client Location Chart: draw a room layout, including doors, restrooms, aisles, fire extinguishers, AEDs (automated external defibrillators), etc. • Use this layout and small post-it notes to indicate the locations of client cot assignments. • Post the chart where it will be accessible only to staff, who can use it to assist in keeping accurate shelter counts, learning client names, giving wake-up calls, etc. Post Red Cross signage in the dormitory. • Post times for lights out and quiet hours in the dormitory, and communicate them verbally for people with vision impairments. Arrange for very dim lighting that can be on during sleeping times.
Initiate Services	The dormitory should be fully staffed and resourced within 24 hours of the shelter opening with sleeping space allocated according to the Sheltering Standards and Procedures.
Orient Clients	Orient the clients to the dormitory area. For example, make sure the clients are provided a tour of the dormitory area or otherwise directed to where services are being provided. In the space that has been assigned, provide clients with their allocated dormitory resources, including one cot and two blankets
Monitor the Dormitory	Protect the privacy, safety, and well being of clients by making sure the dormitory is secure and sanitary. Coordinate with shelter security personnel, if available, or with dormitory workers, to make sure that dormitory areas are secure and to make sure that patrols circulate throughout the dormitory and surrounding areas. Make sure that entrance and exit controls have been set up and sleeping areas are monitored, especially at night. Ensure clients are not storing extra food in the sleeping area. Monitor the area to prevent clients from bringing or using weapons, alcohol, illegal drugs, and other prohibited items into the dormitory. Tobacco products can be brought into the dormitory if kept stored in the clients' personal possessions.

	Dormitory Registration	Dormitory registration is the process of collecting information from clients who will stay in the dormitory and referring them to other services within the shelter.

Setup	Locate the dormitory registration at the entrance to the dormitory. Ensure enough room to maximize client privacy during registration. Limit access into the dormitory to workers and clients who are registered for dormitory services.
	A well-organized registration area and a good system for organizing registration records makes it easier to register clients quickly and efficiently, to keep track of information that is important for shelter planning, and to maintain Red Cross standards for confidentiality. Set up the space with:
	- Signs clearly marking the registration desk or tables; - Tables and chairs spaced to ensure client's privacy; - Dormitory registration materials. - Forms can be downloaded from the Sheltering Toolkit page on The Exchange. Provide forms in the languages needed within the community. Prepare available assistive devices to provide to clients with communication needs. Forms include: - Shelter Dormitory Registration Form - Shelter Referral Log - Client Welcome Information Handout - Unaccompanied Minor and Separated Child Report Form - Laptops, if available, loaded with the Safe and Well Helper Tool - Pens and pencils - Notebooks - File boxes, three-ring binders, or other boxes to organize an alphabetical filing system for completed registration forms - Hand sanitizer
Initiate Services	Clients who are sleeping in the shelter dormitory are greeted and registered into the dormitory so workers and operations management have a clear understanding of the demographics and needs of the overnight shelter population. The dormitory registration area should be fully staffed and resourced within 24 hours of the shelter opening, prior to opening the dormitory to clients.

Greet Clients	Provide an expedited registration for those individuals with mobility devices, elderly families with children or individuals with an apparent disability or other access and functional needs.
	Explain the registration process.
	Assess the client's needs to determine if they need other assistance prior to registration.
	For example, clients may need food, information, or the restroom before they can successfully complete the registration process.
Conduct Registration Interviews Using the **Shelter Dormitory Registration form**	Identification is not required for clients to register at the shelter.
	Use the [Shelter Dormitory Registration Form](#) to make observations and ask questions to identify immediate medical, emotional, behavioral, and access and functional needs, including disabilities.
	Use index cards or lined paper if the [Shelter Dormitory Registration Form](#) is not available.
	Use one form, one card, or one sheet of paper for each family. A family usually consists of all people living in a household.
	Record the number of family members in each age group on the top of each registration form.
	If a client advises that anyone in his or her household is required by law to register with any state or local government agency, discreetly refer that person to the shelter manager.
	Note clients who express interest in helping with specific shelter tasks or have skills that can be used in the shelter using the system established for this shelter.
Identify Client Dormitory Needs	Considerations include: • A cot that is appropriate size, height, and width to meet their needs. • Proximity to areas, including electrical outlets for medical equipment, restroom facilities, Disaster Health Services, etc. • Family groupings, gender specific areas, and quiet areas. • Adequate space for individuals with access and functional needs, including those with disabilities.
Orient Clients	Assign space and resources in the dormitory according to identified client needs.
	Have the clients escorted through the dormitory for cot assignment or referred to other services based upon the priority of their needs.

Manage Documents and Information	File the Shelter Dormitory Registration Form securely using the system established for this shelter.
	Monitor access to the dormitory to ensure that only workers and registered clients are allowed entry.
	Protect client privacy and personal information.
	• Limit access to client information to:
	o Only those background-checked Red Cross workers who need the information to perform their duties.
	o Clients who request access to their own information, when access is reasonable and consistent with the best interests of the Red Cross. However, do not give clients access to information obtained from another source when that source expects the information to remain confidential.
	• Refer requests for client information to the shelter manager. Refer to *Disclosing Client Information* in the *Respond to Issues and Concerns* sections for more information
Reporting	Provide a count of new registrations to the shelter manager. This does not include returning clients who registered on previous nights.
	Collect and report dormitory statistics for the Daily Shelter Report.
	• Count the number of clients, broken down by age group, who are registered for dormitory services in the shelter facility at or around 10 p.m.
	• Count the number of clients, broken down by age group, who are receiving any services in the shelter facility at or around 10 a.m.
	o This generally includes individuals who are staying in the dormitory overnight, but there may be individuals at the shelter facility receiving other services.
	o Age groups include:
	▪ 0-3 years old
	▪ 3-7 years old
	▪ 8-12 years old
	▪ 13-18 years old
	▪ 19-65 years old
	▪ 65+ years old
	• Provide the population count to the shelter manager for the Daily Shelter Report.
Assist Clients Leaving Permanently	When clients leave the shelter permanently, ensure they have received recovery information and referrals.
	Complete the exit information on the bottom of their registration form, and file the form using the system established for this shelter.

	Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care
Setup	Coordinate with the function leads for Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care present in the shelter to determine the space requirements in the shelter. Set up areas as directed by the shelter manager. These spaces typically include: • Easy accessibility and room for privacy; • Work areas with tables and chairs for staff to complete administrative tasks; • Private client interview areas with tables and chairs; • A separate area with cots near the Disaster Health Services area for people who are ill; • Rooms with doors or temporary privacy screens, if possible, to protect client privacy.

Support Disaster Health Services Workers	In addition to helping to meet the disaster-related health needs of people at the shelter, Disaster Health Services workers act as advisors to the shelter manager and the Feeding lead on general health and safety issues.
	
	Disaster Health Services should be available remotely within 4 hours of the shelter opening and fully staffed and resourced within 24 hours of the shelter opening.
	
	Understand Disaster Health Services duties in the shelter, which include:
	• Determining the health care needs of all shelter occupants and arranging to meet those needs, including cot-to-cot assessments:
	  o Assessing and referring, if needed, the ill and injured for a higher level of health care;
	  o Caring for client's health needs as necessary, including illness and injuries;
	  o Looking for unreported health problems of shelter occupants and taking necessary action to care for these problems;
	  o Assisting clients to replace medications, durable medical equipment or consumable medical supplies;
	  o Facilitating, assisting, and providing support to individuals with access and functional needs including those with disabilities.
	• Monitoring clients for signs and symptoms of communicable disease, isolating clients as needed, and reporting a noticeable trend in illness to the shelter manager, local health department and Disaster Health Services leadership.
	• Working with public health officials to make sure that shelters meet public health regulations and the shelter manager is aware of public health notifications, such as "boil water" notices caused by the disaster.
	• Assisting the shelter manager with providing a safe shelter environment by assessing the need for infection prevention and control actions (e.g. location of baby changing areas, hand washing access, hand sanitizer placement,

	sanitation needed for toys or living and sleeping areas to prevent or respond to a contagious disease outbreak, etc.)
	• Performing and assisting with Staff Wellness function, as necessary.
	Assist Disaster Health Services workers in providing health-related services to clients by:
	• Monitoring clients' moods and behavior to spot health issues and referring them to Disaster Health Services.
	• Conferring with Disaster Health Services staff on all issues related to health, cleanliness, sanitation, and hazards at the shelter.
	• Arranging a Disaster Health Services area within the shelter that is both easily accessible and provides some privacy.
	• Working with Disaster Health Services to maintain a sanitary and safe environment in the shelter.
	• Supporting clients with activities of daily living, such as dressing and bathing. Refer to the **Care Assistance Job Tools** for more information.
	• Assisting Disaster Health Services with procuring necessary health-related material resources. This includes making sure that Disaster Health Services staff have access to the nurse's kit stocked in the shelter supply kit (Contents for stocking kits is located in the Shelter Supply Template found on The Exchange) and assisting with procurement of other health-related supplies needed at the shelter.
	• Assisting Disaster Health Services staff with keeping records and supplies secure, returning supplies, and forwarding records when the shelter closes.
	• Maintaining client health confidentiality by making sure that any communication with Disaster Health Services staff related to client health is in confidence and that any records containing client information are kept secure.
Support Disaster Mental Health Services Workers	When the Red Cross opens shelters, Disaster Mental Health workers provide emotional support to clients and workers. The Disaster Mental Health function provides individual triage, crisis intervention, psych education, enhanced psychological first aid, advocacy, and casualty support to individual clients and workers, as well as community-level resilience-building programs.
	👉 Disaster Mental Health Services should be available remotely within 4 hours of the shelter opening and fully staffed and resourced within 24 hours of the shelter opening.
	Understand Disaster Mental Health duties in the shelter, which include:
	• Talking with clients and workers and observing the overall shelter scene to get a sense of people's stress levels, general emotional challenges, and unmet needs.
	• Consulting with the shelter manager to address the emotional needs of workers and clients.
	• Having a Disaster Mental Health worker available to the shelter 24 hours a day (in-person or on-call.)
	• Making appropriate referrals to local care providers and agencies.
	• Recommending alternate accommodations to the shelter manager when the stress of communal living or preexisting mental health conditions would be significantly detrimental to the mental health of a client or the shelter

	population.
	• Working with the shelter manager and staff to implement strategies to help reduce stress for clients and workers.
	• Providing psychological first aid training for workers.
	• Collaborating with public mental health officials.
	Assist Disaster Mental Health workers in providing mental health-related services by:
	• Understanding and using psychological first aid to assist clients, yourself, and other workers.
	• Conferring with Disaster Mental Health workers on any significant mental health- and stress-related issues within the shelter.
	• Being sensitive to client needs, including emotional health.
	• Referring clients to a Disaster Mental Health worker based on identified risk factors (taught in the Psychological First Aid class) and observed moods and behaviors.
	• Assisting Disaster Mental Health staff with required tasks, as needed.
	• Assisting Disaster Mental Health staff with acquiring supplies and equipment.
	• Assisting Disaster Mental Health staff with securing records and supplies and processing them properly when closing the shelter.
	• Arranging a Disaster Mental Health area within the shelter that is both easily accessible and provides some privacy.
	• Maintaining client confidentiality by making sure that any communication with Disaster Mental Health staff related to any client mental health or emotional need is in confidence and that all records containing client information are kept secure.
	• Supporting the Disaster Mental Health staff's efforts to alleviate stress for both clients and workers.
Support Disaster Spiritual Care Services Workers	Disaster Spiritual Care responders are responsible for provision of appropriate and respectful disaster spiritual care services to disaster-affected clients in the community and the disaster workforce. They provide services directly to clients or connect them to faith-based providers of their choice through referral to other Red Cross disaster spiritual care providers or to community resources.
	Disaster Spiritual care should be fully staffed and resourced within 72 hours of the shelter opening.
	Understand Disaster Spiritual Care duties in the shelter, which include:
	• Assessment of client's disaster-related spiritual care needs.
	• Mitigating acute distress by administering psychological first aid and assisting in the fulfillment of client's basic needs.
	• Typical spiritual care interventions which may include any or all of the following:
	o Discussing the client's values and beliefs.
	o Participating in the client's choice of spiritual or religious ritual (e.g., prayer, meditation).
	o Facilitating access to religious supplies for people who request them (e.g., written materials, prayer beads, candles, religious symbols,

	etc.)
	   o Connecting clients to other Red Cross services (e.g., Casework and Recovery Planning, Disaster Health Services, Disaster Mental Health) or another Disaster Spiritual Care provider whose faith aligns with the client's faith.
	   o Connecting clients to spiritual and religious resources in the community.
	
	Assist Disaster Spiritual Care workers in providing Disaster Spiritual Care services by:
	• Organizing the shelter so that there is space is available for quiet reflection and conversation.
	• Assisting Disaster Spiritual Care staff with acquiring supplies and equipment.
	• Providing secure storage space for confidential information.
	• Facilitating access to the shelter by trusted partners who are approved to provide disaster spiritual care services in the shelter. Contact the Disaster Spiritual Care lead at the operations headquarters or community partners for more information about partners.

Security	The safety and security of clients and staff are top priorities for all workers.
Setup	The shelter manager is responsible for ensuring the safety and security of the shelter and for promoting a positive shelter environment. Important safety and security activities, such as arranging for security personnel, are requested through the *Disaster Requisition Form (6409)*. Refer to the Procurement Standards and Procedures. If security services are requested and established in the shelter, allocate space for security service workers that is away from the reception area. Coordinate with security service workers to identify what resources they require.

Situational Services

Situational services are services set up based on the requirements of the clients. Situational services include: Casework and Recovery Planning, Direct Client Assistance, child respite care, laundry, recreation, and quiet areas. Exact services provided in the shelter depend, in part, on the scale and needs of the affected individuals and community. Monitor areas set up for client use to ensure that they are clean, sanitary, and equipped with available resources.

Baby Care and Breastfeeding	A private area where mothers can choose to breastfeed and care for infants in a low-noise environment
Setup	In shelters that have infants, allocate a baby care and breastfeeding area. Set up comfortable seating for the number of mothers anticipated to use the space at any given time. Set up additional baby care equipment as it is identified and acquired. Post a sign on the door clearly identifying the area.
Provide Services	Current and anticipated children's services needs should be assessed at the very beginning of a shelter and continuously throughout its duration. Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about the services in this area.

Casework and Recovery Planning	The Casework and Recovery Planning function provides direct assistance to individuals affected by disasters, according to Casework and Recovery Planning guidance.
Setup	Coordinate with the Casework and Recovery Planning lead present in the shelter to determine the space requirements in the shelter. Areas for this activity typically include: • Work areas with tables and chairs for staff to complete administrative tasks; • Client interview areas with tables and chairs; • Rooms with doors, or temporary privacy screens, if possible, to protect client privacy.

Support Client Casework and Recovery Planning Workers	Establishing a work area for client casework provides clients with easy access to assistance beyond basic sheltering services. If needed to meet clients' needs, Casework and Recovery Planning should be fully staffed and resourced within 24 hours of the shelter opening to connect clients with community resources, donations, Distribution of Emergency Supplies products and other Red Cross and community assistance. **Understand Casework and Recovery Planning duties in the shelter, which include:** • Interviewing clients to identify their disaster-caused or disaster-aggravated needs. • Helping clients initiate the process of recovering from the disaster. • Working with clients to connect them with resources and assist them with meeting their own recovery needs. **Assist Casework and Recovery Planning workers in providing client services by:** • Organizing the shelter so that space is available for confidential interviews. • Providing secure storage space for confidential information. • Identifying disaster-caused emergency and recovery needs and referring clients to the Casework and Recovery Planning function. • Helping clients understand the Casework and Recovery Planning process and encouraging them to discuss their recovery needs and plans with caseworkers. • Speaking with clients to help determine their housing needs and referring them to Casework and Recovery Planning for assistance with identifying housing resources. • Notifying Casework and Recovery Planning of clients with ongoing needs or unusual circumstances. • Asking Casework and Recovery Planning workers for recovery information that can be shared with clients and posted for client use. • Referring clients to 1-800-Red-Cross (1-800-733-2767) to access Casework and Recovery Planning services if caseworkers are not assigned to the shelter and the number has been activated. • Meeting with client caseworkers and notifying the Sheltering lead at operation headquarters of any barriers. • Maintaining clients' confidentiality by making sure that any communication with Casework and Recovery Planning staff related to clients is in confidence and that any records containing client information are kept secure.

Child Respite Care	A secure, supervised, and supportive play experience for children in the shelter to provide relief for children, parents, guardians and caregivers
Setup	Select a space that is not adjacent to entrances and exits to the facility, is safe for small children, avoids sight of televisions showing graphic images, and where the extra noise will not bother others. • Coordinate with the Sheltering lead to arrange for specialized childcare staff through partner organizations. • Ensure that respite workers have completed a background check. • Partner agencies that specialize in disaster childcare will have their own procedures. Verify that their procedures meet all Red Cross principles, policies, and safety requirements. Support partner agencies in establishing rules for client use of temporary respite care services. • Child friendly space kits can be requested to help resource the children's areas. These and other materials for providing care and activity for children can be requested following the Procurement Standards and Procedures guidance. • Under some conditions, school-aged children will require access to education while they are residing at the shelter. Talk to the Sheltering lead regarding continuation of educational programs in cases where schools will not be reopened for a significant period of time. Set up the child respite care area as directed by the shelter manager.

Provide Services	Current and anticipated children's services needs should be assessed at the very beginning of a shelter and continuously throughout its duration.
	
	• Remind parents, guardians, or caregivers who bring their child(ren) to this area that the Red Cross does not provide day care, and caregivers are required to stay onsite at the shelter or designate another adult who will stay onsite to be responsible for their child or children.
	• Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about hours of operation and other information related to their child(ren)'s participation.
	• Direct workers providing temporary respite care to keep a log of all clients served that includes:
	   o The names of the children and their guardians;
	   o The ages of the children;
	   o The days and times that the services were used.
	• Monitor the temporary respite care program to ensure that activities are both appropriate and serve the interests of the clients.
	• Work with Disaster Health Services to inspect the respite care area daily to make sure that there are no safety hazards and that the area is secure and sanitary.

Partner Services	Areas set up for partners to provide specialized services for clients .

Setup	When appropriate, allocate space in the facility for partners to provide services including:
	• Support services for individuals with access and functional needs, including those with disabilities; • Children's services: • Children's advocacy; • Child friendly space kits; • Temporary child respite care; • Disaster Mental Health Services for children traumatized by disaster; • Pet sheltering; • Registration for FEMA benefits; • Registration and provision of services from other governmental and non-governmental agencies; • Transportation.
	Partner staff should follow these general guidelines while working at the shelter:
	• Partners typically provide all necessary equipment, including laptops, cell phones, forms, and other items that may be needed to perform their duties. • Partners notify the shelter manager or shift supervisor when leaving for the day. • Partner caseworkers should confine their activities to agreed-upon work locations within the shelter. • Partners are welcome to take advantage of meal, snack, and drink services provided at the shelter location to which they have been assigned.

Support Partners providing services	Support partners who are providing services to clients in the shelter setting. Exact support requirements will vary, based on the service offered and the needs of the clients.
	Work with headquarters to facilitate partner access to the shelter:
	• Act as liaison to any partner staff present at the shelter.
	• Ensure that all shelter workers understand Red Cross guidelines for partners in shelters.
	• Facilitate shelter client access to the resources that partners offer.
	When a representative from a partner agency arrives at the shelter:
	• Welcome him/her into the shelter.
	• Verify each representative's valid agency identification.
	• Work with the Sheltering lead who will work with community partnerships lead to ensure that the partner is authorized to work in the shelter.
	• Discuss general working guidelines and orient partner staff to the layout, rules, and procedures, including signing in and out every day on the Staff Sign-in Form.
	• Remind them of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and that they may not:
	o Proselytize
	o Charge a fee for services
	o Recruit or solicit in any manner
	o Act in any way that would violate the Code of Conduct

Quiet Areas	Areas intended for quiet activity
Setup	Providing access to a quiet room or space will help some people function better in a shelter environment. For example, some elderly individuals, people with psychiatric disabilities, parents with very young children, and children and adults with autism may benefit from a low-noise environment.
	Consider the needs, customs, and cultures in shelter population when allocating quiet areas.
	Set up furniture and equipment as directed by the shelter manager.
Provide Services	Ensure clients have access to quiet areas to relax away from noise and activities.

Recreation for Children	A monitored area with age-appropriate activities for children.
Setup	When children are clients of a shelter, they require special considerations and attention. Especially in large shelters or long-term shelter situations, the shelter manager may wish to assign responsibilities for coordinating programming for children to a designated supervisor. In shelters with children, allocate space for a play area for children. • Select a space that is not adjacent to entrances and exits to the facility, is safe for small children, and where the extra noise will not bother others. • Ensure workers who have successfully completed background checks monitor the area, including access to the area and the children within it. Organize age-appropriate activities according to the ages of the children at the shelter. • Identify available resources within the shelter for keeping children entertained and occupied. • Determine the availability of video, music, and recreational items. • Ensure the appropriateness of the materials in terms of age range, language, etc. Use recreational materials that are easy to clean and are less likely to transmit germs. For example: choose plastic blocks, such as Lego instead of wood blocks, plastic dolls and action figures instead of stuffed animals, and individual crayon packages for each child instead of a container of shared crayons. • Post a schedule for recreational activities. • Post signs reminding parents that they are responsible for supervising their children at all times.
Provide Services	Current and anticipated need for children's services should be assessed at the very beginning of a shelter and continuously throughout its duration. • Remind parents, guardians or caregivers that, when bringing their child or children to this area, the Red Cross does not provide day care and caregivers are required to stay onsite at the shelter, or designate another adult who will stay onside to be responsible for their child(ren). • Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about hours of operation and other information related to their child(ren)'s participation. • Monitor the recreation area to ensure that activities are both appropriate and serve the interests of the clients. • Work with Disaster Health Services to inspect the recreation care area daily to make sure that there are no safety hazards and that the area is secure and sanitary.

Recreation for Teens and Adults	A monitored area with age-appropriate activities for teens and adults.

Setup	Allocate recreational spaces for teens and adults.
	• Assess available resources in the shelter for keeping clients occupied and offer entertainment or recreational opportunities. Work with the Sheltering lead to access additional resources to meet activity needs of clients.
	Set up a recreation area for teens and adults.
	• Identify available resources within the shelter for keeping teens and adults entertained and occupied.
	• Determine the availability of video, music, and recreational items such as books and magazines, television, games, cards, computers, newspapers, electrical outlets, and charging stations for personal electronic devices.
	• Post a schedule for recreational activities.
	• If the shelter does not have Internet-enabled computers, assist clients in locating and accessing the Internet at local libraries or other locations offering free Internet services.
Provide Services	Ensure clients have access to age-appropriate recreation including games, puzzles, and electronic entertainment.

Other Needs	Clients may need services not traditionally offered in shelters. Red Cross should facilitate access to services to meet the needs of clients, including the examples in this table.
Laundry	If clients need laundry service, work with the Sheltering lead to identify resources.
	If pick-up laundry service is available in the shelter or is set up adjacent to the shelter, ensure that clients are informed on how to access the service, including where to stage their laundry.
	If clients have to go to a laundry facility, ensure that clients have transportation.

Transportation	Clients may need transportation to facilitate recovery activities such as meeting with partner agencies to apply for assistance, returning to work or school, attending medical appointments, or shopping to replace essentials lost or rendered inaccessible by the disaster.
	Accessible public transportation services available near the shelter should be communicated to clients. Any transportation needs not fulfilled by public transportation should be continuously assessed.
	Request temporary, accessible transportation on an as-need basis.
	Request regular transportation services to and from the shelter as needed, and communicate that service to all clients.

Manage Offers

This section provides steps for managing offers presented at a shelter, including material goods, money, and volunteers.

In-kind Donations

Offers of in-kind donations are handled carefully to ensure donor contributions are put to best use and are properly acknowledged. Spikes in the arrival of in-kind donations often occur in the immediate aftermath of a very large event with high media visibility. Wanting to help, the public sends or delivers unsolicited items to Red Cross locations.

Post Signage	Publicize on the exterior of the shelter that the shelter is not a drop-off location for unsolicited donations. Include nearby drop-off locations where other agencies are accepting donations. Obtain the list of drop-off locations from the Sheltering lead.
Greet Donors	When unsolicited donations arrive at the shelter, greet donors warmly.

Assess the Donation	Considering client needs in your shelter, in collaboration with the Sheltering lead and in-kind donations staff, assess the donation presented for appropriate for use at the shelter versus delivery at another service location.
	
	• Red Cross operations are unable to safely and effectively use certain types of items collected in a community, such as home-cooked food, canned goods, or clothing.
	    o **Donated food**: Occasionally, individuals or groups from the community will want to donate prepared food. If donated food was not prepared in a kitchen approved by the local health department, food donations will not be accepted.
	    o **Donated clothing**: Because cleaning, sorting, and packaging used clothing and shoes uses valuable time and money resources that are needed for other aspects of the operation, these donations are generally not accepted.

Direct the Donation	Direct the resource to the appropriate location: • If the appropriate destination is within the shelter, accept the donation, thank the donor, and document the donation. Inventory and distribute items as described in *Section 1.6 Acquire Material Resources and Services.* • If the appropriate destination is another service delivery location or a partner agency, refer the donor to the specific individual at the receiving location. Work with the Sheltering lead to identify another organization if one is not already established. • If the donation is not appropriate, thank the donor, and document the offer. Thank all donors, express appreciation, and explain how donations will be used.
Document the Donation	Record any unaccepted offer in the [Job Tool: Shelter Log](#). Record any donations accepted at the shelter using the [In-Kind Donations Resource Record](#). Submit the completed [In-Kind Donations - Resource Record](#) to the in-kind donations manager through the Sheltering lead to ensure that all in-kind donations are properly acknowledged and accounted for.

Monetary Donations

When donors bring monetary donations to the shelter, greet them warmly, and give them your complete attention.

1. Explain that financial donations cannot be accepted at the shelter because it may create the perception that someone is paying for services.
2. Encourage donors to mail or deliver financial donations to the regional office, donate online at redcross.org, or donate through the Red Cross Emergency App.
3. Thank the donor and express appreciation for their gift.

Community Members Arriving to Help

When community members arrive at the shelter to help, greet them warmly, and give them your complete attention. Community members who want to help are considered "event-based volunteers" and are treated, processed, and supported in the same manner as all other responders on an operation.

1. If a community member arrives at the shelter to help without in-processing, refer them to the region or Staff Services for volunteer in-processing.
2. Receive and resource the community member as an event-based volunteer. Refer to *Section 1* for details.

Shelter Staffing

Plan to mentor and work with trained Red Cross volunteers, workers who are new to the Red Cross, partner agency volunteers, event-based volunteers, and clients.

Worker Assessment Considerations	Consider the following when assessing the skills and capabilities of each worker: • Position in Volunteer Connection; • Disaster training; • Disaster experience; • Employment experience; • Worker's interests; • Leadership and communication skills and experience; • Life experience that aligns well with operating a shelter; • Worker promotion and development plans.
Workers Who Are New to the Red Cross	Staff Services personnel at the operations headquarters will make every effort to fill staff requests as submitted. However, factors such as the type and timing of the disaster, immediate weather conditions and the extent that volunteers are personally affected by the event all have an impact on the number of experienced volunteers that will be available. Workers need to be prepared to work with new Red Cross volunteers who have not been fully trained in Sheltering. This is a great opportunity to mentor and develop new Red Cross members.

Partner Agency Volunteers	Partner organizations may provide personnel to be workers. For example, members of a church may volunteer to work at a shelter located in their church building; county or state social services or public health employees might be released to work in a shelter; or a partner providing medical services may volunteer to assist with health related issues in a shelter. When partner agencies provide workers who are not already affiliated with the Red Cross, work with their members as you would event-based volunteers. When partner agencies are providing their services in the shelter: • Introduce yourself and explain your position (shelter manager or shift supervisor) to the partner representative(s). • Verify each representative's valid agency identification. • Have an authorized representative sign the Code of Conduct Form and forward completed form to External Relations, if not already completed. • Discuss the general working guidelines and orient partner staff to the shelter layout, rules, and procedures. • Work with the partner to determine how services can be provided in a way that best meets the needs of all clients. • Inform External Relations about the role of the partner in the shelter so publicity can be coordinated, if appropriate. • Designate a location in the shelter for partners to work. Partners may provide assistance through outreach to clients or by setting up a partner area within the shelter. When determining what type of access the external partner will be granted, carefully consider client privacy. • Announce the presence of the partner organization to clients and inform them about the partner's location in the shelter and the assistance that they are providing. • Include partner agencies in staff briefings. • Keep a list of partner information such as the services provided and the names of the partner volunteers to be forwarded for recognition to the Community Partnerships activity.
Event-Based Volunteers	Event-based volunteers are a great resource. After brief training, they can help with roles and tasks throughout the shelter. Instructional job aids are available for event-based volunteers on the Event-Based Volunteer Engagement Toolkit found on The Exchange. Guidance for working with event-based volunteers can be found on the Event-Based Volunteer Engagement Toolkit on The Exchange. • Event-based volunteers are treated, processed, and supported in the same manner as all other responders on an operation. NOTE: Event-based volunteers whose background checks are not completed do not work alone with clients, including children, or have access to Red Cross funds or personal client information.

Clients as Volunteers	Clients who are willing to help with sheltering tasks are another great resource. Recruiting clients as helpers allows them to contribute to their own recovery and creates a positive and cooperative environment at the shelter. To include clients as part of the shelter team, follow the guidelines below: • Be sensitive to the cultures represented in the shelter clientele. Ensure that members from all groups and backgrounds are offered opportunities to help. • Encourage clients to help by emphasizing that the shelter is a temporary home with regular necessary tasks and that their help will make the shelter a more comfortable experience for everyone. • Refer clients who identify themselves as health or mental health professionals to Disaster Health Services or Disaster Mental Health. Refer clients who are interested in becoming Red Cross volunteers to Staff Services for volunteer in-processing, or request that Staff Services send a representative to the shelter to register those who are interested in volunteering.

Receiving and Assigning Roles to Arriving Workers

The first few days a shelter is open, local workers are assigned very long hours. The local shelter team will make many decisions, solve many problems, and invest a lot of personal energy into running the shelter. When new workers arrive at the shelter, they are well rested and may make suggestions about ways to improve the shelter.

Worker Transition Reminders	The transition from the initial shelter staff to the second wave of staff can be stressful and contentious. Remind current workers that incoming workers are arriving to fill vacant roles and to allow current workers time to get some rest or return to other family and work obligations. Remind incoming workers that it is important to understand the commitments and efforts of the current workers. All workers should be respectful and supportive during this transition.

Welcome Workers	Welcome workers to the shelter and provide them your full attention. Receive them and assign roles using the following steps: • Verify workers have been received by Staff Services and are at their correct assigned work location. If needed, contact the Sheltering lead for options • Have workers sign in on the Shelter Staff Sign-in form and gather their contact information • Interview workers to assess their skills and knowledge and determine the appropriate roles for each • Acknowledge the skill and training level of the worker. High-caliber workers are needed in every shelter. Some workers will be assigned to a shelter based on operational need, even though they are technically qualified to work at a district or operations headquarters. • Assign workers to the roles that meet the needs of the shelter operation, as well as the workers' needs for job satisfaction and career development in the Red Cross. • Assign clients to tasks that match their capabilities and interests. For example, clients who are parents of children in the shelter may be a great resource to help in a children's play area while their own children are there. • Assign up to 7 workers to each supervisor, depending on the complexity of the task. • Make sure workers and clients who are helping are comfortable with their assignments.
Provide Workers with Identification	All workers wear identification so clients and visitors to the shelter can identify workers if they have questions or need assistance. Temporary nametags can be used for event-based volunteers and clients recruited as helpers.
Resource the Workers	Provide the workers and helpers with a job induction and the tools and material resources necessary for their tasks. • The purpose of a job induction is to introduce workers to their assignments, work setting, tasks, and shelter facility. Use the Job Induction Checklist as a guideline to create a job induction agenda. • Remember to repeat the job induction for all new workers arriving at the shelter. Conduct job inductions for groups or for individuals as they arrive at the shelter. • Refer to the Disaster Frontline Supervisor Handbook for more information about job inductions. • Provide training and supervision to ensure that clients are able to accomplish their tasks successfully. Work with the Sheltering lead to arrange formal training through Staff Services, if available.
Follow-up with Workers	Check in with workers to ensure they are happy with their assignments and to give them the opportunity to provide feedback regarding their work. Routinely recognize and thank workers for their willingness to help and for the good job that they have been doing.

Shelter Manager Reminders	Remember that individuals who have not completed a background check, including clients, do not have access to Red Cross funds or personal client information. For tips on assessing and assigning workers, refer to the Disaster Frontline Supervisor Handbook found on The Exchange.

Staffing Schedules and Records

Staff Scheduling Tools	Use a Table of Organization • Use sticky notes on a sheet of newsprint to create a large, visible chart that can be easily changed • Use Visio or other computer program with org chart templates to create an electronic table of organization. Print the chart for display. • Update the table of organization daily to ensure an accurate visual representation of worker assignments. • Post the table of organization where all workers have access to the information. Shelter Staffing Calendar • Use the optional Shelter Staffing Calendar Form to list and organize shelter staff Staff Sign-in Form • Ensure that all workers record their hours on the staff sign-in form, including event-based volunteers and clients who are helping in the shelter. This information is used for future planning of staff ratios. It also relieves some financial burden from the affected areas. Local and state government jurisdictions can use the data to receive credit toward cost-share requirements for federal reimbursement.

Schedule Requirements	Schedule shelter staff at least three days out or until the scheduled close date, if known.
	Schedule one day off for each worker, including the shelter manager, for every seven days worked
	Plan shift lengths on the basis of available workers. Choose a schedule that suits the working conditions of the shelter and the number of workers available.
	• Schedule about 30 minutes of overlap time as the shift changes, and plan shift transition briefings to facilitate this process. • Two examples of effective schedules are: 　　○ Two shifts of 12½ hours (requires fewer workers): 　　　7:00 a.m. to 7:30 p.m. and 7:00 p.m. to 7:30 a.m. 　　○ Three shifts of nine hours 　　　7:00 a.m. to 4:00 p.m., 3:00 p.m. to midnight, and 11:00 p.m. to 8:00 a.m. Some positions are staffed 24 hours a day, whereas others are staffed only for specific shifts.
	Schedule two workers to stay awake overnight to ensure the safety and security of the shelter while clients are all sleeping.
	Depending on shelter size, assign some workers to cover more than one area of responsibility.
	Assign administrative support or deputy positions as needed to make the shelter scalable.
	Move workers from one assignment to another as appropriate. For example, many registration workers may be needed initially to process incoming clients. Later, fewer registration workers will be needed, but more dormitory workers may be necessary. In that case, shift workers from one task to another.
Maintain Staffing Records	Keep track of workers assigned to the shelter, including contact information, for safety reasons, to ensure that workers receive recognition for their service, and to aid in cost-share requests.
	Make sure that workers sign in when they report for each shift and sign out when they leave at the end of their shift, using the [Shelter Staff Sign-In Form]().

Staff Meetings

Keep Teams Informed	The shelter manager and all shift supervisors can use staff meetings to keep their teams well informed.
Schedule meetings at regular intervals throughout the operation	Schedule meetings once per shift. Even if meetings are brief, they still provide a chance to communicate, relieve stress, and resolve problems. A shift transition briefing is an opportunity for workers who are ending their shifts to brief incoming workers about what has taken place at the shelter during the previous shift.

Information to Include	• Introductions of new workers joining the shelter team;
	• Updates to the shelter plan, including access to the incident action plan (IAP), safety-related information, such as weather and extreme temperatures, staff health and wellness resources, appropriate clothing and sanitation standards, etc;
	• Recovery information to be communicated to clients;
	• Discussions about the needs of all clients and workers;
	• Discussions about material resource needs;
	• Reminders of procedures, such as updating the Shelter Log or signing in and out at the beginning and end of shifts;
	• Suggestions for worker self-care and tips for minimizing stress and avoiding burnout;
	• Recognition of workers who may not be returning to the shelter;
	• Information on developing transition plans and closing the shelter.
Tips for Conducting Good Staff Meetings	Make up a brief agenda of what you want to cover to keep the meeting focused. Use a consistent format for all staff meetings.
	Keep the meeting as positive as possible.
	Allow workers with key responsibilities a few moments to give status reports.
	Plan time for questions and to validate information or dispel rumors.
	Be careful to protect the privacy and personal information of clients and staff, and only discuss topics that are appropriate for a general meeting.
	To save time, request that written reports, updates, press releases, and other materials be submitted in advance so they can be copied and distributed at the meeting.
	Use the meeting for activities that require the whole group's involvement. Address issues involving only a few staff members at other times.
	Remind workers to practice good self-care to minimize the stress of working at the shelter.
	Include client helpers and partner volunteers to encourage team building.

Disaster Relief Operation (DRO) Work Performance Evaluations

Performance evaluation begins when a worker is assigned to the shelter. Evaluations are an important part of Red Cross workforce development. They help clarify which workers are ready for more challenging assignments and which workers may need more guidance.

Performance Evaluation Process	The performance evaluation process includes four steps:
	   o Setting expectations at the job induction;
	   o Regular check-ins during the assignment for two-way feedback;
	   o Completion of the Disaster Relief Operation (DRO) Work Performance Evaluations form;
	   o Discussion between the supervisor and worker to review the performance evaluation and debrief about the assignment.

Provide Evaluations	• The shelter manager and all supervisors complete performance evaluations for the workers they are supervising. This includes individuals in activities outside of Sheltering, such as Disaster Health Services, Disaster Mental Health, Disaster Spiritual Care, and Casework and Recovery Planning. When completing evaluations for workers outside of Sheltering, work with their managers at the region or at operation headquarters for technical input. • Follow DRO Evaluation Instructions. Additional guidelines for completing the evaluation process are in the Disaster Frontline Supervisor Handbook.

Respond to Issues and Concerns

The shelter manager ensures that all workers are aware of Red Cross policies, procedures, and guidelines related to issue resolution and progressive discipline. Detailed guidance on managing workers and responding to workers' issues, problems, and concerns can be found in the Disaster Frontline Supervisor Handbook.

Workers from other functions including Disaster Mental Health, Disaster Health Services, Disaster Spiritual Care, and Casework and Recovery Planning receive technical guidance or subject matter expertise from their functional leadership.

Maintain a positive working relationship with coworkers and clients by providing a compassionate presence and offering frequent meetings and other opportunities for good communication. Problems may still arise. In the event of a refusal to abide by shelter rules or appropriate requests by shelter staff, or in the face of a possible problem or conflict between clients and staff, follow the guidelines below, and contact your supervisor for assistance.

Resolve Conflicts	• Always strive to remain calm and objective; • Avoid taking sides; • Use diplomacy, and avoid threatening statements; • Offer assistance only when individuals appear unable to resolve difficulties on their own, or upon request; • Ensure that all involved parties want assistance; • Request help from Disaster Mental Health staff as necessary.

Problem Solving	• Identify the problem. • Explore possible causes. • Generate options. • Select possible solutions. • Develop follow-through plans.

Issue Resolution

Follow the resolution, escalation, and reporting steps in the table below for issues that may arise in a shelter.

Issue	Resolution

Clients with Animals	The Red Cross always allows service animals in shelters. When resources allow, assistance animals may be allowed in the shelter, as well. When responding to clients arriving at the shelter with other animals:
	
	• Understand definitions - refer to the Sheltering Standards and Procedures for important definitions.
	• Ensure acceptance of service animals into the shelter.
	• If another client has allergies to service animals within the shelter, coordinate with Disaster Health Services to determine the best housing solution for the individual with allergies.
	  o If possible, relocate the allergic client to another area in the shelter.
	  o If the allergy is too severe to remain in the same shelter, relocate the client with allergies to an alternative shelter option.
	• Ensure signage welcoming service animals is posted at the facility entrances. Signage should be prominently placed outside the facility entrance and inside the reception and registration areas.
	• If a client does not control and clean up after their animal, remind them that it is their responsibility to do so. If they continue to not control or clean up after the animal, ask that they remove the animal from the shelter until it can be controlled and cleaned up after.

Concealed Weapons	Refer to the *Weapons* section below.
Disclosing Client Information	All workers must follow the Red Cross Protecting Personal Information Policy and uphold the Red Cross commitment to safeguarding the privacy of personal information about our clients. All client records are stored in a secure area at the shelter, accessible only by Red Cross workers who need access in order to provide services. The shelter workforce may disclose personal information about clients with the client's expressed permission. For example, with the client's consent, the Red Cross may share a client's information with another disaster assistance organization to facilitate a client's well being and recovery. A client can give consent by signing and initialing the confidentiality statement of the Shelter Dormitory Registration Form. A client may also

consent verbally when a situation arises in which sharing information would help the client.

Without client consent, the shelter workforce may disclose client information only in exceptional circumstances. Examples of exceptional circumstances that may warrant the disclosure of client information include the following:

- In the case of suspected abuse or neglect (information may be provided to an agency authorized by law to receive reports of abuse or neglect);
- To assist law enforcement with lifesaving search-and-rescue efforts;
- At the discretion of the Red Cross or at the request of law enforcement, if the disclosure is necessary to prevent imminent harm to the health or safety of the client, another person, or the community;
- When the Red Cross has received a valid subpoena, court order, or warrant;
- When a public health authority requests information for the purpose of controlling disease, injury, or disability;
- To assist local law enforcement officials investigating a crime that occurred within the shelter or on Red Cross premises.

Escalate all requests for client information to the shelter manager for resolution.

The shelter manager follows these steps to resolve requests for client information:

1) If a *client* is <u>seeking information about another individual for reunification purposes</u>, assist them in searching the Safe and Well website.
    a) Follow steps under *Reunification* in the *Core Services* section to provide additional assistance.
    b) If the person being sought is known to be in the shelter, discreetly notify the person being sought. Do not give the person seeking information any indication that the person they are seeking may be in the shelter.

2) If an *authority* <u>is seeking information about a client for reunification purposes</u>, disclose the minimal client data necessary to address the goal of reunification. There are times when sharing basic client information with local law enforcement, emergency management, or other disaster relief organizations is essential to help clients reunite with their loved ones. This section includes Red Cross procedures for managing reunification requests from authorities.
    a) Notify Reunification lead of the request
        - Reunification lead will notify the Mass Care chief, External Relations assistant director, and national headquarters Reunification liaison.
    b) If the request is for a list of individuals registered in the Safe and Well System in order to find matches on missing persons lists:
        1. Request a Safe and Well data Excel report from <u>safe@redcross.org</u> according to the reunification request (e.g. registrants from a specific city, county, zip, etc.). Request only the data fields needed, such as:

- First Name
- Last Name
- Address
- Phone number
- Message

2. Work with the requester to help eliminate names from their missing persons list. If possible, ask for their list to help pare down.

c) If the request is for a list of individuals in the shelter who may be on a missing persons list:

1. Do *not* hand over Shelter Dormitory Registration forms as they contain confidential client information that is not relevant to the reunification request.

2. Ask for their list and work with the requester to help eliminate names from their missing persons list using information from Shelter Dormitory Registration forms and Shelter Sign-in sheets.

3. If a missing person's list does not exist and the requester would like a list of individuals registered or signed in to the shelter dormitory, create a list (on paper or excel) to include the following pieces of information:

- First Name
- Last Name
- Pre-disaster Address (ONLY applicable to Shelter Dormitory Registrants)
- Phone number (ONLY applicable to Shelter Dormitory Registrants)

d) Notify Reunification lead that the request has been completed

- Reunification lead will notify the Mass Care chief, External Relations assistant director, and national headquarters Reunification lead.

3) If someone is seeking information about clients for purposes unrelated to reunification, and there is no client consent, then escalate the request to the Sheltering lead. This includes requests by emergency management agencies, law enforcement, and other authorities.

a) Require that requests for client information be made in writing and that they include an explanation for the need for such information.

- The only exception is in the event of an imminent health or safety threat to another client, another person, or the community.

b) Forward the request to the Sheltering lead.

- If you are directed to disclose client information by the Sheltering lead, only release information that is necessary. In most cases, the information shared can be limited to the client's name, home address, and status in the shelter.

c) Create a written record of the disclosure, following instructions in the Job Tool: Client Disclosure Tracking Log.

d) Store the Job Tool: Client Disclosure Tracking Log with the shelter manager's confidential Job Tool: Shelter Log in a secure location, and forward it to the Sheltering lead.

NOTE: It is not necessary to document disclosures of a client's

	information to the client or pursuant to the client's authorization. 4) Respond to a <u>subpoena</u> If a shelter receives a subpoena or court orders seeking information about a client: a) Accept the subpoena or court order. b) Indicate that the appropriate Red Cross officials will be notified and will respond in a timely manner. (Be sure to check the subpoena's time requirement.) c) Immediately notify the Sheltering lead. He or she will coordinate with the operation director to arrange response to the subpoena. d) Keep information about subpoenas or court orders confidential. Do not discuss them with shelter staff, clients, or the media.
Erratic Behavior	If you observe a client behaving erratically or creating a problem in the shelter and appears to be under the influence of drugs or alcohol, immediately consult the shelter manager and Disaster Health Services or Disaster Mental Health Services supervisor. Work with Disaster Health Services and Disaster Mental Health Services to determine the cause of the erratic behavior. Determine if (a) The client can remain in the shelter under monitoring, (b) The client needs to be isolated from the general population, or (c) The client needs to be provided an alternate shelter solution.

Gender Identity and Individuals Who Are Transgender	Respect an individual's stated or presented gender identity. The term ***transgender*** refers to people who have a gender identity or sense of self that is different from their physical sex as assigned at birth. People who are transgender often, but not always, transition or alter their appearance to match their gender identity. Living in one's gender identity may include a range of changes to characteristics, such as: hormones, clothing, mannerisms, pronouns, and/or surgically aligning their body to their gender identity. Be mindful that genders are not limited to two, man or woman; identities include people who are gender queer or gender fluid. Accept the gender that is presented to you by the client. It is also important to know that being transgender is not related to a person's sexual orientation. **Respect Confidentiality** Sharing personal information regarding an individual's sexual orientation or gender identity with others is unnecessary and can be harmful. We greatly reduce the risk of discrimination and violence against LGBTQ+ individuals by keeping such status and information confidential, on a "need to know" basis. **Restroom and Shower Access** A perfect scenario is that single-use, gender-neutral restrooms and shower facilities exist in a facility. When surveying or inspecting any facility being used by the American Red Cross, determine if at least one single-person, gender-neutral restroom and shower exists. If so, designate these locations as "Gender Neutral" areas. On an operational basis, Red Cross workers do not determine nor prescribe what facilities a person should be using, nor are we in the practice of monitoring facilities. However, questions may arise about the use of restroom or shower facilities by someone who is transgender. To remain consistent with the Red Cross non-discrimination policy, individuals who are transgender should have access to housing, restrooms, and shower facilities that are consistent with their self-identified gender or **those that feel safest for them.** Some individuals who are transgender may not have matching or updated identification that reflects their gender identity. **Medication Considerations** It is important to note that the Department of Health and Human Services has deemed that hormone therapy, a common medication, is deemed a necessary medication. Therefore, if a client states that they have lost their transition-related medications in the disaster, it should be considered a medical necessity by Disaster Health Services.

| Human Trafficking | Recognizing key indicators of human trafficking is the first step in identifying victims. Below are some common indicators to help recognize human trafficking adapted from **FEMA's Blue Campaign**:

• Is the person fearful, timid, or submissive?
• Does the person show signs of having been denied food, water, sleep, or medical care?
• Is the person often in the company of someone to whom he or she defers? Or someone who seems to be in control of the situation, e.g., where they go or who they talk to?
• Does the person appear to be coached on what to say?
• Does the person have freedom of movement? Can the person freely leave the service delivery site?

Not all indicators listed above are present in every human trafficking situation, and the presence or absence of any of the indicators is not necessarily proof of human trafficking.

Red Cross workers should not confront a suspected trafficker directly or alert a victim to any suspicions. It is the role of law enforcement to investigate suspected cases of human trafficking. If you suspect human trafficking, follow these steps:

Notify the shelter manager.

Work with a Disaster Mental Health and/or Disaster Health Services worker (if available) to determine the validity of concern.

If concern is valid, call one of the following numbers according to the situation:

• **National Trafficking Resource Center: 1-888-373-7888**
  • Non-law enforcement or immigration authority
  • Operated by a non-governmental organization
  • Caller speaks to a call taker and is not necessarily reporting an actual tip
• **ICE Tip Line: 866-DHS-2-ICE (866-347-2423)**
  • Law enforcement referral line used to report a human trafficking concern

Inform Sheltering lead that there was a suspicion of human trafficking and what actions were taken.

The Sheltering lead will inform the Mass Care chief and External Relations assistant director. |

Individuals Required to Register with a Government Agency	The reasons individuals must register with government agencies vary from jurisdiction to jurisdiction. If a client indicates that they must register with a government agency, discreetly bring the shelter manager into the conversation. Follow the guidelines below, depending on why the individual is required to register: • If an individual indicates that he or she must register with a government agency for health reasons, refer the person to Disaster Health Services staff in the shelter. • If the individual states that he or she is required to register with any state or local agency as a sex offender, continue with the steps in the *Registered Sex Offenders* section below. • If the individual states any other reason for registration, address the situation on a case-by-case basis.
Media in the Shelter	***Media Access to the Shelter*** Media are allowed supervised access to shelters, and all media outreach should be coordinated by External Relations. At the same time, the first priority is to Red Cross clients and the protection of their privacy. The media can help by telling people where the Red Cross is located, what services are available, where volunteers are needed, and how the public can make financial contributions. The guidelines in this section will help encourage positive media relations without sacrificing client privacy. Whenever media representatives arrive at the shelter, contact the Sheltering lead, who will coordinate with External Relations. ***Coordinate Media Access to Clients*** • Announce the media's presence in all client areas. • Give clients who do not wish to be interviewed or photographed a private area in which to wait until the news media leaves the facility. • Assist any clients who need help to move to the private area. • Work with clients to identify individuals interested in speaking to the media regarding their personal disaster experiences and their positive Red Cross experiences. If possible, shelter staff and public affairs staff should identify such people before the media arrive at the facility to expedite the process. ***Coordinate Media Photos or Video*** Media crews may ask to take pictures inside the shelter. Because the first obligation is to the privacy of clients, workers are very careful in responding to such requests. However, it is usually possible to assist with the story. Explain Red Cross media policy to the crew and offer possible alternatives, such as the following: • Ask one or two clients if they might be willing to talk to the media. If so, select an area for the interview that will not impose on the privacy of other clients.

- If the shelter only has a few residents, select a small area of the shelter and announce to all shelter residents that the media is going to be conducting a short interview in that area. Ask anyone who does not want to be filmed or photographed to step away for just a few moments. Provide assistance to anyone who needs help to leave the area.
- Set up the media area in the facility away from the sleeping area.
- Any client being interviewed or photographed by a Red Cross worker completes a Public Affairs – Client Information Release Form. Store completed forms with confidential files in a secure location, and forward them to disaster public affairs at shelter closing.

Coordinate Media Interviews

Do not actively seek out the media for interviews. However, anyone from the Red Cross may be perceived as a Red Cross spokesperson, so media representatives may seek information from anyone wearing Red Cross identification. For that reason, all workers should be familiar with Red Cross policies and guidelines for working with the media

When talking to the media:
- If a media representative approaches you and has not been announced to the shelter manager or public affairs representative, collect the following information and give it to the shelter manager or External Relations representative:
    - The reporter's name
    - The media organization they represent
    - Their contact information
    - Their request for information
    - Their deadline
- Respond to questions in a positive fashion, commenting only on the activities related to the shelter and available services. If you are asked a question that goes beyond the scope of your knowledge, refer the question to your supervisor.
- Speak only to the facts that you know. Refer questions about the overall operation to External Relations at operation headquarters or the chapter.
- Be clear. Use nontechnical language that is easy to understand. If you use a term that may be unfamiliar to the reporter (e.g., "ERV"), explain it.
- Think carefully before you answer. Remember that any statement may be used out of context.
- When asked about a specific disaster victim, explain the Red Cross policy about protecting client privacy and personal information.

Coordinate External Relations, Public Affairs Human Interest Stories

Occasionally, public affairs may ask the shelter manager to identify individuals and families as subjects of potential human-interest stories. Workers can be helpful in identifying people who might be willing to tell their stories. In general, public affairs will be seeking individuals and families who:

	• Are willing to talk about their experience; • Will not be embarrassed or harmed by the publicity; • Are expressive about the assistance that they have received from the Red Cross; • Have an uplifting story, such as a family helping others despite their own losses.

Missing Children	If an individual arrives seeking a missing child:
	1) Encourage the seeker to contact local law enforcement to report the case, and provide law enforcement with the following information on the missing child:
	  • Name
	  • Date of birth
	  • Height
	  • Weight
	  • Descriptions of any other unique identifiers, such as eyeglasses or braces.
	  • When the child was last seen and what clothing he/she was wearing.
	2) Encourage the seeker to request that law enforcement immediately enters the child's name and identifying information into the FBI's National Crime Information Center Missing Person File.
	3) Encourage the seeker to contact the National Center for Missing and Exploited Children (NCMEC) to report the missing child.
	  • NCMEC Call Center: 1-800-THE-LOST
	4) If the seeker is calling from home, advise that they search through:
	  • Closets
	  • Piles of laundry
	  • In and under beds
	  • Inside large appliances
	  • Vehicles – including trunks
	  • Anywhere else that a child may crawl or hide
	5) Inform the Reunification lead that an individual is searching for a missing child.

Pandemic Outbreak	Red Cross may open shelters because of fires, floods, or other disasters in communities experiencing pandemic outbreaks. When this occurs, it is important to take extra caution in staffing and conducting the operation to limit the spread of disease.
	The shelter manager works closely with Red Cross Disaster Health Services and public health officials to make sure that the shelter operates according to public health guidance.
	During pandemic conditions, Disaster Health Services leadership at national headquarters release the latest public health and Red Cross guidance to Disaster Health Services staff and other workers.
	Follow these steps to make sure the shelter operates according to the most accurate and up-to-date guidelines:
	1) Before opening the shelter, meet with Sheltering lead, Disaster Health Services, and public health leaders in the community to confirm the latest guidance for sheltering under pandemic conditions.
	2) Before opening the shelter, coordinate with the Sheltering lead to ensure the availability of Disaster Health Services workers to support the shelter operation.
	3) Coordinate with Disaster Health Services to: - Verify available stock of sanitation and safety supplies in sufficient quantities for the duration of the shelter operation. - Educate shelter staff about measures that will be in place to prevent the spread of disease. - Upon their arrival at the shelter, educate all clients about disease prevention measures. - Upon closing the shelter, follow public health guidance on sanitation of shelter materials and areas to prevent the spread of infection.
	4) Follow all public health and Red Cross guidance related to pandemic conditions.
	5) Stay current with the latest guidance related to precautions and protocols appropriate for shelter operations in pandemic conditions.
Physical Altercations, Fighting, or Violence	Safety is the first priority when dealing with physical altercations at the shelter. In the event of any physical altercation, contact, fighting, or violence: - Call the onsite security, if available, or 9-1-1 immediately; - If possible, issue verbal warnings to safely stop the incident immediately; - Do not attempt any physical contact; - Immediately inform the Sheltering lead of any incident where physical contact is made if the life, safety, or security of a worker or client is at risk.

Pre-Disaster Homeless	Clients who were homeless before the disaster are treated the same as other clients in terms of their disaster-related needs, but require special assistance to find placement when the shelter closes. Follow the steps below when working with pre-disaster homeless individuals: Respond to requests for services: • Accept the client into the shelter and provide them with the same services as any other client; • When registering for dormitory services, complete the Shelter Dormitory Registration Form with as much information as possible. Facilitate post-shelter placement: • Notify the Sheltering lead to facilitate a placement for clients who were homeless before the disaster and referrals for long-term services in their community.

Registered Sex Offenders	Several interests are balanced when registered sex offenders arrive at a shelter—the Red Cross nondiscriminatory humanitarian mission, the need to safeguard the public in shelters, and the unique legal status of sex offenders.
	
	 Workers inform the shelter manager of all clients who answer "yes" to the Shelter Dormitory Registration Form statement, "Someone in the household is required by law to register with any state or local government agency."
	
	 Notify the Sheltering lead and follow the steps below when responding to registered sex offenders who arrive at the shelter:
	
	 1) Communicate with the registered sex offender arriving at the shelter.
	    a) Have a conversation with the incoming client about why he or she is required to register.
	        • Handle the conversation and all interactions with the individual confidentially.
	        • Make every effort to preserve the dignity of the individual and to safeguard the shelter population.
	        • Inform only those workers who need to know in order to do their job effectively.
	    b) Record the individual's full name and current address in the shelter manager's confidential Shelter Log.
	    c) Advise the client that Red Cross policy requires notification of local law enforcement in such situations.
	    d) If the individual chooses to remain at the shelter, immediately inform shelter security personnel (if present), local law enforcement, and the Sheltering lead.
	        1. Request that law enforcement respond to the request as quickly as possible to provide guidance on local laws regarding sheltering sex offenders.
	        2. Ask the individual to confine their activities to a specific area at the shelter that is separate from the remaining shelter population until law enforcement arrives at the shelter.

	e) If the law permits the registered sex offender to remain in the shelter, arrange for the individual to stay in an area separate from the other clients, and request guidance from law enforcement on how to ensure safety at the shelter. f) Document all incidents related to registered sex offenders and all interactions with law enforcement in the shelter manager's confidential Shelter Log.

Separated Children	If a child arrives with a family member, but is separated from parents:
	
	1) Meet critical medical/mental health needs.
	    a) When a separated child arrives at a shelter with a critical medical/mental health need, call 9-1-1.
	        b) If time allows, continue through steps 2-10 while waiting for emergency services to arrive.
	NOTE: Responsibility for the minor transfers to emergency services once the child is transported to another facility. Provide emergency services with any information captured on the report form.
	        c) If minor has no critical needs, continue to step 2.
	
	2) Complete the Unaccompanied Minor and Separated Child Report Form to record information regarding the child. If the form is unavailable or if the shelter is receiving a high volume of unaccompanied minors/Separated Children, record the following required pieces of information on the form or in another format (complete the remaining data fields when appropriate):
	• Child's name (Last, First, Nickname)
	• Child's Date of birth (or approx. age)
	• Child's gender
	• Location where child was found or separated from parent/guardian
	• Date/time child was found or separated from parent/guardian:
	• Child's clothing
	• Child's hair color
	3) Contact local law enforcement to inform them of the situation, ask for information on local procedures for separated children and obtain contact information of an officer to ensure case follow-up.
	4) Contact the National Center for Missing and Exploited Children (NCMEC) to inform them of the separated child.
	• NCMEC Call Center - 1-800-THE-LOST
	5) Provide mass care services to the separated child
	6) Inform the Reunification lead that a separated child is at the shelter
	7) Protect the privacy and personal information of the separated child. Photographs or interviews of separated children should only be taken by/for:
	• Representatives of local or state law enforcement
	• Child welfare agencies within the jurisdiction
	• NCMEC
	8) Determine reunification plan with law enforcement (or applicable social service agency):
	9) Work with law enforcement and NCMEC to determine a reunification plan.

	10) Consult with law enforcement on what role (if any) they would like the Red Cross to play with case resolution support. For example, a Red Cross worker could assist with the following activities: • Search Safe and Well for the presumed parent/guardian • Work with Sheltering lead to search shelter registrations for presumed parent/guardian NOTE: A Red Cross worker cannot assume that information provided by the minor or the seeker regarding the parent/guardian reflects accurate custodial information. 11) Once a reunification plan has been determined with law enforcement, reunite the child with a parent/guardian <u>with the approval and physical presence of law enforcement</u> NOTE: Follow reunification procedures in accordance with local or state law, if different than described above. 12) Complete <u>Unaccompanied Minor and Separated Child Report Form</u>. • One copy should be sent to the Reunification liaison at national headquarters, and one copy should be sent to the applicable Division Disaster Executive. ADDITIONAL NOTES: • If a presumed parent or guardian arrives at the shelter to claim their child, but the reunification has not yet been approved by law enforcement, that presumed parent may have supervised access to the child while waiting for law enforcement approval. • If a presumed parent or guardian arrives at the shelter and removes the child from the shelter without law enforcement approval, immediately notify law enforcement.
Suspicious Activity	If you become aware of suspicious activity, either inside or outside the shelter facility, notify onsite security personnel, if available, or to the shelter manager. If onsite security personnel are not available, report suspicious activity to local law enforcement and the Sheltering lead. Do not attempt to investigate suspicious activity on your own.
Unaccompanied Minors	If an un-emancipated child younger than 18 years old who has been separated from both parents, legal guardians, other relatives, schools, and child care providers and are not being cared for by an adult who, by law or custom, is responsible for doing so, arrives at a shelter: 1) Meet critical medical/mental health needs. 　a) When an unaccompanied minor arrives at a shelter with a critical medical/mental health need, call 9-1-1. 　　b) If time allows, continue through steps 2-10 while waiting for emergency services to arrive. NOTE: Responsibility for the minor transfers to emergency services once the child is transported to another facility. Provide emergency services with any information captured on the report form. 　　c) If minor has no critical needs, continue to step 2.

2) Assign two background-checked workers to be responsible for supervising the unaccompanied minor.
    NOTE:
    - Consider that those workers assigned to supervise the minor could be different from the worker that is engaging with law enforcement. Sensitive information regarding the minor's case, which might be deemed inappropriate for a minor, might be discussed during discussions with law enforcement.
    - Ensure that the shelter will continue to have adequate staff, knowing that two shelter workers will be responsible for supervising a minor.
3) Complete the Unaccompanied Minor and Separated Child Report Form to record information regarding the minor. If the form is unavailable or if the shelter is receiving a high volume of unaccompanied minors/Separated Children, record the following required pieces of information on the form or in another format (complete the remaining data fields when appropriate):
    - Minor's name (last, first, nickname)
    - Minor's date of birth (or approx age)
    - Minor's gender
    - Location where minor was found or separated from parent/guardian
    - Date/time minor was found or separated from parent/guardian:
    - Minor's clothing
    - Minor's hair color
4) Contact local law enforcement to inform them of the situation. Ask for information on local procedures for unaccompanied minors, and obtain the contact information of an officer to ensure case follow-up.
5) Register the child on the National Center for Missing and Exploited Children (NCMEC) and Unaccompanied Minors Registry (UMR).
    - The UMR allows the public to report information related to children who have been separated from their parents or legal guardians as a result of a disaster. This tool will enable NCMEC to provide assistance to local law enforcement and assist in the reunification of displaced children with their parents or legal guardians.
    - Any Red Cross worker or member of the public may register an unaccompanied minor.
    - Registry may occur through one of the following methods:
        o Cell phone, tablet, or computer: http://umr.missingkids.org
        o If encountering trouble on cell phone, tablet, or laptop, please call NCMEC call center: 1-800-THE-LOST
6) The Red Cross workers responsible for supervising the child should ensure that the minor receives mass care services (Disaster Health Services, Disaster Mental Health Services, Feeding, etc.).
7) Inform the Reunification lead that an unaccompanied minor is at the shelter.
8) Protect the privacy and personal information of the unaccompanied minor. Photographs or interviews of unaccompanied minors should only be taken by/for:
    - Representatives of local or state law enforcement

- Child welfare agencies within the jurisdiction
- NCMEC

9) Determine transfer/reunification plan with law enforcement (or applicable child welfare agency):

a) Work with law enforcement and NCMEC to determine a transfer/reunification plan.

b) Consult with law enforcement on what role (if any) they would like the Red Cross to play with case resolution support. For example, a Red Cross worker could assist with the following activities:
- Search Safe and Well for the presumed parent/guardian
- Search shelter registrations for presumed parent/guardian

NOTE: A Red Cross worker cannot assume that information provided by the minor or the seeker regarding the parent/guardian reflects accurate custodial information.

10) Once a transfer/reunification plan has been determined with law enforcement, execute the following:

a) Reunite the minor with a parent/guardian. Execute with the approval and physical presence of law enforcement.

- or -

b) Transfer the minor to the applicable child welfare agency. Execute with the approval of law enforcement.

NOTE: Follow transfer/reunification procedures in accordance with local or state law, if different than described above.

11) Complete [Unaccompanied Minor and Separated Child Report Form](#).
- One copy should be sent to the Reunification liaison at national headquarters and one copy should be sent to the applicable Division Disaster Executive.

ADDITIONAL NOTES:
- If a presumed parent or guardian arrives at the shelter to claim their child, but the reunification has not yet been approved by law enforcement, that presumed parent may have supervised access to the child while waiting for law enforcement approval.
- If a presumed parent or guardian arrives at the shelter and removes the child from the shelter without law enforcement approval, immediately notify law enforcement.
- If a licensed day care facility (including boarding school or university) evacuates to a shelter, the minor under their care would not be considered an unaccompanied minor, as they are with a licensed childcare provider. The day care provider should have contact information for the minor's guardian. The Red Cross can offer communication facilitation and additional assistance, if needed.
- If a minor arrives at the shelter with an unlicensed day care provider (such as a neighbor or family friend), the minor may be considered an unaccompanied minor. This decision is made on a case-by-case basis. If the unlicensed day care provider has no plan in place to reunify the minor with the parent or guardian, the minor should be considered an unaccompanied minor.

Verbal Harassment, Verbal Altercations, Verbal Abuse	Monitor potential conflicts. In the event of verbal harassment, altercations, abuse, or other verbal disturbances, follow these steps. 1. Warn the involved individuals that verbal harassment, altercations, and abuse are not permitted at the shelter. (Notify onsite security, if present.) 2. Inform the involved individuals that if the disturbance continues or occurs again, the next step will be to have law enforcement address the situation, which may result in the removal of the involved individuals from the facility and the property. 3. Document actions in the Shelter Log. 4. If it is not possible to stop an altercation safely, or if the disturbance does not stop after a verbal warning, call 9-1-1 or the local phone number for immediate law enforcement intervention.
Weapons	Weapons are not allowed in Red Cross shelters, even in states where open or concealed weapons are acceptable. Comply with individual state laws relating to concealed weapons. In some jurisdictions, local laws impose additional requirements regarding signage when prohibiting concealed weapons in a facility. For example, Texas state law requires that facilities post signs with exact wording citing penal and government codes in order to enforce a no-weapon policy.

Sheltering Forms

Name	Description	Required or Optional	Disposition at Closing
Daily Shelter Report (03/16)	A form used to report daily statistics about the shelter activity, such as shelter population, statistics for the Disaster Operations Control Form 5266, and unusual situations.	Required	Destroy
Disaster Requisition Form 6409 (2010)	An online fillable inventory request form used to request supplies and equipment.	Required	Logistics

Name	Description	Required or Optional	Disposition at Closing
DRO Staff Action Report Form (4/06)	A report form used to document verbal and written warnings regarding staff performance issues. Step-by-step instructions for using and completing the DRO Staff Action form are included.	Required as Needed	Staff Services
DRO Work Performance Evaluation	The evaluation form used to document the performance of operation workers. Step-by-step instructions for completing the DRO Work Performance Evaluation are included.	Required	Staff Services
Emergency Welfare Inquiry Form (09/10)	A paper-based or electronic-fillable form used for inquiries involving someone who has a pre-existing health or mental health condition, a condition that could impact their ability during a disaster, or when two or more members of an immediate family or household have become separated. Information on this form should be treated as confidential.	Required as Needed	Destroy
Facility/Shelter Opening and Closing Inspection 2011 (03/12)	A checklist to document observations on safety and liability during the walkthrough inspection with the facility representative. The checklist is completed before occupying the facility as a shelter. The same form is completed and signed for the closing of a shelter facility.	Required	Logistics
Facility Use Agreement (12/07)	A contractual agreement between the Red Cross and a facility owner so the Red Cross can use the facility. Both the Red Cross and the facility owner sign this document.	Required	Sheltering Lead to Region
Information Release (Media) Form 5244 (06/06)	A release form used by communications to gain unlimited permission for media distribution. A Spanish version of this release form is included.	Required as Needed	Disaster Public Affairs

Name	Description	Required or Optional	Disposition at Closing
Mass Care Procurement Card Authority (03/11)	An online-fillable form used by workers to request a Mass Care Procurement Card. Procurement cards are used for purchasing mass care supplies on nationally-accounted operations before the DRO logistics system is established.	Required as Needed	Logistics
Mass Care Procurement Card Request for Additional Funds	An online fillable form used to request additional funds on a worker's procurement card. Instructions on how to complete the form are provided.	Required as Needed	Logistics
Resource Record Form 6455 (10/11)	An online-fillable form used to record approved donations accepted at the shelter. Mark the shelter manager logbook, indicating a Resource Record was completed, and submit the form to the in-kind donations activity.	Required as Needed	In-kind Donations
Safe and Well Registration form (01/11)	A registration form used by people in disaster-affected areas to let loved ones know they are safe and well. The information on this form should be treated as confidential. Use this form when there is no Internet connectivity available. The data found on each form is entered into the Safe and Well website by a Red Cross worker.	Required as Needed	Destroy
Shelter Client Disclosure Tracking Log (03/16)	A form used to document the release of shelter client information.	Required as Needed	Sheltering Lead to chapter
Shelter Client Sign-in Form (03/16)	Sign-in sheet for clients.	Required	Destroy
Shelter Client Welcome Handout (03/16)	Handout that welcomes clients and describes expectations in the shelter.	Required	N/A
Shelter Facility Survey (8/11)	A form used to assess the suitability of a facility for sheltering and to record information about the facility.	Required	Sheltering Lead to Region

Name	Description	Required or Optional	Disposition at Closing
Shelter Inventory Form (03/16)	A form used to track material resources during the opening, operating, and closing phases of a shelter.	Required	Opening and Closing Inventory: Logistics Operating Inventory: destroy
Shelter Log (03/16)	An ongoing report provided by shelter staff about shelter operations, recording daily activities and incidents.	Required	Sheltering Lead to Region
Shelter Closure Plan Template (5/16)	Optional form used to plan the coordinated tasks required to close a shelter during an ongoing operation.	Optional	Destroy
Shelter Dormitory Registration Form (03/16)	Form used to register residents staying in the dormitory at the shelter.	Required	Sheltering Lead to Region
Shelter Opening Plan Template (5/16)	Optional form used to plan the coordinated tasks required to open a shelter during an ongoing operation.	Optional	Destroy
Shelter Relocation Plan Template (5/16)	Optional form used to plan the coordinated tasks required to relocate a shelter during an ongoing operation.	Optional	Destroy
Shelter Shift Inspection	A form used to conduct inspections on each shift.	Required	Discuss with Sheltering lead
Shelter Staff Sign-In (03/16)	A daily form to track shelter workers, including contact information, hours worked, lodging, and transportation plans.	Required	Sheltering Lead to Sheltering Manager at NHQ
Shelter Staffing Calendar (03/16)	Optional tool for organizing shelter worker assignments.	Optional	Destroy

Name	Description	Required or Optional	Disposition at Closing
Staff Request (06/09)	A form used to request additional staff needed at the shelter. Step-by-step instructions for completing the Staff Request form are included.	Required as Needed	Destroy
Shelter Visitor Sign-in (03/16)	Sign-in log for all visitors, including media.	Required	Shred
Unaccompanied Minor and Separated Child Report Form (03/16)	A report form used to document information regarding an unaccompanied minor or separated child, interactions with law enforcement and the National Center for Missing and Exploited Children (NCMEC), and details regarding the reunification or transfer of a child.	Required as Needed	Reunification Lead

Samples

Sample Shelter Layout
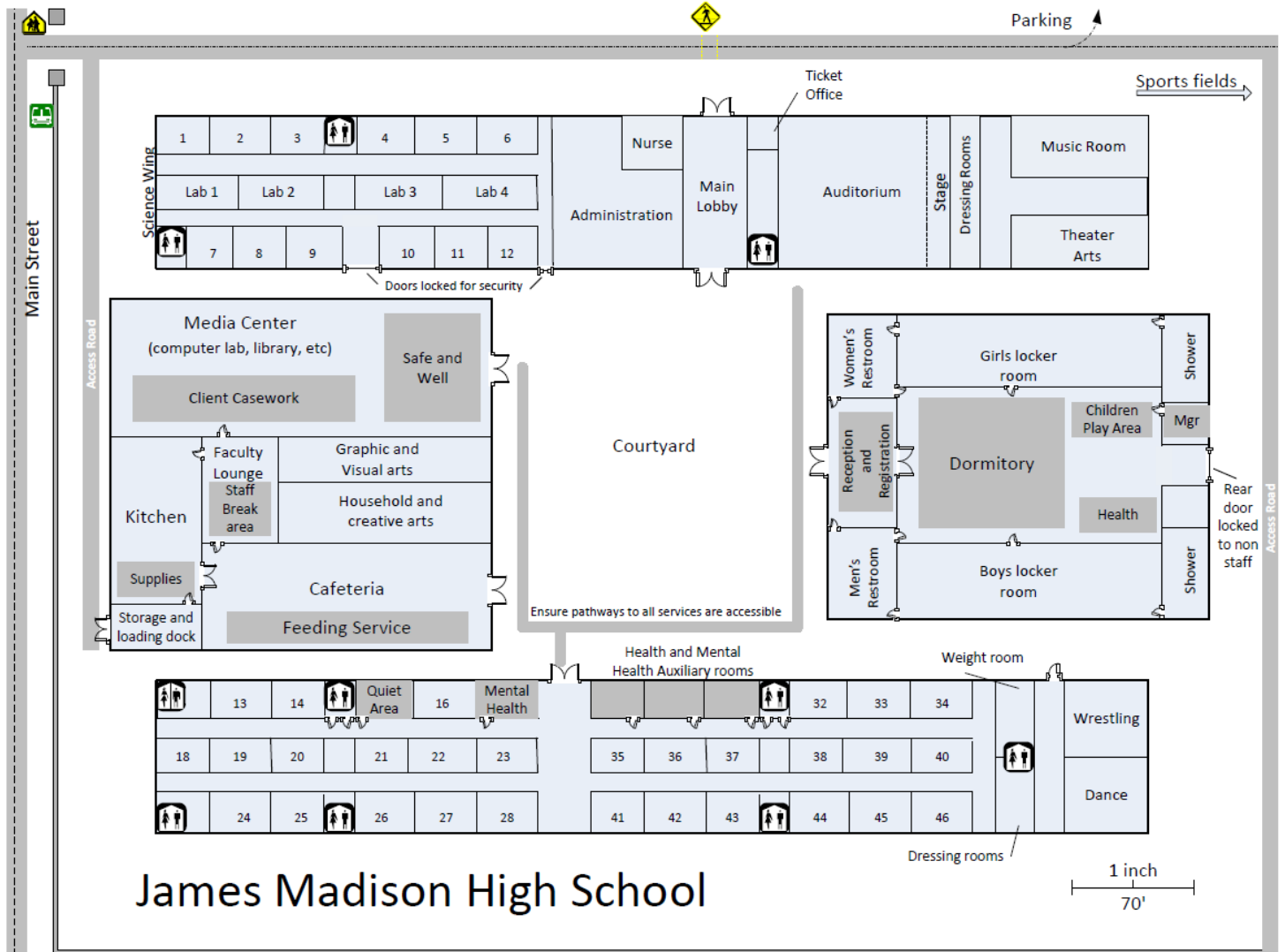
James Madison High School

Sample Shelter Table of Organization System

<u>Materials needed</u>
Sticky notes – 4 colors
Permanent marker
Newsprint – several pages

<u>Create sticky notes for:</u>
Shelter manager (purple)
Shift supervisors (pink)
Workers (yellow)
External support (green) – Sheltering lead, NSS FROST, or assigned individual, logistics, etc.

Fill in days off and out-processing (last day) date in small #'s in lower corners. Because they are sticky notes, they can be moved around as needed. The permanent marker makes the notes easier to read from a distance.

Put the sticky notes on newsprint for each shift outlined by position and shift. This visual schedule will allow workers to know their role when they arrive and assist the shelter manager with scheduling and days off. If newsprint is not available, use a smooth wall or inside window, but take care that only staff has access to this private information.

<u>WORKER</u>	<u>SH MANAGER</u>
FIRST NAME	*FIRST NAME*
LAST NAME	*LAST NAME*
PHONE	*PHONE*
Day Off / Last Day	Day Off / Last Day

<u>SHIFT SV</u>	<u>SH/MN (HQ)</u>
FIRST NAME	*FIRST NAME*
LAST NAME	*LAST NAME*
PHONE	*PHONE*
Day Off / Last Day	Day Off / Last Day

Sticky Note System for Shelter Scheduling (continued)

	1st Shift	2nd Shift	3rd Shift	Misc
SHIFT SUPERVISOR(S)	SV	SV	SV	Workers with day off
REGISTRATION	Lead Workers	Lead Workers	Lead Workers	Unused sticky notes
DORMITORY	Lead Workers	Lead Workers	Lead Workers	
FEEDING/ CANTEEN	Lead Workers	Lead Workers	Lead Workers	
INFORMATION	Lead Workers	Lead Workers	Lead Workers	
DISASTER HEALTH SERVICES	Lead Workers	Lead Workers	Lead Workers	
DISASTER MENTAL HEALTH	Lead Workers	Lead Workers	Lead Workers	
OTHER ACTIVITIES IN THE SHELTER				

Sample Client Location Chart

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Operational Response Reminders

Contents

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Workforce Safety

The first priority in all situations is the safety of the Red Cross workforce. Administrative units (regions, DROs, national headquarters, etc.) must ensure workforce safety and security by:

- Ensuring safe passage to Red Cross service delivery sites;
- Obtaining, monitoring, following and communicating instructions provided by local emergency management, law enforcement, fire and public health departments to all Red Cross workers; and
- Disseminating and adhering to identification requirements for personnel and vehicles.

Safety and security information is likely to change frequently due to the nature of the event. Responses are especially dependent on situational information from government agencies in order to ensure, to the greatest extent possible, that the Red Cross workforce is traveling to and operating in safe environments. The keys to safe and effective service delivery are timely, accurate information and effective coordination with other responding agencies.

Red Cross workers must follow all safety and security direction provided by Red Cross administrative units, law enforcement, fire department, emergency management and public health, including personal and vehicle identification requirements.

Safety and security information will be conveyed in staff meetings, pre-deployment information, DRO Incident Action Plans (IAPs), as well as news media in affected areas. Worker safety and security direction may include pertinent pre-arrival information, depending on the situation.

Safety and security information is likely to change frequently due to the nature of the event. The Red Cross workforce is responsible for ensuring current information is obtained and followed.

Disaster Cycle Services standing safety procedures include the following:

DCS Safety Standard	Example(s)
No worker travel when tropical storm/hurricane projected sustained winds reach 40 mph.	Drivers must arrive at their assigned destination prior to projected 40 mph tropical storm/hurricane force sustained winds. Planes need to have landed at destination airport prior to projected 40 mph sustained winds.
DR-specific ID must be obtained and visible for federally administered disaster events.	DR-specific ID badges must be obtained and worn/visible prior to delivering service in federally administered areas-usually associated with mass casualty events.
Responders are not to respond to unsafe (hazardous) areas until law enforcement or emergency management deems areas safe.	Red Cross workers cannot begin service delivery inside a hazardous materials area, burn area, etc. until law enforcement or emergency management declares the area safe.
Responders must follow public health directions for boil water orders.	Responders must refrain from drinking tap water and use bottled water until boil water order is lifted.

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Donations Management – Unsolicited Donations of Items

Refer to updated Doctrine Bulletin Posted on the Exchange for roles, responsibilities, procedures, and prepared food donation policy.

Definitions

Unsolicited Donations:
Donated items which have not been requested by the Red Cross. Typically, these items are donated by members of the community in and around the disaster affected area. Items such as used clothing, toiletries, diapers, food, toys, etc. that are dropped off at service delivery sites. The Unsolicited Donations Lead is responsible for the strategy and management of these donations.

In-Kind Donations:
Goods or services received for free by the Red Cross. They may include donated items for distribution to clients, loaned equipment or facilities, high value discounts on purchased items, or volunteer time from individuals with credentials in their field, working in their field (example: Accountants, Social Workers, Nurses). Goods for distribution to clients are typically new goods, not used goods. The In-Kind Donations Lead is responsible for managing these donations.

Accepting and Managing Unsolicited Donations

The goal is to accept unsolicited material donations, including non-perishable foods, and make them available to the shelter clients as appropriate. When saturation occurs, items can be donated to a partner organization, which will be coordinated by the Unsolicited Donations Lead and Unsolicited Donations District Lead.

Planning for donations management should occur immediately, as soon as the Unsolicited Donations Lead is on the Operation. The Unsolicited Donations Lead will identify partner(s) and set up the process(es) to manage incoming donations. The Unsolicited Donations Lead works with the Mass Care chief to set up the donations management system.

Red Cross will accept and distribute to disaster clients:

- Clean, untorn, unstained, wearable clothing that is seasonally appropriate.
- Non-perishable food that is unopened, not damaged, and not expired.
- New, unused, non-expired toiletries.
- New, sealed in package diapers.
- Clean, unstained, untorn towels.

Red Cross *cannot* accept:

- Soiled, torn, stained, or odorous clothing.

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- Formal wear of any kind.
- Homemade food of any kind.
- Expired, damaged, or open non-perishable food.
- Perishable food of any kind.
- Housewares, furniture, or any large items.
- Open, used, or expired toiletries.

After Receiving a Donation at a Red Cross Service Site

After accepting the donation, the worker will thank the donor and give them a *Donations Management Tax Receipt*. The service delivery site manager or shelter manager will document the donation on the *In Kind Donation Form (6455)*, in accordance with the form protocol. Workers will then follow the donations management process that was established by the Unsolicited Donations Lead.

For further information about managing unsolicited donations or identifying partners, please contact respond@redcross.org.

Source: Managing Unsolicited Donations Doctrine Bulletin

Sheltering

Shelter Survey and Facility Use Agreement

Red Cross operations should ensure that a shelter survey, initial shelter inspection and *Facility Use Agreement* are completed for every shelter prior to opening. Make sure that copies of the forms are provided to Logistics/Facilities at the operational headquarters. Sheltering Leads should coordinate with Logistics to ensure that there is a Disaster Requisition Form (6409) for each facility that is opened.

Source: Sheltering Standards and Procedures

Shelter vs. Center Clarification

An **evacuation center** is a center that is set up to provide a safe haven during an evacuation, large storm, or "pre-notice" incident. If sleeping accommodations are provided for clients, the evacuation center is transitioned to an evacuation shelter. Centers are not required to conduct a population count.

An **emergency evacuation shelter** is an accessible facility set up in the event of a rapid evacuation or to provide a safe place to congregate while a major storm passes. Emergency evacuation shelters typically allow less space per person in order to maximize the number of clients that can be accommodated and supplies such as cots and towels may not be provided. Evacuation shelters are required to conduct a population count.

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Basic Amenities Provided in Shelters:

	Emergency Evacuation Shelter	Standard/Short-term Shelter	Long-term Shelter
Critical Item Considerations	Cots—1 per person Blankets—1 per person Pillows—None Towels—1 towel Comfort Kits—1 per person	Cots—1 per person Blankets—2 per person Pillows—None Towel – 2 towels/per person/per week Comfort Kits—2 per person/per week	Cots—1 per person Blankets—2 per person Pillows—1 per person Towels—2 towels/per person/per week Comfort Kits – 2 per person/per week
Sanitation Considerations	Toilets—1 per 40 persons Showers—1 per 72 persons Hygiene Stations—1 per 20 persons Trash Containers—1-30 gal. container per 10 persons Accessible Toilets and Showers	Toilets—1 per 40 persons Showers—1 per 48 persons Hygiene Stations—1 per 20 persons Trash Containers—1-30 gal. container per 10 persons Accessible Toilets and Showers	Toilets—1 per 20 persons Showers—1 per 25 persons Hygiene Stations—1 per 20 persons Trash Containers—5 pounds of dry waste disposal capability per person per day Laundry—Capability to meet demands of 33% of shelter population Sewage—1.5 gallons of sewage disposal capacity per person per day

Source: Sheltering Standards and Procedures

Shelter Standby Clarification

A shelter can be marked as "standby" or "alert" in the National Shelter System (NSS) when:
Facility owner has been contacted and has granted permission to use the facility for sheltering.
<div align="center">**AND**</div>

- Shelter staff have been identified and contacted.
<div align="center">**AND**</div>
- Shelter supplies are either onsite, en-route, or ready for movement.
<div align="center">**OR**</div>
- Emergency management partners concur with the location selection and have been notified that the shelter can be changed to "open" within an agreed upon notification timeframe.
<div align="center">**OR**</div>
- Emergency management partnerships expect to see the shelters Red Cross is prepared to open within an agreed-upon notification timeframe through the NSS.

Shelter Counts - Operational Leadership

A shelter reporting strategy must be determined within the first 24 hours of an operation by the Sheltering Lead, the Assistant Director, External Relations, Red Cross State EOC Rep and the relevant government jurisdiction. The strategy should include the following:
- Maintaining an accurate and up-to-date list of all open shelters with accurate contact information;
- Determining the frequency and timing of counting in addition to the required nighttime count;

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- Communicating the plan for shelter reporting and timing with the relevant government jurisdiction representative/government official.

The following table describes the types of shelters that are/are not included in the count.

Shelter Types That Require Population Counts	
IN the count	**NOT in the count**
American Red Cross managed shelters	Homeless shelters that have increased in population due to a disaster
Partner-managed shelters	Staff shelters
Independently managed shelters	Centers**
Campgrounds and fair grounds*	
College or university dormitories*	

*Camp grounds, fair grounds and dormitories are included in the shelter population count when they are being managed by a sheltering agency as a non-traditional shelter.

**Center population may be requested.

Source: Sheltering Standards and Procedures

Shelter Counts - Shelter Managers

Shelter Managers are responsible for assigning daytime and nighttime points of contact that will be responsible for providing an NSS data entry worker with a population count, broken down by NSS age group. The following tables show the age demographic categories and those populations who are included and not included in the noon and midnight count.

Age Groups (years):	0- 3	4-7	8-12	13-18	19-65	65+	Total
Your shelter	xxx	xx	xx	xx	xx	xx	xx

Population Count: Night-time Count (midnight)	
Population included IN the count	**Population NOT included in the count**
Individuals who are registered for dormitory services and present in the shelter at the time of the count.	Individuals sleeping outside of a managed shelter (e.g. in the parking lot) who are not registered for dormitory services. (Refer to distinction for campgrounds and fair grounds above.)
Individuals who are registered for dormitory services who are expected to return to the shelter to sleep that night. For example, shift workers who will arrive after the count is completed.	Individuals who entered the facility solely for additional services and not sleeping in the facility.

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Populations Count: Daytime Count (noon)	
Population included IN the count	**Population NOT included in the count**
Individuals, who are in the shelter facility to sleep, eat, shower, get information, or receive any other provided in the facility.	Individuals who are not in the shelter at the time of the count.

Sheltering Standards and Procedures

Disability Integration in Shelters

It is critical that all facilities and services are accessible to all clients and meet the needs of individuals with access and functional needs, including those with disabilities.

Pre-identify community partners that can provide guidance and resources before, during, and after the storm passes. Resources include durable medical equipment, consumable medical supplies, and alternate communication methods, such as video relay, sign language interpreters, foreign language translators and large print signage. Partners include centers for independent living, state independent living councils, local disability advocacy groups, and local retailers who provide durable and consumable medical supplies.

Individuals with disabilities shall be permitted to be accompanied by their service animals in all areas of a public shelter's facilities where members of the public, participants in services, programs or activities, or invitees, as relevant, are allowed to go, including bathrooms, areas where food is served, and almost all areas where medical care is provided

- Aisles and walkways throughout the shelter, including the dormitory, must be at least 48" wide
- A minimum of 1 of every 6 toilet stalls must be accessible
- A minimum of 1 of every 6 shower stalls must be accessible
- Medical cots must be available for individuals who cannot sleep flat, need rails, or need higher cots.

Source: Access and Functional Needs Toolkit and Sheltering Standards and Procedures

Animals in Shelters

A **service animal** is any dog or miniature horse that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Miniature horse service animals will be accommodated in a shelter as long as the facility can accommodate the miniature horse's type, size, and weight.

- Service animals are **always** welcome in shelters
- Service animals have to be in the care and control of their owner
- If the owner does not have needed supplies to care for the animal, the Shelter Manager should procure supplies

An **assistance animal** is an animal that works, provides assistance, or performs tasks for the benefit of a person with a disability or provides emotional support that alleviates one or more identified symptoms or effects of a person's disability. Assistance animals need not be individually trained or certified. While dogs are the most common type of assistance animal, other animals may also be assistance animals.
Source:

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- Assistance animals *may* be welcomed in shelters, at the discretion of the region or operation

Pets are not allowed in Red Cross shelters.

- Each Shelter Manager must provide a pet shelter referral to clients

Shelter workers may only ask the following two questions to determine the type of animal. Proof (ID, vest, etc.) is not required. The Shelter worker must take the client response as truth.

1. Is the animal required because of a disability?
   - Yes = Service or assistance animal. Go to question 2.
   - No = Pet. Help arrange for pet sheltering.
2. What work or tasks has the animal been trained to perform?
   - Trained task described = service animal.
   - No trained task = assistance animal.

If another client has allergies to service animals within the shelter, coordinate with Disaster Health Services to determine the best housing solution for the individual with allergies.

Have a conversation with both parties with a goal of equitable resolution for each.
- Identify the severity of the allergy and whether locating cots in different areas of the dormitory and avoiding one another would resolve the problem.
- Offer allergy masks, air purifiers, any other reasonable solution that might allow both parties to remain where they are
- Ask if either party would be willing to relocate to another area in the shelter.
  - If neither party volunteers to relocate, relocate the allergic client to another area in the shelter.
  - If the allergy is too severe to remain in the same shelter, relocate the client with allergies to an alternative shelter option.

Ensure signage welcoming service animals is posted at the facility entrances. Signage should be prominently placed outside the facility entrance and inside the reception and registration areas.

If a client does not control and clean up after their animal, remind them that it is their responsibility to do so. If they continue to not control or clean up after the animal, ask that they remove the animal from the shelter until it can be controlled and cleaned up after.

Source: Sheltering Standards and Procedures and Operating a Shelter Job Tool

Sex Offenders in Shelters

Several interests are balanced when registered sex offenders arrive at a shelter—the Red Cross nondiscriminatory humanitarian mission, the need to safeguard the public in shelters, and the unique legal status of sex offenders. Workers should inform the shelter manager of all clients who answer "yes" to the Shelter Dormitory Registration Form statement, "Someone in the household is required by law to register with any state or local government agency."

- The Shelter Manager should notify the Sheltering Lead.
- All conversations and interactions with individuals are confidential and should preserve the dignity of the client
- Advise the client that Red Cross policy requires notification of local law enforcement in such situations.

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- If the individual chooses to remain at the shelter, shelter security personnel (if present), local law enforcement, and the Sheltering lead should be notified
  - o Request that law enforcement respond to the request as quickly as possible to provide guidance on local laws regarding sheltering sex offenders.
  - o The individual should confine their activities to a specific area at the shelter that is separate from the remaining shelter population until law enforcement arrives at the shelter.

If the law permits the registered sex offender to remain in the shelter, the individual should stay in an area separate from the other clients. Law enforcement should provide guidance on how to ensure safety at the shelter.

Source: Sheltering Standards and Procedures

Reunification

Safe and Well

Safe and Well is a free public reunification tool that allows individuals *and* organizations to register and post messages to indicate that they are safe or search for loved ones. Laptops or tablets with connectivity should be used at shelters to facilitate registrations.

- If there is a lack of connectivity, the following methods may be used:
  - Paper registration forms:
    - o Reunification Leads are responsible for identifying a method for how the paper forms will be entered into the Safe and Well website.
    - o Information on the paper forms should be entered onto the website within 24 hours.
  - If laptops are available, shelter workers may use the Helper Tool to capture multiple names.
    - o The Helper Tool should be emailed to safe@redcross.org for upload.

Source: Reunification Standards and Procedures

Unaccompanied Minors and Separated Children

An **unaccompanied minor** is an un-emancipated child younger than 18 who has been separated from parents, legal guardians, other relatives, schools, and child care providers and is not being cared for by an adult who, by law or custom, is responsible for doing so. A **separated child** is a child who is separated from both parents, his or her previous legal guardian, or his or her customary primary caregiver, but not necessarily from adult family members.

STEPS	Unaccompanied Minor	Separated Children
1. Meet the critical medical/mental health needs	X	X
2. Assign two background checked workers to supervise the minor	X	N/A
3. Complete Unaccompanied Minor and Separated Child Report Form	X	X
4. Contact Law Enforcement	X	X

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5. Contact the National Center for Missing and Exploited Children (NCMEC)	Register the Child on the Unaccompanied Minor Registry	Call 1-800-the-lost to inform them of the separated child
6. Provide Mass Care services	X	X
7. Inform the DR Reunification Lead (or Mass Care Lead)	X	X
8. Determine transfer/reunification plan with law enforcement an NCMEC	X	X
9. *Reunite* the child only with approval and physical presence of law enforcement OR *Transfer* the child only with the approval of law enforcement	X	X

Source: Reunification Services Job Tool

Disaster Health Services, Disaster Mental Health, Disaster Spiritual Care

Working with Spiritual Care in Shelters

The Red Cross welcomes faith providers from the community to visit their own parishioners or anyone who requests to consult with them. You should always try to provide private spaces where people can pray or engage in other types of religious practices with their spiritual advisors.

- The Red Cross Disaster Spiritual Care workers that are on the ground are required to be able to provide basic spiritual care services to anyone, regardless of their background. They can also be liaisons with the community or can help connect residents with the faith providers of their choice.
- If a client is in need of a faith provider, check in with the Disaster Spiritual Care Manager at the DR headquarters. If a DSC Manager is not assigned to this operation, check in with the AD Ops. The AD Ops should consult with the DSC Regional Program Lead or Division Advisor for guidance on the best way to proceed. If the region does not have resource lists of community organizations of various denominations, the AD Ops will need to develop them. .
- If you feel that a Disaster Spiritual Care worker would be helpful at your shelter, please inform your supervisor so they can request that worker.
- Some local faith-based groups or providers may wish to visit with the other members of their communities. Local faith providers are always welcome to visit individual residents in the shelter.
- All partners and visitors, including DSC workers, sign in at the reception desk before entering the shelter.
- If a local group would like to hold religious services for shelter residents, they may do so in a location that will provide privacy and will also respect the needs of shelter residents who do not want to participate in the religious activity. Another room in the facility or a screened off space may be suitable locations.

Source: Disaster Spiritual Care Standards and Procedures

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Disaster Health Services Purchases

- The Disaster Health Services Shelter Lead may have a Mass Care Procurement Card (issued by the volunteer's home region) that can be used for medication or durable medical equipment replacement, or other health-related supplies. If the Disaster Health Services Shelter Lead does not have a Mass Care Procurement card, the shelter manager can utilize the Mass Care procurement card to assist with purchasing client medication or needed equipment to support the client.
- Follow guidance in the *Disaster Health Services Standards and Procedures* and *Providing Care for Clients Job Tool* for providing support to shelter residents.

Source: Disaster Health Services Standards and Procedures

Disaster Distress Helpline

- **1-800-985-5990** or text **TalkWithUs to 66746**
- **Deaf/Hard of Hearing,** Text TalkWithUs to 66746. Use your preferred relay service to call the Disaster Distress Helpline at 1-800-985-5990
- **Spanish Speakers,** Call 1-800-985-5990 and press "2". From the U.S., **text Hablanos to 66746**

Please ensure clients and staff are aware of the Disaster Distress Helpline. Feel free to print and post/distribute the Disaster Distress Helpline brochure.

The Disaster Distress Helpline is a national hotline dedicated to providing 24/7/365 immediate crisis counseling for people who are experiencing emotional distress related to any natural or human-caused disaster. This toll-free, multilingual, and confidential crisis support service is available to all residents in the United States and its territories. Stress, anxiety, and other depression-like symptoms are common reactions after a disaster. Call **1-800-985-5990** or text **TalkWithUs to 66746** to connect with a trained crisis counselor.

Feeding

Managing Unused Food

The Fixed and Mobile Daily Activity Report and the Feeding Consolidated Daily Activity Report are used at each service delivery location to minimize food waste. During a relief operation, regardless of size or scope, there are typically two types of unused food: unused prepared food and unused unprepared food/product. To identify food waste use the difference between meals prepared and meals served. If the difference is greater than 10% it is considered wasteful. If meal counts, orders and inventories are managed properly (i.e. monitoring *Fixed and Mobile Daily Activity Report* and *Feeding Consolidated Daily Activity Report* and adjusting plans) during the operation, the quantity of unused food should be minimal.

Unused prepared food should be donated to local organizations, such as homeless shelters or food banks, provided that the safety and integrity of meals can be maintained during the donation.

If the safety integrity of the meals cannot be maintained, the meals are disposed of properly. Working with Logistics, unused *unprepared* food/product should be managed as follows, listed in order of preference:

Operational Response Reminders V.2.0 2017.06.22
Owner: Disaster Cycle Services
Author: Response

- As one service delivery location closes, unused, unprepared meals are transferred to another service delivery location. This minimizes the need for additional food purchases.
- As operations close, unused unprepared food/product is returned to the vendor for credit. This maximizes the use of Red Cross donor and financial resources.
- If the above options are not viable, the unused, unprepared food/product is donated to local partners. This option supports local recovery and positive local relationships.

Source: Feeding Standards and Procedures

Breakfast at Shelters

- Ensure that each shelter receives components for cold breakfast and has the capacity to store 3-5 days' worth of breakfast items onsite or ensure that hot breakfast is delivered daily.

Meal Pattern Requirements

- Red Cross meal requirements are 8-ounce entrée, 6-ounce vegetable, 6-ounce fruit, bread, snack and a beverage.
- Lunch and dinner meals need to meet this meal pattern requirements.

Supporting Special Diets

- Ensure that locally-developed menus address all needs of the community, including cultural, dietary and religious requirements.
- Meals served must meet the cultural, religious and dietary needs of affected individuals, including infants and children, within 24 hours in shelters.

Source: Food Restrictions and Allergies Job Tool

Meal Delivery and Schedules

- Meals delivered between 11:30 a.m. – 1:00 p.m. for lunch and between 4:30–6:30 p.m. for dinner.

Meal Tracking and Counts (Dinner Meal, Snacks)

- Feeding numbers (the total number of meals and snacks, including beverages served) are recorded and reported for each fixed site and mobile delivery during the reporting cycle using the *Fixed and Mobile Daily Activity Report* form.
- For reporting purposes, daily meal reports consist of the following: previous day's dinner, current day's lunch, and current day's snack.
- The numbers must be consolidated from all fixed sites and mobile units onto the *Feeding Consolidated Daily Activity Report* form. Remember to include meals served at DRO and District headquarters.
- Submit all feeding forms to either the District Feeding lead or DRO Feeding Lead, based on operational structure and their established reporting deadlines.

Meal Inventory Management

- Ensure that there is an accurate accounting of inventory to adequately respond to a disaster response.

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- The disaster response has a minimum of a 72-hour food supply for menu execution.
- Each service delivery site manages inventory and report inventory totals daily to the Feeding Lead.
- Each service delivery site receives and inspects food deliveries prior to storage to ensure the items and quantities on the invoice or manifest match those ordered and received, and that food items are not expired or near expiration date.
- A copy of the signed manifest is kept on the job site with the original being submitted to Logistics on the operation.
- All delivered items should be stored in the appropriate location (dry storage, refrigerator, or freezer).

DRO Headquarters Support: Partners and Vendors

- To aid with operational support and management, partners (i.e. Southern Baptist Disaster Relief) and vendors (i.e. US Foods and SYSCO) can provide staffing support at DRO headquarters to better support product/supply ordering and tracking and trouble shoot "on-the-ground" issues that may arrive.

Staffing and Position Assignments for Field Kitchens

- Staff should be knowledgeable about partnership requirements outlined in the *Southern Baptist Partnership Standards and Procedures.*
- If Southern Baptist field kitchen is deployed, the following positions should be staffed by knowledgeable Red Cross staff: Kitchen Site Manager, Kitchen Supervisor, Mobile Feeding Supervisor, Yard Supervisor, and Inventory Supply Supervisor - with appropriate support staff for each position.

Consolidating or Ending Feeding

The decision to end a feeding operation is a collaborative decision based on an on-going review of essential elements of information, meal counts, and recovery efforts that includes the local Red Cross chapter or region, Logistics, External Relations, and disaster relief operation leadership, like the job director, the Assistant Director of Operations, and local partners.

Once the decision to close a service delivery location or Feeding operation is made, the following should be completed:
1. At least 48 hours in advance of closure, a notice is posted informing the public of the timing of closure.
2. Determine which staff will be transferred to another work site or function.
3. Staff that have fulfilled their commitment or are not available for a transfer to another function receive an evaluation and are out-processed.
4. Staff Services is notified, to approve and process transfers and out-processing.

Kitchen Visits

The Feeding Lead should regularly visit the kitchen sites to ensure service delivery and support problem resolution. Program partners and vendors should also periodically visit the site to provide onsite service delivery support.

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Source: Feeding Standards and Procedures

P-Card and Mass Care Procurement Card (MCPC) Usage

A Mass Care Procurement Card (MCPC) with $250 initial load should be to the following key positions if the individuals do not have a P-Card:

- Mass Care leadership at DRO headquarters (Mass Care Chief, DRO Sheltering Lead, DRO Feeding Lead, DRO Distribution of Emergency Supplies Lead)
- Mass Care leadership at District headquarters (District Mass Care Lead, Feeding, Sheltering and Distribution of Emergency Supplies Leads)
- Site managers at all kitchens, shelters, and other mass care service delivery sites (i.e. shelter managers, kitchen managers, distribution staging site managers)
- Health and mental health workers that would be supporting sheltering operations

Do not issue a Mass Care Procurement Card if the worker has a P-Card. In this case, P-Card expenses up to $250 may be coded to the operation.

The DRO Sheltering Lead is responsible for maintaining a current list of the Mass Care P-Cards assigned and active on the operation. This person should:

- Work with Districts, Staff Services, and Finance to ensure procedures are followed and MCPCs are recovered when a worker leaves the operation.
- Designate a person to monitor balance of assigned P-Card or MCPC and request reloads before the card is empty.

All workers with a MCPC must:

- Follow P-Card or MCPC guidance for approved expenses. For purchases not listed in the guidance, seek written approval from your supervisor prior to purchase.
  - NOTE: P-Card or MCPC can be used to replace medication in the first 3-5 days of an operation
- Complete Disaster Requisition Form (6409) for **all** purchases, even those paid for with your P-Card or MCPC.
- Submit approved Disaster Requisition Form (6409), with receipts attached, to Logistics for record keeping
- Save a copy of all receipts and Resource Request Forms for P-Card or MCPC reconciliation.

Source: Mass Care Procurement Overview

Doctrine

Current Respond program guidance can be found on the following toolkits on The Exchange:

- Respond Toolkit
- Mass Care
  - Feeding
  - Sheltering
    - Transgender/gender identity Quick Guide in Disasters

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- o Reunification
- o Distribution of Emergency Supplies

- Disability Integration (including Access and Functional Needs)

  - o Functional and Access Needs Booklet

- Disaster Health Services

  - o Staff Wellness Toolkit

- Disaster Mental Health

- Disaster Spiritual Care

  - o Doctrine Bulletin: Working with Local Faith-based Leaders in Red Cross Service Delivery Sites

- Care Assistance Toolkit

- Integrated Care Condolence Team Toolkit

- Managing Unsolicited Donations Doctrine Bulletin

Doctrine Bulletin – Serving Individuals Who Are Transgender

Doctrine Bulletins are issued when needed as determined by Disaster Cycle Services senior leadership, to provide direction and clarity on evolving issues, new procedures, new processes and changes to existing doctrine.

Purpose

The purpose of this bulletin is to provide additional guidance for Red Cross divisions, regions, chapters, and national headquarters serving individuals who are transgender in shelters. This document is intended to help improve service to our Red Cross and external customers (clients, partners, and emergency personnel).

Audience

The information contained in this bulletin applies to all Red Cross staff who are responsible for initiating, managing, or operating all Red Cross service delivery sites including shelters.

Background

Our guidance has long been that "Everyone is Welcome," which means that we provide access to all facilities and services to all individuals in a respectful manner. The reach of this "Welcome" includes access and services to individuals who are transgender. We expect everyone to be respectful of each other, not just where they are most comfortable, but in all areas of service delivery. We made this clarification after a careful review of the circumstances that occur in our shelters and the need to provide applicable guidance to the leaders and workers who manage these circumstances.

Throughout all of our review, we found that the presence of people who are transgender does not present a danger to others. Generally, people who are transgender are more likely to be victims of violence, rather than to be the perpetrators of harm upon others. In conducting this review and providing clarification and additional guidance, we ensure that our guidance remains consistent with the [Fundamental Principles of the Red Cross Red Crescent Societies](#).

Serving Clients Who Are Transgender in Shelters

The guidance currently in the *Operating a Shelter Job Tool* is still valid: individuals who are transgender should have access to housing, restrooms, and shower facilities that are consistent with their self-identified gender or those that feel safest for them.

The following sections provide clarification and additional guidance for serving individuals who are transgender.

Some individuals may be uncomfortable disclosing their gender identity in all settings, fearing discrimination or abuse. Additionally, their legal identification may not match their gender identity.

A transgender client may go to work or school presenting as their gender assigned at birth and return home or to the shelter presenting as their gender identity. In this case, have a discreet and respectful conversation with the client to determine if any service accommodations are required to ensure their safety and wellbeing.

Restrooms, Showers, and Dressing Areas in Shelters

Restroom, shower, and dressing area facilities in a group setting can be intimidating for everyone, especially individuals who are transgender. The Red Cross allows people to use the restroom of the gender in which they identify. When this practice is applied in our shelters, we ensure that everyone is afforded modest privacy.

Shelter teams need to be sensitive in their preparedness to manage difficult and sensitive situations and in making decisions to ensure that each of our clients feels safe and welcomed, using our policies and principles as their guide.

Establishing restroom, shower, and dressing areas in all shelters:

Designate any single-person toilet and shower facilities as gender neutral, and allow all clients access to them.

- Single-person facilities must be available for all clients to use.
- All clients, including those who are transgender, are able to use the single-person facility AND the multi-person facilities. No one is restricted to one or the other.

Ensure that all multi-person toilets and showers provide individual privacy.

- Toilet stall doors should lock.
- Shower stalls and dressing areas should have locking doors or full privacy curtains.
- If showers are in a group setting without stalls, use privacy screens to create stalls to provide privacy to each individual showering.
- If locker rooms or dressing areas are open, use privacy screens to create stalls to provide privacy to each individual who is dressing.

Responding to discomfort regarding restroom, shower, and dressing area facilities:

If *any* client is uncomfortable using a multi-person restroom, shower, or dressing area facilities, have a discreet conversation with that individual to determine the root of the discomfort and identify the best solution. If a client is uncomfortable sharing these facilities with someone who is transgender, refer to the Dealing with Resistance and Objections document and employ the same strategies you would if the discomfort were due to a difference in race, religion, or other discriminatory situation.

Multi-person restroom, shower, or dressing area facilities accommodation ideas:

- Create sign-up sheets for shower and dressing area times. This eliminates the need to stand in line and allows clients to choose when they use the facility.
- Establish single-person/single-family times. This effectively turns the space into a single-person facility. This should be done for limited time frames or when there are enough facilities to maintain a ratio of 1 shower for every 25 clients.
- Ensure access for all clients to single-use restrooms, and encourage clients to use the facility that feels most comfortable and safest for them.
  - For example, a person who is uncomfortable with sharing a facility with someone who is transgender can use the single-person facility.

Related Documents

Operating a Shelter Job Tool (July 2016)

Transgender/Gender Identity FAQs

Transgender/Gender Identity Quick Guide for Disaster

Dealing with Resistance and Objections

Shelter for All Genders (external document)

Transgender People and Bathroom Access (external document)

HUD memo, Appropriate Placement for Transgender Persons in Single-Sex Emergency Shelters and Other Facilities (external document)

Expiration

This document will expire on August 30, 2018. The guidelines and procedures described in this document will be incorporated into the *Operating a Shelter Job Tool*.

For Further Information

If there are questions about the information provided in this document, please contact the Sheltering team at sheltering@redcross.org.

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Introduction

The Sheltering lead is assigned to either a district headquarters or an operation headquarters, reporting to the Mass Care chief. When assigned to a district headquarters, the position is generally referred to as the "district Sheltering lead." When assigned to an operations headquarters, the position is generally referred to as the "headquarters Sheltering lead."

The Sheltering lead is involved in planning for all sheltering activities such as:
- Developing the strategy for shelter counts;
- Assigning an individual or Field Remote Operations Support Team (FROST) to input data into the Red Cross National Shelter System (NSS);
- Overseeing the collecting and reporting of sheltering data;
- Increasing the number of shelters;
- Consolidating and closing shelters;
- Problem solving.

The Sheltering lead is responsible for facilitating requests and information between each of the shelters and all of the other functions. This position oversees the overall sheltering operation, the movement of staff and materials to and from shelters, and provides subject-matter guidance for Sheltering. Depending on the size of the operation, the Sheltering lead at any location may request additional workers and delegate responsibilities in this job tool.

This job tool includes three checklists, followed by an additional guidance section. The checklists are used to ensure Sheltering lead tasks are conducted consistently during all operations. They serve as reminders of tasks, including information gathering, coordinating, shelter support, and reporting during initial, ongoing, and scaling down periods. The checklist tasks can be delegated to additional workers assigned to assist the Sheltering lead.
- The *Initial Actions Checklist* is used during the first few days, while shelters are still being established, headquarters or districts are being organized, and service delivery is ramping up.
- The *Ongoing Actions Checklist* is used as soon as it is feasible to support ongoing sheltering operations.
- The *Scaling Down Actions Checklist* is used when shelters begin scaling down or closing.

NOTE: Checklist items ending with a footnote have more detailed instructions in the *Sheltering Lead Additional Guidance* section.

Remember that every disaster and every district or operations headquarters is unique. **Maintain a collaborative and service-oriented attitude** while using this checklist as a guide for tactical steps.

Sheltering leads should be familiar with the guidance provided in the following doctrine, used in conjunction with this job tool:
- [Sheltering Standards and Procedures](#)
- [Job Tool: Operating a Shelter](#)

Acronyms and Abbreviations Used in This Job Tool

204	Form used for documenting worker assignments
215	Form used for planning resources by work location
5266	Form used for reporting operational activity
AD	Assistant Director
DRO	Disaster Relief Operation
DSS	Department of Social Services
FROST	Field Remote Operations Support Team for the NSS
IAP	Incident Action Plan
MCPC	Mass Care Procurement Card
NGO	Non Governmental Organization
NSS	National Shelter System
P-Card	Purchase-Card
POC	Point of Contact

Sheltering Lead Checklists

Initial Actions Checklist

- ☐ Introduce yourself to the mass care chief and establish schedules for meetings and reports. [1]
- ☐ Introduce yourself to the leads for Feeding, Casework and Recovery Planning, Disaster Health Services, Disaster Mental Health, External Relations, and Operations Management at operations headquarters and district headquarters, and establish a method for collaborative solution finding.
- ☐ Identify and initiate contact with all open shelters including Red Cross managed, partner-managed, and independently managed shelters. [2]
- ☐ Gather essential elements of information. [3]
- ☐ Determine sheltering plan. [4]
- ☐ Request additional staff to support Sheltering at the district or operational headquarters, as needed. [5]
- ☐ Use the Job Tool: Shelter Reporting Strategy Template to determine the shelter reporting strategy for gathering and reporting shelter population information. Refer to the Sheltering Standards and Procedures for more information.
- ☐ If FROST is activated:
  - o Work with Staff Services to ensure that NSS FROST members are virtually assigned to the operation. Refer to Virtual Assignments Standards and Procedures.
  - o Ensure that the NSS FROST lead contact information is on the DOIS.
  - o Ensure that the NSS FROST lead receives the Incident Action Plan (IAP) and situational report (sit rep).
  - o Ensure that the NSS FROST lead receives the operational conference call number.
- ☐ Ensure every shelter manager knows how and when to conduct the shelter population count and who to report it to for data entry.
- ☐ Ensure that all shelter managers have a P-Card or Mass Care Procurement Card.

Ongoing Actions Checklist

DISTRICT/HEADQUARTERS COLLABORATION

- ☐ Maintain ongoing communication with Mass Care chief: [6]
    - o To ensure that the Mass Care chief reviews the shelter reporting strategy;
    - o To ensure that the shelter reporting strategy is approved by Disaster Relief Operation (DRO) Director.
- ☐ Attend meetings as assigned by the mass care chief.
- ☐ Provide subject matter expertise to other functions.
- ☐ Collaborate with Logistics:
    - o To locate and initiate use of additional sheltering facilities, as needed;
    - o To understand and resolve critical resource shortfalls or delays;
    - o And external relations to understand how financial reimbursements will be managed at each shelter;
    - o And external relations to ensure safety, security, sanitation, infrastructure, and transportation on behalf of shelter managers;
    - o And each shelter manager to ensure that janitorial and facility maintenance plans and agreements are in place.
- ☐ Collaborate with External Relations: [7]
    - o To develop the shelter reporting strategy;
    - o To ensure that all stakeholders are informed of the shelter reporting strategy and understand the Red Cross obligation to report shelter counts for all shelters, including Red Cross managed, partner-managed, and independently managed shelters;
    - o To update lists of partner-managed and independently managed shelters;
    - o To discuss what partner services/resources are needed and what community organizations are active in the response;
    - o To develop a resource list for each affected area that can be shared with shelter clients;
    - o To communicate shelter opening and closing information to partners and media;
    - o To coordinate with external social service agencies when pre-disaster homeless clients are in the shelters;
    - o And shelter managers to facilitate partner access (FEMA and other NGOs that are supporting the relief operation) to shelters when appropriate;
    - o And shelter managers to initiate discussions regarding continuation of educational programs where schools will not be reopened for a significant period of time.
- ☐ Collaborate with staffing to discuss current and anticipated staffing needs.
- ☐ Collaborate with Casework and Recovery Planning, Disaster Health Services, and Disaster Mental Health to identify overall client needs and any roadblocks to clients moving on.
- ☐ Collaborate with all functions to identify creative solutions and resources for clients.
- ☐ Collaborate with Reunification lead to ensure that completed forms are going to the right place for data entry and that correct procedures are being followed for emergency welfare inquiries.
- ☐ Collaborate with operational leadership, External Relations, and shelter managers to determine when shelters should consolidate or close, and establish timelines. [8]
- ☐ Determine need for establishing teams to visit and assist each shelter, known as "shelter assistance teams." Contact sheltering@redcross.org for information on shelter assistance teams.
- ☐ Manage staff assigned to you to support sheltering, and delegate tasks appropriately.

SHELTER FACILITIES

☐ Gather and post information for each shelter where it is visible to everyone. [9]

☐ Ensure facilities AND shelter manager have copies of the Shelter Agreement and Shelter Facility Survey.

☐ Ensure initial walkthrough and routine inspections are being conducted and that damage is recorded and photographed.

☐ Ensure signage welcoming service animals is posted at the facility entrance of every Red Cross and partner-managed shelter.

☐ Remind staff to ensure that all applicable signage is posted, is in large print, and is in alternative formats based on shelter population (e.g. foreign languages, etc.).

☐ Remind staff to ensure that routes within the shelter are clear and free of hazards, such as exposed electrical cords.

☐ Determine when the facility owners want the facility back.

☐ Ensure that any activities scheduled at the facility which will impact Sheltering or influence closure are being addressed (e.g. church service, sporting event, community events, etc.).

SHELTER STAFFING

☐ Gather shelter manager and backup contact information from each shelter. [10]

☐ Determine strategy for staffing shelters with Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care, and ensure these functions are engaged in each shelter.

☐ Ensure each shelter's staffing plan is established for the next three days or until the last anticipated shelter date, including days off and out-processing dates.

☐ Facilitate staffing requests, and transfer of staff between shelters when appropriate.

SHELTER MATERIAL RESOURCES

☐ Ensure at least one laptop is assigned to each shelter for communication and reporting. [11]

☐ Ensure at least two cell phones are assigned to each shelter manager, and record the phone number of each phone and to whom they are assigned. [12]

☐ Ensure that each shelter has all applicable forms and paperwork.

☐ Ensure initial and routine inventory are being conducted in each shelter.

☐ Remind shelter managers to plan at least three days ahead and put material requests in early.

☐ Facilitate material resource requests, and transfer of resources between shelters when appropriate.

FEEDING

☐ Ensure meals for all shelters are planned and coordinated with Feeding at least three days ahead.

☐ Ensure cultural and dietary requirements are being addressed at each shelter.

☐ Ensure all offers for in-kind meals at each shelter are coordinated with Feeding.

SHELTER MANAGER SUPPORT

☐ Maintain a regularly scheduled daily call with each shelter manager. [13]

☐ Provide subject matter expertise to shelter managers and other leaders. [14]

☐ Ensure that quality standards are being met. [15]

☐ Ensure that shelter managers understand the shelter reporting strategy.

☐ Ask each shelter manager probing questions, and provide support as needed. [16]

☐ Ensure shelter staff are engaging clients and identifying any barriers to recovery.

☐ Ensure clients have access to client caseworkers and that casework is progressing.

☐ Ensure every shelter manager is having regular client meetings to review rules, new information, and answer questions, sharing only vetted facts, and eliminating rumors.

☐ Ensure each shelter manager understands how financial reimbursements will be managed at each shelter.

☐ Provide resource lists developed with external relations to each shelter manager.

DAILY REPORTING

☐ Provide every shelter manager with a copy of the Incident Action Plan (IAP).

☐ Ensure every shelter manager understands current reporting requirements and times and is submitting daily reports and providing accurate shelter counts at required times.

☐ Ensure that each shelter and shelter population count has been recorded correctly in the NSS.

☐ Create a 204 for each shelter, and submit it at the time designated by the mass care chief.

☐ Complete the 5266 data entry sheet, and submit it at the time designated by the mass care chief.

☐ Complete other requested reports, and submit them when designated by the mass care chief.

☐ Maintain a complete list of all shelters, including partner-managed and independently managed shelters, and post it where it is visible to all staff. [17]

Scaling Down Actions Checklist

DISTRICT/HEADQUARTERS COLLABORATION

☐ Ensure that all other functions, including Casework and Recovery Planning, External Relations, and Logistics leads, are aware of the closing shelter and that any significant concerns with the timing of the close are addressed.

SHELTER FACILITIES

☐ Ensure coordination between Facilities and the shelter manager to clean, inspect, and return the facility to its pre-shelter condition.

☐ Ensure that shelter closure dates are posted in an accessible format for clients 24-48 hours prior to closure whenever possible.

STAFFING

☐ Work with the Mass Care chief to determine whether shelter workers should be transferred to another work location or released from the operation.

☐ Remind the shelter manager to reevaluate staffing needs, plan three days ahead, and consider reassigning, rather than releasing, workers.

☐ Assist with reassigning or out-processing staff as needed, including facilitating transfer of staff between shelters when appropriate.

☐ Ensure the shelter manager understands the performance evaluation procedures and provides appropriate evaluation for each staff member.

☐ Complete performance evaluations for all staff you supervised.

MATERIAL RESOURCES

☐ Ensure closing inventory is conducted at every shelter when it closes.

☐ Remind each shelter manager to plan at least three days ahead or through the last-anticipated day of sheltering and release equipment no longer needed.

☐ Ensure coordination between Facilities and each shelter manager to clean, inspect, and return unused supplies and equipment.

SHELTER MANAGER SUPPORT

☐ Ensure shelter staff are engaging clients and identifying any barriers to recovery.

☐ Ensure clients have access to client caseworkers and partner agencies that are conducting casework and that casework is progressing.

☐ Address any concerns with the current close plan, including those expressed by clients.

FEEDING

☐ Ensure meal plans are cancelled as of the last day of each shelter and the last available meal is communicated clearly with partners and clients.

FINAL REPORTING

☐ Send all *Shelter Staff Sign-in Sheets* to the sheltering manager at national headquarters.

☐ Ensure shelter managers secure and submit documentation, including client records, as directed by the mass care chief. [18]
  o Refer to the Job Tool: Operating a Shelter for a table of all sheltering forms and where they should go at the end of the shelter operation.

☐ Ensure shelters are closed in the NSS within an hour of shelter closing.

Sheltering Lead Detailed Actions

[1] Introduce yourself to the Mass Care chief and establish schedules for meetings and reports. Ensure mutual understanding of expectations for your role.

[2] Identify and initiate contact with all open shelters including Red Cross managed, partner-managed, and independently managed shelters.
- o Obtaining information on independently managed shelters can be accomplished in a number of ways with support from a variety of resources:
  - ▪ Coordinate with External Relations to:
    - - Communicate the requirement to collect independent shelter data early in the operation to all functions to set the expectation;
    - - Develop a strategy for collecting data on independently managed shelters, including roles and responsibilities;
    - - Review local and state emergency operations plans to identify shelters that may be listed in the plan;
    - - Identify and obtain information on independently managed shelters including those operated by:
      - • Local fire departments;
      - • Local police departments;
      - • Faith-based organizations;
      - • Local community civic organizations.
  - ▪ Request FROST support to reconcile shelter data using the Job Tool: FROST Activation.
  - ▪ Request that emergency response vehicle (ERV) drivers and other functions to report independently managed shelters that they come across while on their routes providing service delivery.

[3] Gather essential elements of information.
Different disasters create different sheltering needs and conditions. Knowing the characteristics of different types of shelter operations will help you make good decisions about shelters for each disaster event. See the *Characteristics of Shelter Operations Table* in Annex 1.

The critical pieces of information to gather include the following:
- o Operational leadership priorities and objectives
- o Top concerns expressed by already-open shelters and stakeholders
- o Number of impacted population, including number that will need sheltering
- o General demographics including the number of families with children
- o Availability of material resources and logistical challenges
- o Location of clients
- o Location of potential facilities in relation to clients
- o Stakeholders involved (emergency operations centers [EOCs], partners, media/public) and their service capabilities
- o Shelters that are already open and location of additional facilities willing to be used as shelters
- o History of disasters and sheltering in the affected area
- o Future or anticipated weather, aftershocks, nearby threats, flooding

o Accessibility of each facility location (e.g. close to highway or isolated/difficult to find) accommodations for accessibility can be realistically performed?

4 Determine sheltering plan.
  o Particular attention should be paid to the demographics of the population, since this will affect the service delivery plan, with specific attention to children and individuals with access and functional needs including those with disabilities. If information regarding the impacted population is not yet available, census data provides a starting point. Work with leadership at operations headquarters to determine appropriate information collection and reporting methods.
  o The sheltering strategy should include the following elements:
    ▪ Number of shelters required;
    ▪ Likely duration of sheltering needs;
    ▪ Initial services;
    ▪ Initial staffing requirements;
    ▪ Initial material resource requirements.
  o Consider structural damage and the possibility that clients may prefer to remain outdoors in open areas adjacent to the facility, when planning dormitory spaces during an earthquake response. This may require nontraditional sheltering.
  o Coordinate with Government Affairs to ensure that independently managed shelters are included in shelter population counts and offered support appropriate to their activities.
  o Communicate the sheltering plan with all operational leadership. Ensure that all operational leadership understand Red Cross obligation to report numbers for all shelters, including independently managed shelters.

5 Request additional staff to support sheltering at the district or operational headquarters, as needed.
  o Additional staff can be assigned to assist you in ensuring that quality standards are met in every shelter. These individuals assume tasks you delegate, and they can provide assistance to the opening, operation, and closing of shelters.
  o Coordinate with the Mass Care chief to determine how many workers are needed, where they will be located, and for which duties they will be responsible under the Sheltering lead's supervision. In addition to assisting with the tasks delegated by the Sheltering lead, the workers may perform the following duties at a district, headquarters, or through in-person visits to the shelters:
    ▪ Ensure all shelters meet established quality standards as listed in the Sheltering Standards and Procedures.
    ▪ Ensure all shelters meet the needs of individuals with access and functional needs including those with disabilities.
    ▪ Ensure that open shelters receive the essential support they need, including supplies, staff, and guidance.
    ▪ Assist with assessing when new shelters need to be opened, assist with opening new shelters as needed, and provide full support to the shelter.
    ▪ Ensure that facility inspections (and health inspections) and Facility Use Agreements are completed and coordinated with Logistics when a shelter is opened.
    ▪ Provide technical sheltering guidance and general problem-solving assistance to the shelter managers and shelter supervisors.

- Act as a conduit and coordinator of material orders between shelter sites and Logistics; assist with researching and resolving material-ordering problems.
- Act as a conduit for staffing requests between the shelter managers and the Mass Care chief and/or the Staffing function. Perform shelter staffing analysis to spot potential staffing-related breakdowns. Assist in research and resolution of staff request problems.
- Assist with shelter support activities, such as coordinating relief shifts for days off, transportation coordination when vehicles are limited, staff assignments to multiple sites, and coordination with other functions for specific issues.
- Assist with shelter count information gathering and the NSS administration when FROST is not activated.
- Maintain accurate and current listings of shelter locations, phone numbers, and points of contact. This includes Red Cross managed, partner-managed, and independently managed shelters.
- Working with Logistics to coordinate pick up of supplies and equipment, cleaning and repairing facilities, final inspections, and facility releases.
- Ensure all shelters meet reunification needs of clients and emergency welfare inquiries are handled in a timely manner.
- These workers should refer management issues and escalate problems they cannot solve to the Sheltering lead.

6 Maintain ongoing communication with Mass Care chief.
   o Maintain continuous communication with the Mass Care chief on the forward-planning strategy and situational awareness of all shelters and the Sheltering operation.

7 Collaborate with External Relations
   o Ensure that External Relations understands the sheltering plan and Red Cross obligation to report numbers for all shelters, including independently managed shelters. See Sheltering Standards and Procedures for detailed guidance.
   o Community Partner Services should be brought into the loop early to determine which partners need to be activated or receive communication ahead of anticipated needs. This will help ensure that points of contacts are developed and introduced, so if there are any questions, Red Cross staff know which agencies can best support their needs.
   o Notify partners that shelters have opened including relevant government jurisdictions and local health departments.

8 Collaborate with operational leadership, External Relations, and shelter managers to determine when shelters should consolidate or close and establish timelines.
   o Identify opportunities to consolidate shelters when possible without negatively impacting service delivery to the clients.
   o Assess whether dormitory services are still being used or only additional services are being requested. If only additional services are being requested, consider transitioning the shelter into a center. Refer to the Sheltering Standards and Procedures for definitions of shelters and centers.

⁹ Gather and post the following information for each shelter where it is visible and accessible to everyone.

- Pull the following information from a NSS report:
  - o Name of facility
  - o Facility address
  - o Facility POC name
  - o Facility POC phone
  - o Facility POC email
- Contact the shelter manager assigned to each shelter to verify:
  - o Who is managing the shelter (Red Cross, a partner, an independent agency);
  - o The actual capacity of the shelter, given the services being provided
- Post the shelter information above in an area visible and accessible to everyone at the district or headquarters location
- Provide this information on the 215, 204, and incident action plan (IAP) reports.

¹⁰ Gather the following contact information from each shelter:
- o Shelter manager's name, phone number(s), and email
- o Contact information for at least one shelter supervisor, in case the shelter manager is unreachable

¹¹ Ensure at least one laptop is assigned to each shelter for communication and reporting.
- o Ensure connectivity for Safe and Well registration and searches.
- o Ensure each shelter manager has a copy of the Safe and Well Helper Tool or paper registration forms.

¹² Ensure at least two cell phones are assigned to each shelter manager and both phone numbers and to whom the phones are assigned.
- o One cell phone will stay with the shelter manager at all times. The second cell phone will be assigned to a shelter supervisor or worker designated by the shelter manager.

¹³ A conference call set up for all shelter managers to participate in may be helpful. If so:
- o Coordinate with Disaster Services Technology to establish a conference call line, and schedule the meeting at a time when all shelter managers can participate.
- o If any shelter managers are not on the call, follow up with them to ensure they have the resources and information they need and that you are aware of any challenges they are facing.

¹⁴ Provide subject matter expertise to shelter managers and other activities. Be prepared to address special situations, including the following:
- o **Disclosing Client Information -** Requests for disclosure of client information will go through the Sheltering lead to operation leadership. All information stored in the Shelter Client Disclosure Tracking Log and the shelter manager's confidential shelter log will be sent to the Sheltering lead for distribution to the region upon closing the shelter.
- o **Respond to a Subpoena -** If a subpoena or court order seeking information about a shelter client arrives at the shelter, the Sheltering lead will be immediately notified. The Sheltering lead will work with the DRO director, who will determine the appropriate response.

- o **Unaccompanied Minors and Separated Children –** Refer to the [Job Tool: Operating a Shelter](#) for guidance.
- o **Support Individuals with Access and Functional Needs Including Those With Disabilities** – Coordinate closely with Disaster Health Services and Disaster Mental Health Services to ensure that all health and mental health related needs are addressed. Help shelter managers think through alternative solutions to barriers, such as installing temporary ramps, providing alternative communication methods, and dietary and culturally-appropriate meals.
- o **In-kind Donations -** Refer to the [Job Tool: Operating a Shelter](#) for guidance. If the In-kind function is established for this operation, coordinate with the In-kind lead before accepting or refusing offers.
- o **Public Health Emergencies in Shelters (Contagious Outbreaks) –** Refer to the [Job Tool: Operating a Shelter](#) for guidance. Collaborate early and continuously with Disaster Health Services, Disaster Mental Health, Casework and Recovery Planning, and External Relations leads to ensure full understanding and proper handling of the situation.
- o **Shelter Evacuations –** If a shelter must be evacuated, collaborate closely with the Mass Care chief and Logistics to locate and open a new facility and arrange for safe, secure movement of staff, clients, and materials. Refer to the [Job Tool: Operating a Shelter](#) for more information.
- o **Sex Offenders -** If a registered sex offender chooses to remain at the shelter, the shelter manager will notify security personnel (if present), local law enforcement, and the Sheltering lead.
  - ▪ If law enforcement officials insist on receiving copies of Red Cross lists or records, the shelter manager will notify the Sheltering lead.
  - ▪ Refer to the [Job Tool: Operating a Shelter](#) for more information.
- o **Pre-disaster Homeless -** The shelter manager will notify the Sheltering lead of pre-disaster homeless who need assistance with their recovery. The Sheltering lead facilitates a placement plan for clients who were homeless before the disaster and coordinates with Casework and Recovery Planning and External Relations to identify referrals for long-term services in the communities.
  - ▪ Some of these clients may have already been placed by Department of Social Services (DSS) in their emergency facilities and working directly with DSS will speed up the post-shelter placement, or possibly place the client into the appropriate shelter before the disaster shelter closes.
  - ▪ Other referrals include local homeless shelters, governmental or non-governmental human service agencies, and government housing authorities.

[15] Ensure that quality standards are being met. Refer to the standards defined in the [Sheltering Standards and Procedures](#). It is important that these standards be met consistently in every shelter on every operation in order to provide quality service and ensure that the needs of all individuals, including individuals with access and functional needs including those with disabilities are met.

[16] Ask each shelter manager probing questions, and provide support as needed. Questions should include:

- o Are pets showing up at the shelter, and does the shelter manager know with whom to coordinate for their sheltering needs?

o Are there children, seniors, and individuals with access and functional needs including those with disabilities in the shelter, and does the shelter have the resources to meet their needs?

o Are there a large number of individuals separated from family members showing up at the shelter?

o Are there unaccompanied minors or separated children in the shelter?

o Are there any other unmet needs present for which we need to offer services or refer clients to partner organizations who can help?

[17] Maintain a complete list of all shelters, including partner-managed and independently managed shelters, and post it where it is visible to all staff.

o It is often easiest to download this information from the NSS each morning and verify that it is correct.

o Post the shelter list in a visible location so that the other functions on the operation have access to the information.

o Provide the shelter list to the Mass Care chief and information and planning unit for distribution.

[18] Ensure shelter managers secure and submit documentation, including client records, as directed by the Mass Care chief.

o Work with the Mass Care chief to determine the proper method for securing and forwarding client records and the shelter manager's final reports for this operation. Consider having the shelter managers forward them directly to a point of contact at the region or at operations headquarters. It may be helpful for each shelter to collate all paperwork into a binder before forwarding it.

ANNEX 1: Characteristics of Shelter Operations

	If there is warning before a disaster	**If there is no warning before a disaster**
Sheltering Needs are Short Term	• There is more time to consider site selection. • There is more time for obtaining supplies. • Red Cross staff can arrive before clients. • Clients can be advised to bring essential items. • Clients have some time to prepare emotionally. • There may be fewer supply requirements. **Example:** Hurricane evacuation	• There is less opportunity to consider site selection. • There is less time for obtaining supplies. • Clients may arrive before Red Cross staff. • Clients have little or no time to gather essential items. • Clients have no time to prepare emotionally. • There may be more supply requirements. **Examples:** Apartment fire, HAZMAT spill, wildfire

Sheltering Needs are Long Term	• There is more time to consider site selection. • There is more time for obtaining supplies. • Red Cross staff can arrive before clients. • Clients can be advised to bring essential items. • Clients have some time to prepare emotionally. • There is a need for long-term services. • There are greater supply needs. • There is a need for longer-term staffing. • The shelter may become a focal point for other community relief efforts. **Examples:** Slow-rising flood, hurricane aftermath	• There is less opportunity to consider site selection. • There is less time for obtaining supplies. • Clients may arrive before Red Cross staff. • Clients have little or no time to gather essential items. • Clients have no time to prepare emotionally. • There is a need for long-term services. • There are greater supply needs. • There is a need for longer-term staffing. • The shelter may become a focal point for other community relief efforts. **Examples:** Earthquake, tornado, wildfire

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Opening and Organizing the Shelter Checklist

Use this checklist to help set up the shelter and get it ready for residents to arrive.

For All Areas

Reporting to the Shelter

D   Sign in and participate in a job induction.

D Determine who your supervisor is and exchange contact information.

D Establish a reporting schedule with your supervisor.

The Facility

D   Be aware of any pre-existing damage. If you notice any damage, take pictures, if possible, and alert your supervisor immediately.

D Inquire about equipment and products that are available for shelter use. Put signs on any equipment or products that are not to be used, or secure them in a separate area.

D   Take an initial inventory of all items using the *Shelter Inventory* form. Use one form for facility supplies such as kitchen equipment and paper towels, and another form for Red Cross supplies such as comfort kits and food.

D As you set up any area, consider accessibility for people with functional and access needs, such as people with visual impairments or who are non-English speakers.

Registration

Physical Set up

D Allow space for a reception area. Keep it far enough away from registration tables that there are no privacy concerns.

D   If opening a large shelter, set up a table with snacks and water.

D Place the registration table(s) as close to the main entrance as possible to welcome those entering the shelter.

D Ensure the setup allows access for people with disabilities and/or functional/access needs, such as wheelchairs and service animals.

D Use enough tables and chairs to provide comfort, efficiency and confidentiality—don't put tables or chairs too close to each other.

D To support effective registration efforts and provide a secure environment, use only one entrance to the building, if possible. Use effective signage or position shelter staff at other entrances to direct shelter residents to appropriate areas. However, **fire exits should never be blocked.**

D   Try to create a physical barrier so that no one can enter the shelter without first registering or signing in.

D Ensure that Red Cross identification is posted all around the shelter, at least one per wall in large rooms, including the exterior of the facility and all common areas.

D Post signs in applicable languages and large print, as needed. Inform your supervisor if the language needed is not in the shelter supply kit.

D Post a bulletin board with an introductory welcome message, as well as shelter rules and other helpful information.

D Post information about the daily schedule (meal times, shower times, lights out, etc.) as soon as possible.

Dormitory

Planning Space

D Find out what the space plan is for the dormitory/sleeping areas, including the potential for separate spaces for families with small children, the elderly, single men, single women, night workers who sleep during the day and any other unique situation.

D Designate dormitory space using the following guidelines:

- o Evacuation shelters:
  - Allow ~20 square feet per person, or the size of a single air mattress with a few inches around it to spare.
  - The space for each person does not need to marked.
- o Post-impact shelters:
  - Allow ~40-60 square feet of sleeping space per person, or about a 5 foot by 8 foot area.
  - Allow ~100 square feet of sleeping space per person with support equipment such as wheelchairs, lift equipment or service animals.

D Plan for ease of movement. Provide walkways of 4-6 feet as needed (wide enough for a wheelchair or two people to pass through).

D Include access for persons with disabilities and other forms of support for people with particular needs (i.e., a mobility disability, hearing or sight impaired with or without service animal, etc.)

- o Ask where they would like their sleeping space to be in the dormitory. They may prefer to be close to emergency exits, restrooms, or a power source depending on their needs.

D Post the ARC Poster Kit 906 *Rules for a Red Cross Shelter* where they are clearly visible.

Cots and Comfort Kits

D Set up an area to distribute comfort kits and other appropriate items, as needed. Do not put them out on cots in advance. Do not distribute them to children.

D Set up standard cots before residents arrive, when possible. Do not set up universal cots in advance.

D Ask your supervisor if you should place blankets on cots in advance. Plan for two blankets per person.

D Make a client location chart, to be used for finding people within the dormitory. Post it where it will be accessible only to staff members.

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Operating the Shelter Checklist

Use this checklist for daily operation of the shelter.

For All Areas

Facility

D Inspect the area for safety, security and sanitation issues at least once per shift. Report the results on the *Shelter Shift Inspection* form.

D If you observe any damage, alert your supervisor immediately.

D Ensure that all signs, including Red Cross identification and signs around the exterior perimeter remain posted and are updated as needed.

Reports and Logs

D Sign in and out for every shift.

D Find out what data should be reported to your supervisor and when it should be reported, such as number of new registrations or number of meals served.

D Update the *Shelter Log* with any unusual events, situations, problems, solutions, etc.

D Review the *Shelter Log* at the beginning of your shift.

D Talk with shelter residents regularly and communicate their concerns to your supervisor.

D Sharing information is vital. Brief incoming staff with all relevant information, including:

     o   Any maintenance issues.

     o   Supplies that have been depleted or are running low, as well as any additional supplies that are needed.

     o   Names of clients who have offered to help during the shift.

     o   Client needs (i.e., translators, medical, mental health, dietary restrictions, etc.)

Helpers

D Recruit shelter residents to help with tasks that don't involve access to client information. Tasks could include floor monitor or runner in the registration area, garbage removal, sweeping, mopping, etc.

D Create a chore chart for clients to sign up if needed.

Providing Information

Remember that you are the liaison between the information the residents receive and the disaster operation and shelter staff. Do not assume that everyone can read posted notices or hear spoken announcements.

Communication Methods

Use various methods for communicating important information to shelter residents.

D Signage in appropriate languages   D Resident Meetings

D Bulletin Boards   D Information Desk

D Fliers   D PA Announcements

D One-on-One Conversations

Disseminate Information

D Make sure residents are aware of general shelter information—meal times, lights out, etc.

D Update residents on the status of the disaster.

D Provide information on the Disaster Relief Operation.

D Provide information about community resources that might be available to help meet disaster-caused needs of shelter residents, including government, non-profit and faith-based resources. This could also include information such as nearby laundromats, public transportation and pet shelters.

D Remind residents that any personal items they bring into the shelter are their responsibility.

D Ensure that residents who were not able to attend shelter meetings receive pertinent information.

D Inform residents about safety concerns and issues at the shelter.

Confirming Information

D Confirm all information. Do not disseminate information until it has been confirmed, and work with shelter staff to dispel rumors.

D Keep an updated rumor/fact board to dispel rumors in the shelter.

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Closing the Shelter Checklist

Use this checklist to help close the shelter.

General

Cleaning

- D Clean areas of the facility that have been used during sheltering, per your supervisor's instructions; return the facility to as close to pre-disaster condition as possible.
- D If you notice any damage, take pictures, if possible, and alert your supervisor immediately.
- D Ensure that all equipment is properly cleaned, disposed of or returned to the appropriate place.

Reporting/Inventory

- D Use the *Shelter Inventory* form and *Resource Record (Form 6455)* to take inventory and find out where items should be directed at closing.
- D Make any final additions to the *Shelter Log.*

Registration

Reporting

- D Upon clients' final departure, record a post-disaster address on the *Shelter Registration Form* and note that clients have left the shelter permanently.
- D Make sure registration forms remain secure during the closing of the shelter.
- D Ask your supervisor about the appropriate disposition for all forms, including the registration forms.

Supplies

- D Restock the shelter supply kit, as instructed by your supervisor, using its initial inventory as your guide.

Providing information

Supplies

- D Remove Red Cross posters, banners and signs from all areas of the shelter, including the exterior, using the signage log of locations. Save for reuse whenever possible.
- D Remember to remove any Red Cross signage posted in and around the community directing people to the shelter.

Residents

- D Communicate closing information to residents as soon as it is confirmed. Provide 48-hour notice, whenever possible. Provide both oral and written notice. Make sure all residents are notified, including those with functional, access and language needs.

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Shelter Staffing Template Instructions

This job tool includes shelter staffing templates for planning and operational use, as well as considerations for making staffing decisions.

This job tool is used in conjunction with the following doctrine:
- Sheltering Standards & Procedures
- Job Tool: Shelter Operations Manager
- Job Tool: Operating a Shelter

Considerations for Shelter Staffing Decisions

Every shelter poses a different combination of needs in varying scope. A wide variety of factors affect the number and type of shelter workers needed to appropriately meet shelter clients' needs. Some variables to be considered when determining appropriate staffing levels and positions are:

Mass Care Activities

All shelter workers are responsible for the total care of clients in all areas of the shelter, including feeding and canteening, handing out supplies, and helping families reconnect. In larger shelters, it may be necessary to assign shelter workers to assist with recreational activities, respite care, feeding, bulk distribution, reunification, and coordinating with other functions in addition to the roles of registration, dormitory, etc.

Shelter Life Cycle

Staffing needs change over the life of a shelter. Usually the opening shift is the most labor intensive, especially in a sudden disaster when the population arrives over a short period. The longer a shelter is operating, as routines are established and clients' initial trauma subsides, staffing levels may be shifted or reduced. Routine overnight shifts are generally quieter than shifts that occur during dinner and shelter client meetings. The final shelter closing shift also creates different staffing needs.

Access and Functional Needs

Shelters with large numbers of individuals with access and functional needs including those with disabilities, elderly populations, families with young children, non-English speakers, point-to-point evacuees, etc. require fewer clients per staff member than those with younger, healthier populations.

Type of Shelter

Shelter staffing guidelines are based on Red Cross managed shelters. Partner-managed shelters with facility, local government, and other partner organizations providing personnel lessen Red Cross staffing requirements.

DCS JT RES Shelter Staffing Template V.1.0.2016.07.18
Owner: Disaster Cycle Services
Author: Respond / Sheltering
City of Mercer Island CEMP   860   March 2018

1

Staff shelters and shelters for responders, such as firefighters, national guardsmen, and utility workers, require fewer staff members than other client shelters, and often at different times of the day.

Shelter Size and Duration

A wide range of services may be needed in large shelters and those that last more than a few days. They may be co-located with multi-agency resource centers, sites for distribution of emergency supplies, or offer additional Red Cross and partner services. In addition to more shelter workers, casework, logistics, disaster services technology, and security staff may be required onsite.

Smaller shelters generally require fewer staff members, as roles and responsibilities are combined.

Nature of the Event

A population affected by a sudden, unexpected disaster will have greater needs than one evacuating from an impending threat. They will have less time to organize and bring bedding, medications, service animal supplies, etc. and are more likely to need assistance from Disaster Health Services (DHS) and Disaster Mental Health (DMH). Greater physical, medical, and emotional needs will require more shelter workers and greater coordination with DHS, DMH, and Disaster Spiritual Care.

Facility Layout

Shelters in which registration, dormitory, feeding, parking, play, and TV/computer areas are near each other, and that have larger open spaces, can be effectively managed with fewer staff than those with multiple buildings, shower trailers or offsite showering, smaller rooms, etc.

Worker Sources

Local Red Cross, partner organizations, and event-based volunteers are used whenever possible. They may be less experienced and have less training than registered Red Cross staff specializing in sheltering. They may also have less availability due to work and family scheduling. Split shifts, partial shifts, and job sharing are examples of creative approaches to make use of these volunteers. Doing so, however, will require more staffing and scheduling personnel.

Management

Larger shelters require more supervisory personnel. In smaller shelters, a few staff members may report directly to the shelter manager during the day and a shelter supervisor on 2nd and night shifts. In larger operations, supervisors may be assigned to the various activity areas, such as dormitory, registration, and feeding. These activity supervisors report to the shelter manager during the day and shelter supervisors on 2nd and night shifts, and the shelter workers in their areas report to them. The shelter manager is ultimately responsible for all workers and all activity that takes place in the shelter. See the Sheltering Standards and Procedures and Job Tool: Operating a Shelter for more information on shelter management.

Shelter Staffing Templates

The following tables provide minimum and ideal staff counts for shelters operating two shifts and shelters operating three shifts. A full staff is not required to open the doors and allow clients in. Shelter managers

should use good judgment in each situation when determining actual staff requirements, keeping in mind that event-based volunteers and shelter clients are great resources and can fill most roles in the shelter.

Shelter Staffing Summary for Planning Purposes

The following tables provide a summary of shelter staffing showing manager, supervisor, and worker counts; a count of sheltering staff per shift; a count of total sheltering staff for all shifts; and the ratio of clients per staff member per shift.

These tables only include staff assigned to the sheltering function. The shelter manager works with the leads for other functions to determine how many other function staff should be in each shelter. At a minimum, there should be staff assigned to each shelter from Disaster Health Services and Disaster Mental Health. Other functions include, but are not limited to, Casework and Recovery Planning, Reunification, Feeding, and Distribution of Emergency Supplies, depending on the needs of the clients. See the **Job Tool: Operating a Shelter** for more information on staffing a shelter.

Shelter Staffing - Two Shifts

			Manager MC/SH/SV	Supervisor MC/SH/SV	Worker MC/SH/SA	Staff per Shift	Staff Total	Clients per Staff per Shift
50 Clients	Minimum Staff	Day	1	-	1	2	4	25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	6	17
		Night	-	1	2	3		17
100 Clients	Minimum Staff	Day	1	-	1	2	4	50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	3	4	7	25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	8	50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	7	9	15	22
		Night	-	1	5	6		33
500 Clients	Minimum Staff	Day	1	2	7	10	20	50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	18	22	39	23
		Night	-	3	14	17		29
100 Staff	Minimum Staff	Day	1	-	-	1	2	
		Night	-	-	1	1		
	Ideal Staff	Day	1	-	1	2	4	
		Night	-	-	2	2		

Shelter Staffing - Three Shifts

			Manager MC/SH/SV	Supervisor MC/SH/SV	Worker MC/SH/SA	Staff per Shift	Staff Total	Clients per Staff per Shift
50 Clients	Minimum Staff	Day	1	-	1	2	6	25
		2nd	-	1	1	2		25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	8	17
		2nd	-	1	2	3		17
		Night	-	1	1	2		25
100 Clients	Minimum Staff	Day	1	-	1	2	6	50
		2nd	-	1	1	2		50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	2	3	10	33
		2nd	-	1	3	4		25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	12	50
		2nd	-	1	3	4		50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	4	6	18	33
		2nd	-	1	6	7		29
		Night	-	1	4	5		40
500 Clients	Minimum Staff	Day	1	2	7	10	30	50
		2nd	-	2	8	10		50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	12	16	49	31
		2nd	-	4	15	19		26
		Night	-	3	11	14		36
100 Staff	Minimum Staff	Day	1	-	-	1	3	
		2nd	-	1	-	1		
		Night	-	-	1	1		
	Ideal Staff	Day	1	-	1	2	6	
		2nd	-	-	2	2		
		Night	-	-	2	2		

Shelter Staffing Template for Shelter Activities

The following tables provide recommendations of shelter activity assignments, not including staff from other functions such as DHS or DMH.

Shelter Staffing - 2 SHIFTS Minimum

ROLE	G/A/P	50 CLIENTS Day	50 CLIENTS Night	100 CLIENTS Day	100 CLIENTS Night	200 CLIENTS Day	200 CLIENTS Night	500 CLIENTS Day	500 CLIENTS Night	STAFF SHELTER (100-PERSON) Day	STAFF SHELTER (100-PERSON) Night
SHELTER MANAGER	MC/SH/SV	1		1		1		1		1	
SHIFT SUPERVISOR	MC/SH/SV		1		1	1	1	2	2		
ADMINISTRATIVE SUPPORT	MC/SH/SA					1		1			
REGISTRATION	MC/SH/SA	1		1		1	1	2	2		
DORMITORY	MC/SH/SA		1		1		1	2	2	1	2
FEEDING/CANTEEN	MC/SH/SA						1	1	2		
INFO (HELP DESK)	MC/SH/SA					1		1	1		
OTHER*	MC/SH/SA								1		
TOTAL		**2**	**2**	**2**	**2**	**5**	**4**	**10**	**10**	**2**	**2**

Shelter Staffing - 2 SHIFTS Ideal

ROLE	G/A/P	50 CLIENTS Day	50 CLIENTS Night	100 CLIENTS Day	100 CLIENTS Night	200 CLIENTS Day	200 CLIENTS Night	500 CLIENTS Day	500 CLIENTS Night	STAFF SHELTER (100-PERSON) Day	STAFF SHELTER (100-PERSON) Night
SHELTER MANAGER	MC/SH/SV	1		1		1		1		1	
SHIFT SUPERVISOR	MC/SH/SV		1		1	1	1	3	3		
ADMINISTRATIVE SUPPORT	MC/SH/SA					1		1			
REGISTRATION	MC/SH/SA	1	1	1	1	2	2	5	5		
DORMITORY	MC/SH/SA	1	1	1	1	2	2	5	5	1	2
FEEDING/CANTEEN	MC/SH/SA			1		1	1	3	3		
INFO (HELP DESK)	MC/SH/SA					1		3	1		
OTHER*	MC/SH/SA							1			
TOTAL		**3**	**3**	**4**	**3**	**9**	**6**	**22**	**17**	**2**	**2**

Shelter Staffing - 3 SHIFTS Minimum

ROLE	G/A/P	50 CLIENTS Day	2nd	Night	100 CLIENTS Day	2nd	Night	200 CLIENTS Day	2nd	Night	500 CLIENTS Day	2nd	Night	STAFF SHELTER (100-PERSON) Day	2nd	Night
SHELTER MANAGER	MC/SH/SV	1			1			1			1			1		
SHIFT SUPERVISOR	MC/SH/SV		1	1		1	1	1	1	1	2	2	2			
ADMINISTRATIVE SUPPORT	MC/SH/SA															
REGISTRATION	MC/SH/SA	1	1		1	1		1	1		3	3	2			
DORMITORY	MC/SH/SA			1			1	1	1	2	2	2	4	1	2	2
FEEDING/CANTEEN	MC/SH/SA								1		1	1	1			
INFO (HELP DESK)	MC/SH/SA										1	2	1			
OTHER*	MC/SH/SA															
TOTAL		2	2	2	2	2	2	4	4	3	10	10	10	2	2	2

Shelter Staffing - 3 SHIFTS Ideal

ROLE	G/A/P	50 CLIENTS Day	2nd	Night	100 CLIENTS Day	2nd	Night	200 CLIENTS Day	2nd	Night	500 CLIENTS Day	2nd	Night	STAFF SHELTER (100-PERSON) Day	2nd	Night
SHELTER MANAGER	MC/SH/SV	1			1			1			1			1		
SHIFT SUPERVISOR	MC/SH/SV		1	1		1	1	1	1	1	3	4	3			
ADMINISTRATIVE SUPPORT	MC/SH/SA							1			1					
REGISTRATION	MC/SH/SA	1	1		1	2	1	2	2	1	5	5	3			
DORMITORY	MC/SH/SA	1	1	1	1	1	1	1	2	2	5	4	5	1	2	2
FEEDING/CANTEEN	MC/SH/SA								1	1		3	3			
INFO (HELP DESK)	MC/SH/SA								1		1	3				
OTHER*	MC/SH/SA															
TOTAL		3	3	2	3	4	3	6	7	5	16	19	14	2	2	2

*OTHER sheltering staff includes staff assigned to areas of the shelter not listed in this table, but not part of other functions. For example, other Sheltering staff might include staff overseeing recreational areas, child respite care, laundry, or any other area set up for clients in the shelter.

American Red Cross

Shelter Staffing Calendar Instructions

This is an optional staff scheduling tool. Use either the *2 Shifts per Day* form or the *3 Shifts per Day* form, depending on the shelter schedule as determined by the shelter manager. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Shelter Staffing

Follow the steps below to use this form:

1. Enter the first date the form is used.
2. Consult with the shelter manager if necessary to identify the "DR Number" and the "Shelter Name/Location."
3. Enter the start and end times for each shift. Overlap shift times to allow for shift change briefings. Common schedules are:
   a. Day: 7:00 a.m.-7:30 p.m. and Night: 7:00 p.m.-7:30 a.m.
   b. Day: 7:00 a.m.-4:00 p.m., Evening: 3:00 p.m.-midnight, and Night: 11:00 p.m.-8:00 a.m.
4. List the positions to be filled for each shift. The positions may not be the same during every shift. Refer to the **Job Tool: Shelter Staffing** for guidance on filling positions.
5. List the staff members who will fill each position and the phone number where they can be reached throughout their assignment to the shelter operation. Include staff from other activities that are present in the shelter, such as Disaster Health Services, Disaster Mental Health, Disaster Spiritual Care, and Casework and Recovery Planning.
6. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

DCS JT RES Shelter Staffing Calendar V.1.0.2016.07.18
Owner: Disaster Cycle Services
Author: Respond / Sheltering
City of Mercer Island CEMP   866   March 2018

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Shelter Staffing Calendar | 2 Shifts Per Day

Date: _____   Incident/DR#: _____

Shelter Name/Location: _____

Position	**DAY SHIFT** _____ a.m./p.m. to _____ a.m./p.m.	**NIGHT SHIFT** _____ a.m./p.m. to _____ a.m./p.m.
	Staff Member Name / Staff Member Phone	

> On each line, in each shift column, enter the position the staff member will fill. The positions are not necessarily the same during each shift

> Overlap the shift times to allow for shift-change briefings. Common shifts are:
> Day 7:00 a.m.–7:30 p.m. and Night 7:00 p.m.–7:30 a.m.

Shelter Staffing Calendar | 3 Shifts Per Day

Date: _____   Incident/DR#: _____

Shelter Name/Location: _____

Position	**DAY SHIFT** _____ a.m./p.m. to _____ a.m./p.m.	**EVENING SHIFT** _____ a.m./p.m. to _____ a.m./p.m.	**NIGHT SHIFT** _____ a.m./p.m. to _____ a.m./p.m.
	Staff Member Name / Staff Member Phone		

> On each line, in each shift column, enter the name of the staff member filling the position and the phone number where they can be reached throughout their assignment to the shelter operation.

> Overlap the shift times to allow for shift-change briefings. Common shifts are:
> Day 7:00 a.m.–4:00 p.m., Evening 3:00 p.m.–midnight, and Night 11:00 p.m.–8:00 a.m.

> List the page number and the total number of pages used for the staffing calendar.

Page _____ of _____

Shelter Staffing Calendar | 2 Shifts Per Day

Date: _____   Incident/DR#: _____   Shelter Name/Location: _____

DAY SHIFT
_____ a.m./p.m. to _____ a.m./p.m.

Position	Staff Member Name / Staff Member Phone

NIGHT SHIFT
_____ a.m./p.m. to _____ a.m./p.m.

Position	Staff Member Name / Staff Member Phone

Page _____ of _____

Shelter Staffing Calendar | 3 Shifts Per Day

Date: _____   Incident/DR#: _____

Shelter Name/Location: _____

DAY SHIFT		EVENING SHIFT		NIGHT SHIFT	
_a.m./p.m._ to _____ a.m./p.m.		_a.m./p.m._ to _____ a.m./p.m.		_a.m./p.m._ to _____ a.m./p.m.	
Staff Member Name/ Staff Member Phone	Position	Staff Member Name/ Staff Member Phone	Position	Staff Member Name/ Staff Member Phone	Position

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American Red Cross

Shelter Staff Sign In Form

Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Shelter Staff Sign-in Form Instructions

Shelter staff members sign in when they enter the shelter and sign out when they exit. This form is stored in a secured location when not in use. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter
- Job Tool: Shelter Staffing

Follow the steps below to use this form:

1. Enter the date the form is being used.
2. Consult with the shelter manager if necessary to identify the "DR Number" and the "Shelter Name/Location."
3. Instruct all workers to complete the columns as follows:
   a. Enter the staff member's name.
   b. Enter the shelter staff member's Red Cross ID# or partner ID#, if they have one.
   c. Enter the position the staff member is filling at this time. (Staff members may change positions throughout the operation).
   d. Enter current contact information where the staff member can be reached. This can be a cell number or email address, depending on available communication methods.
   e. Enter the time the staff member entered the shelter.
   f. Enter the time the staff member exited the shelter.
   g. Enter the total number of hours the staff member worked that day.
   h. If the staff member has a rental car or is driving a personally owned vehicle (POV), mark the box, circle which type of vehicle the worker has, and enter vehicle information.
   i. Indicate where the staff member is lodging (staff shelter, hotel name, at home, etc.).
4. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

...aff Sign-in Form

Date: _____ Inci___ _____ Shelter Name/Location: _____

Name	ID#	Position	Contact Information	Time In	Time Out	Hours Worked	Lodging and Transportation
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____
							☐ Rental Car, POV _____ ☐ Lodging _____

Callout boxes:

Shelter staff may change positions as they sign in and sign out.

Enter the shelter worker's current contact information where they can be reached during the operation.

The hours worked is important for future planning, continuous improvement, and assisting local government with cost-share in federally declared disasters.

Tracking rental car information, POV usage, and lodging can help with reporting and coordinating worker transportation to and from the work site.

City of Mercer Island CEMP   870   March 2018

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DCS JT RES Shelter Staff Sign-In Form V.1.0.2016.07.18   1

Shelter Staff Sign-in Form

Date: _____ Incident/DR#: _____ Shelter Name/Location: _____

Name	ID#	Position	Contact Information	Time In	Time Out	Hours Worked	Lodging and Transportation
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
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							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____
							□ Rental Car, POV ____ □ Lodging ____

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Red Cross**

Shelter Log Instructions

Use a *Shelter Log Form* to document exceptional circumstances that occur in the shelter. There will be at least two shelter logs: a general log to which all staff members contribute, and a manager log used only by the shelter manager.

- General Log:
    - All staff members contribute entries regarding:
        - Problems, solutions, and commitments;
        - Information related to client needs;
        - Other information concerning shelter activities or incidents.
    - All information maintains the privacy of our clients and staff.
    - See doctrine sources below for details.
- Manager Log:
    - The shelter manager is the only person who completes the manager log.
    - The manager shelter log contains confidential information, such as:
        - Staff performance issues (positive and negative);
        - Activities involving clients needing to register with local law enforcement;
        - Requests for information from law enforcement;
        - Disclosure of confidential client information;
        - Unaccompanied minors;
        - Issues in the shelter that are escalated for resolution.
    - Both logs are stored in a secured location. The manager log is securely stored where only the shelter manager has access to it.
    - See doctrine sources below for details.

This job tool should be used in conjunction with the following doctrine:
- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter
- Job Tool: Shelter Staffing

Shelter Log □ General Log □ Manager Log

Date: _____ Incident/DR#:_____ Shelter Name/Loc____:_____

Date & Time Name	Log Entry *itional lines as*	Follow-Up Action
	Any shelter staff member can contribute to the general shelter log to document daily events, activities, and incidents in the shelter.	The shelter manager should keep a separate log to record confidential activities to maintain client and staff privacy. ☐ Required ☐ Completed
		☐ Required ☐ Completed
	Use the Log Entry section to document both the initial and follow-up event/ activity/ incident/ intervention/ solution/ action taken. Use extra lines as needed. Remember to maintain staff and client confidentiality.	☐ Required ☐ Completed
		☐ Required ☐ Completed
	Enter the date and time of the log entry and the name of the worker making the entry.	If the log entry needs follow-up, mark the required box. ☐ Required ☐ Completed
		☐ Required ☐ Completed
	When the log entry is resolved, mark the completed box, and make a note in the log entry noting what action was taken and who completed the activity.	☐ Required ☐ Completed
		☐ Required ☐ Completed
		☐ Required ☐ Completed
	List the page number and total number of pages used for the shelter log.	☐ Required ☐ Completed

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American **Red Cross**

Daily Shelter Report
Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Daily Shelter Report Instructions

This report is designed to collect and relay information to the Sheltering lead at the district or operation headquarters. The information is used for planning and reporting at the district or operation headquarters, as well as at the shelter. It is typically due in the early afternoon, covering all information gathered since the last report. Ask the Sheltering lead when it is due for this operation.

This is NOT the tool for reporting issues and concerns or for requesting staff, supplies, or support. Report issues and concerns directly to the sheltering lead by calling, texting, or emailing as agreed upon for this operation, and enter them into the appropriate shelter log. Request staff and supplies as directed in the Job Tool: Operating a Shelter.

Submit this form daily to the sheltering lead at the time requested for this operation. Retain a copy on file at the shelter.

This job tool is used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Sheltering Lead
- Job Tool: Operating a Shelter

Use this form following the steps below:

1. General Information:
   a. Enter the date when the form is being completed.
   b. Consult with the sheltering lead to identify the "DR Number" and the "Shelter Name/County."
2. Shelter Information:
   a. Enter the shelter address.
   b. Enter the phone number used to contact the shelter manager or his/her designee during the operation, most likely the cell phone assigned to the shelter for the operation.
3. Shelter Staff:
   a. Enter the name and phone number of the individuals in each of the listed positions.
   b. Enter the total number of *Sheltering* workers, including those listed in the "Shelter Staff" section of this form. Example: if the shelter manager and night shift supervisor are listed by name, and there is also one daytime shelter worker and two nighttime shelter workers, the total count would be five (5).
4. Other Functions or Activities Staff:
   a. Enter the number of staff members working in the shelter assigned to other functions or activities.

Daily Shelter Report

Date: _____ Incident/DR#: _____ Shelter Name/County: _____

Shelter Address	
Shelter Phone Number	

Enter the phone number used to contact the shelter manager or his/her designee during the operation, likely the cell phone assigned to the shelter for the operation.

Sheltering Staff

Position	Name		
Shelter Manager			
Day Shift Supervisor			
2nd Shift Supervisor			
Night Shift Supervisor			
Total Number of Sheltering Workers	Day Shift:	2nd Shift:	

Include the individuals listed in this section in the count.

If a position is not filled, leave the line blank, or draw a line through it.

If there are only two shifts, leave "2nd Shift" information blank.

Other Functions or Activities Staff

# Disaster Health Services:	
# Disaster Mental Health:	
# Disaster Spiritual Care:	

Number of workers from other functions / activities working in the shelter today (since last report).

Shelter Population

This should match last night's shelter population count submission.

Age Groups (years):	0-3				65+
Nighttime Population Submitted Last Night:					
Daytime Population Today:					
Total NEW Shelter Dormitory Registrations Since Last Report:					

Enter today's mid-day population count. Refer to the Sheltering S&P for guidance.

New registrations, not included in previous reports. Typically received from registration area lead.

Operational Reporting

For each item, enter the quantity available for immediate use in the shelter; the quantity used today (since the last report); and the total quantity needed for use in the shelter tomorrow (regardless of whether or not it is currently in the shelter).

	Break	Lunch	Dinne	Snack	Cots	Blank	Comf	Clean	Other	Signag		
# Used Today												
# Available to Use Tomorrow												
# Needed Tomorrow												

Notes

Remember to enter your name and sign the report

Preparer Name:	Preparer Signature:

American Red Cross

Shelter Client Welcome Handout
Disaster Cycle Services Job Tools
DCS JT Respond/Sheltering

Shelter Client Welcome Handout Instructions

Provide one copy of the *Shelter Client Welcome Handout* below to each family at reception or registration. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

DCS JT RES Shelter Client Welcome Handout V.1.0 2016.07.18
Owner: Disaster Cycle Services
Author: Respond / Sheltering

City of Mercer Island CEMP

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March 2018
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American Red Cross

Welcome to Your Red Cross Shelter

We hope your stay here will be as pleasant as possible, considering the circumstances. *American Red Cross disaster assistance is provided at no cost.* Please take a few minutes to read the important information below. As additional information becomes available, we will inform you as soon as possible. Please reach out to a shelter worker if you have any questions or concerns.

Everyone is Welcome	Everyone is welcome at a Red Cross shelter. The Red Cross does not discriminate based on nationality, race, religious beliefs, class, disability, political opinions, sexual orientation, or gender identity.
Service Animals	Service animals are welcome in Red Cross shelters. Service animals are trained to do work or perform tasks for an individual with access and functional needs, including those with disabilities. Service and assistance animals are not pets. Please speak with a shelter worker if your service animal is in need of food or supplies.
Pets	We understand that your pets are very important to you. To maintain a safe and healthy environment for all residents, however, pets are not allowed in this shelter. Please make arrangements for your pet before entering the shelter, and ask a shelter worker if you need assistance finding shelter for your pet.
Specific Needs	Please tell a shelter worker as soon as possible if you have any specific needs or requests for equipment, supplies, food, or cultural or religious requirements. Every effort will be made to accommodate your needs.
Reunification with Family and Friends	Let your family and friends know you are Safe and Well by registering on www.redcross.org/safeandwell. You can also re-register when you leave the shelter to let your family and friends know that you have moved on. Ask a shelter worker if you need assistance.
Food	Snacks and refreshments are available in the feeding area throughout the day. Meals will be served in the feeding area at the times posted on the schedule. If you have specific dietary needs, please let a shelter worker know as soon as possible. To avoid spills or attracting bugs, please keep all food and drinks out of the sleeping area. Water and baby bottles are permitted.
Medical Problems and Injuries	Please notify a shelter worker if you or a family member are taking medication or have a medical condition with which you need assistance or if you are not feeling well. Please notify a shelter worker if you observe anyone needing medical attention. Workers from Disaster Health Services are available to assist everyone in the shelter.
Emotional Support	Staying in a shelter following a disaster can be stressful. If you, your children, or any other family members are feeling stress, anxiety or the need to talk to someone, trained professional counselors are available to assist you 24 hours a day. Please ask a shelter worker to put you in touch with a Disaster Mental Health counselor.
Schedules	There will be a schedule posted to make sure you are aware of meal times, shower times, quiet hours, etc. Ask a shelter worker if you are unsure where the schedule is posted.

Children	Parents are responsible for supervising their children while in and around the shelter. Children should not be left unattended. In some cases, supervised areas for children may be provided. Ask a shelter worker if this service is available.
Check In/Out	We appreciate you checking in and out of the shelter every time you enter or leave the shelter. This helps us maintain a safe and secure shelter environment.
Dormitory Registration	Please register at the dormitory if you will be sleeping at the shelter. Registration allows us to gather the information we need to help you. All registration information is kept confidential.
Photographs	Your privacy and the privacy of all shelter clients are very important to us. Therefore, we do not allow photos to be taken of shelter clients without their written permission—including with cell phones or personal cameras. If you feel that your privacy has been violated, please inform a shelter worker immediately.
Housekeeping	Thank you for helping us to keep the shelter as clean as possible. We appreciate you picking up after yourself and following the bathroom courtesy guidelines that are posted in the restrooms. Please let a shelter worker know immediately if the restroom is in need of cleaning or supplies.
Quiet Hours	To ensure all residents can get the rest they need, quiet hours will be in effect each night during specified hours (usually 10:00 p.m.-7:00 a.m.). Please see the posted schedule or ask a shelter worker to confirm these times. Please keep the sleeping areas as quiet as possible during the day. as well, for residents who may want to sleep or rest.
Be Respectful	Be respectful to fellow clients and workers. Negative behavior, including foul language, abusive behavior, stealing, destruction of property, or other behavior that is disruptive to others, will not be tolerated.
Personal Belongings	Unfortunately, we cannot assume responsibility for your personal belongings. We recommend you lock your personal belongings in your car and out of sight. If that is not possible, keep valuable items with you.
Smoking	Smoking of any kind, including e-cigarettes and other smoking devices, is permitted outside the building in designated smoking areas only. For safety purposes, matches and lighters may only be used outside the building as well. Please dispose of cigarette butts and matches properly. Note: schools and some public buildings do not allow smoking on their campus. Please ask a shelter worker where smoking is allowed.
Alcohol, Illegal Drugs, and Weapons	To maintain a safe and welcoming environment for everyone, alcoholic beverages, illegal drugs, and weapons (including concealed weapons) are not allowed in the shelter or on the shelter grounds.

We appreciate any help you can provide while you are staying in the shelter.
If you would like to help, please tell a shelter worker.
Thank you for helping us to take care of your temporary home!

Folleto de bienvenida para el damnificado

Herramientas de trabajo de los servicios en casos de desastre

DCS JT Respuesta/Refugio

Instrucciones del folleto de bienvenida para el damnificado

Entregue una copia del siguiente *Folleto de bienvenida para el damnificado* a cada familia en la recepción o durante el registro. Esta herramienta de trabajo se utilizará junto con la siguiente normativa:

- Normas y procedimientos del refugio
- Herramienta de trabajo: Operación de un refugio

DCS JT RES Folleto de bienvenida para el damnificado SPAN V.1.0 2016.07.18
Propietario: Servicios en casos de desastre   880   March 2018
Autor: Respuesta / Refugio   1

American Red Cross

Bienvenido al refugio de la Cruz Roja

Esperamos que, dentro de las circunstancias, su estadía sea lo más placentera posible. *La asistencia en casos de desastre de la Cruz Roja Americana se brinda sin costo*. Tómese unos minutos para leer la información importante incluida a continuación. A medida que haya información adicional, se la comunicaremos tan pronto como sea posible. Si tiene alguna pregunta o inquietud, comuníquese con el personal del refugio.

Todos son bienvenidos	Todos son bienvenidos en el refugio de la Cruz Roja. La Cruz Roja no discrimina en razón de la nacionalidad, la raza, el credo religioso, las clases, la discapacidad, las opiniones políticas, la orientación sexual ni la identidad de género.
Animales de servicio	En los refugios de la Cruz Roja se aceptan los animales de servicio. Estos reciben entrenamiento para trabajar o realizar tareas para quienes tienen necesidades funcionales y de acceso, incluso personas discapacitadas. Los animales de servicio y asistencia no son mascotas. Hable con el personal del refugio si su animal de servicio precisa alimento o suministros.
Mascotas	Comprendemos que las mascotas son muy importantes para usted. No obstante, a fin de mantener un entorno seguro y saludable para todos los residentes no permitimos mascotas en este refugio. Antes de ingresar al refugio, haga arreglos para su mascota y pida asistencia al personal si necesita encontrarle un lugar para quedarse.
Necesidades específicas	Informe al personal de refugio tan pronto como sea posible en caso de tener necesidades o pedidos específicos de equipo, suministros, alimentos o requerimientos culturales o religiosos. Se hará todo lo que esté a nuestro alcance para satisfacer sus necesidades.
Reunión con la familia y amigos	Informe a su familia y amigos que se encuentra bien y seguro; para ello, regístrese en www.redcross.org/safeandwell. También puede volver a registrarse cuando deje el refugio para que su familia y amigos sepan que ya lo ha hecho. Pida asistencia al personal del refugio si la necesita.
Comida	En el área de alimentación se dispone de bocadillos y refrescos durante todo el día. Las comidas se servirán en dicha área en los horarios anunciados en el cronograma. Si tiene necesidades alimentarias específicas, comuníquelo al personal del refugio lo antes posible. Para evitar derrames o la atracción de insectos, mantenga los alimentos y bebidas fuera del área de los dormitorios. Se permite conservar agua y biberones.
Problemas de salud y lesiones	Notifique al personal del refugio si usted o un familiar toman medicamentos o tienen alguna afección médica con la que precisen ayuda o si no se sienten bien. Informe al personal del refugio si ve a alguien que necesita atención médica. El personal de servicios de salud en casos de desastre está a disposición para ayudar a todas las personas en el refugio.
Apoyo emocional	Permanecer en un refugio tras un caso de desastre puede provocar estrés. Si usted, sus hijos o algún familiar experimentan estrés, ansiedad o necesitan hablar con alguien, hay asesores profesionales las 24 horas para prestar asistencia. Pida al personal del refugio que lo ponga en contacto con un asesor de salud mental en casos de desastre.
Cronogramas	Se publicará un cronograma para garantizar que todos conozcan los horarios de comidas, duchas, descanso, etc. Pregunte al personal del refugio si no está seguro dónde se publicó el cronograma.

Niños	Los padres son responsables de supervisar a sus hijos mientras se encuentren en el refugio. Los menores no deben quedarse solos. En algunos casos, es posible que se brinden áreas supervisadas para los niños. Pregunte al personal del refugio si este servicio está disponible.
Registro de entrada/salida	Agradeceremos que registre la entrada y salida del refugio en la oportunidad correspondiente. Esto nos permite mantener un entorno seguro y protegido.
Registro en el dormitorio	Regístrese en el dormitorio si dormirá en el refugio. El registro nos permite recabar información que precisamos para ayudarlo. Toda la información de registro es confidencial.
Fotografías	La privacidad de todas las personas albergadas en el refugio es muy importante para nosotros. Por lo tanto, no permitimos que se tomen fotos de las personas afectadas sin obtener permiso escrito; esta norma se aplica también a teléfonos celulares y cámaras personales. Si siente que han violado su privacidad, infórmelo sin demora al personal del refugio.
Limpieza	Le agradecemos que nos ayude a mantener la limpieza del refugio en la medida de lo posible. Le pedimos que conserve el orden y respete las pautas para el uso del baño publicadas en las áreas respectivas. Informe al personal del refugio de inmediato si los baños necesitan limpieza o suministros.
Horario de descanso	Para garantizar que todos los residentes puedan descansar, durante la noche se deberá respetar el horario para tal fin (en general, de 10:00 p.m. a 7:00 a.m.). Consulte el cronograma publicado o pregunte al personal del refugio para confirmar los horarios. En la medida de lo posible, guarde silencio en las áreas destinadas al descanso durante el día y respete a los residentes que quieran dormir o descansar.
Sea respetuoso	Muestre respeto por las personas albergadas en el refugio y por el personal. No se tolerará la conducta negativa, incluso las groserías, el comportamiento abusivo, los robos, la destrucción de bienes u otras maneras de conducirse que puedan molestar a otros.
Efectos personales	Lamentablemente, no podemos asumir responsabilidad por sus efectos personales. Le recomendamos dejarlos en su vehículo bajo llave y ocultos. Si eso no fuera posible, conserve los elementos de valor con usted.
Fumar	Fumar está permitido, incluso los cigarrillos electrónicos u otros dispositivos para fumar, fuera del edificio y exclusivamente en las zonas designadas a tal fin. A los fines de la seguridad, solo se pueden utilizar fósforos y encendedores fuera del edificio. Tenga a bien apagar por completo las colillas y los fósforos. Nota: en las escuelas y algunos edificios públicos no se permite fumar en los campus. Pregunte al personal del refugio dónde puede fumar.
Alcohol, drogas ilegales y armas	Para mantener un entorno seguro y agradable para todos, las bebidas alcohólicas, las drogas ilegales y las armas (incluso las ocultas) no están permitidas en el refugio o en sus inmediaciones.

Agradecemos toda la ayuda que pueda prestar durante su estadía en el refugio.
Si desea prestar asistencia, comuníquelo al personal del refugio.
¡Gracias por ayudarnos a cuidar de su hogar temporal!

Shelter Client Sign-In Form

Disaster Cycle Services Job Tools

DCS JT-F Respond/Sheltering

Shelter Client Sign-in Form Instructions

Shelter clients sign in at the reception table when they enter the shelter and sign out when they exit. This form is stored in a secured location when not in use. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

Follow the steps below when using this form:

1. Enter the first date the form was used.
2. Consult with the shelter manager, if necessary, to identify the "DR Number" and the "Shelter Name/Location."
3. Instruct shelter clients to complete the columns as follows:
   a. Enter the date of sign-in.
   b. Enter the shelter client's name.
   c. Enter the time the shelter client entered.
   d. If the shelter client is entering and exiting the shelter multiple times throughout the same day, use the returning box. Otherwise, check "new."
   e. Enter the time the shelter client exited the shelter.
   f. Indicate if this is a temporary exit, meaning the shelter client intends to return to the shelter, or a final exit from the shelter.
   g. Enter current contact information where the shelter client can be reached (e.g. cell phone number).
   h. Enter any notes that need to be documented.
4. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

Shelter Client Sign-in

Date: _____   Incident/DR#: _____

Shelter Name/Location: _____

Date	Name	Time In	New or Returning	Time Out	Temporary or Final Exit	Contact Information	Notes
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		
			□ New □ Returning		□ Temporary □ Final		

Callout (Name / Time In): If the shelter client is entering and exiting the shelter multiple times throughout the same day, use the returning box. Otherwise, check new.

Callout (Contact Information): Enter the shelter client's current contact information.

Callout (Temporary or Final Exit): If the shelter client is exiting the shelter with the intention to return, check the temporary box. Otherwise, check final.

Page _____ of _____

Shelter Client Sign-in

Date	Name	Time In	New or Returning	Time Out	Temporary or Final Exit	Contact Information	Notes
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
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			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		
			☐ New ☐ Returning		☐ Temporary ☐ Final		

Inscripción de la persona albergada en el refugio

Fecha: _____ Incidente/nro. DR: _____ Nombre/ubicación del refugio: _____

Fecha	Nombre	Hora de ingreso	Nuevo o regreso	Hora de salida	Salida temporal o definitiva	Información de contacto	Notas
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
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			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
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			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		
			☐ Nuevo ☐ Regreso		☐ Temporal ☐ Definitivo		

Fecha: _____

Página ___ de ___

DCS JT RES Formulario de ingreso del damnificado al refugio V.1.0 2016.07.18

1

Accommodating Disabilities - Additional Questions to Ask During Registration

1. Do you need any medication or expendable supplies?

2. Do you have any medication that needs refrigeration?

3. Do you need assistance at meals such as assistance going through a feeding line?

4. Do you have any dietary restrictions or food needs?

5. Do you have any allergies or chemical sensitivities that staff should be aware of?

6. Do you need assistance with filling out forms (if applicable)?

7. Would you like a shelter orientation and way-finding assistance?

8. Do you have any needs or requests regarding the placement of your cot?

9. Do you need electrical power for any disability-related needs?

10. Do you need any extra assistance with daily activities?

11. Do you have a service animal?

12. Do you need a roll-in shower, or will you be able to use a transfer shower? (if bathing facilities are available)

13. Do you need to recharge any mobility device?

14. Do you need any supplies for your service animal, such as food, water, plastic bags, etc.?

RCPGP Emergency Shelter Communications Toolkit Field Manual 07-2014 City of Seattle Department of Parks and Recreation

Emergency Shelter Communications Toolkit

Contents

1.0   Introduction

This Emergency Shelter Communications Toolkit was designed by a Workgroup of subject matter experts in various fields of disability, and reviewed and edited by staff and volunteers involved in emergency shelter operations in both rural and urban centers. It contains information and guidance designed to assist in providing widely accessible communications in an emergency shelter situation; it includes information to be used in shelter preparedness planning and activities, as well as in just-in-time implementation. Although designed to focus on communications, there is information included to help provide safe, physically accessible spaces, as well as to address some specific barriers to emergency services for people with disabilities.

It is the goal to provide emergency shelter services accessible to all, while recognizing the barriers and limited resources inherent in emergency situations.

2.0   How to Use This Toolkit

This guide is split into thirteen sections. The Sections 3.0 and 4.0 are focused on preparing your shelter to be as accessible as possible for individuals with functional needs. Sections 5.0 thru 12.0 give information to help you understand the needs and provide service to those same individuals. Section 5.0 provides general information. Sections 6 thru 12 each discuss the communication and accessibility needs of individuals with various functional needs. Section 13 discusses suggested signage and materials.

Ideally, potential shelter directors, staff, and volunteers should review this guide before the need to open a shelter. *Section 3.0: Advanced Preparation*, should be the first section that is read. It describes steps that can be taken to prepare the shelter ahead of time.

If the guide is being looked at in an emergency situation and time is limited, focus your attentions on *Section 5.0: Shelter Intake*. It has questions that can be asked during registration, information on service animals, and important general information.

Advanced Preperation	• Section 3.0
Activation	• Sections 4.0 and 5.0
Specific Barriers	• Refer to Table of Contents for appropriate section
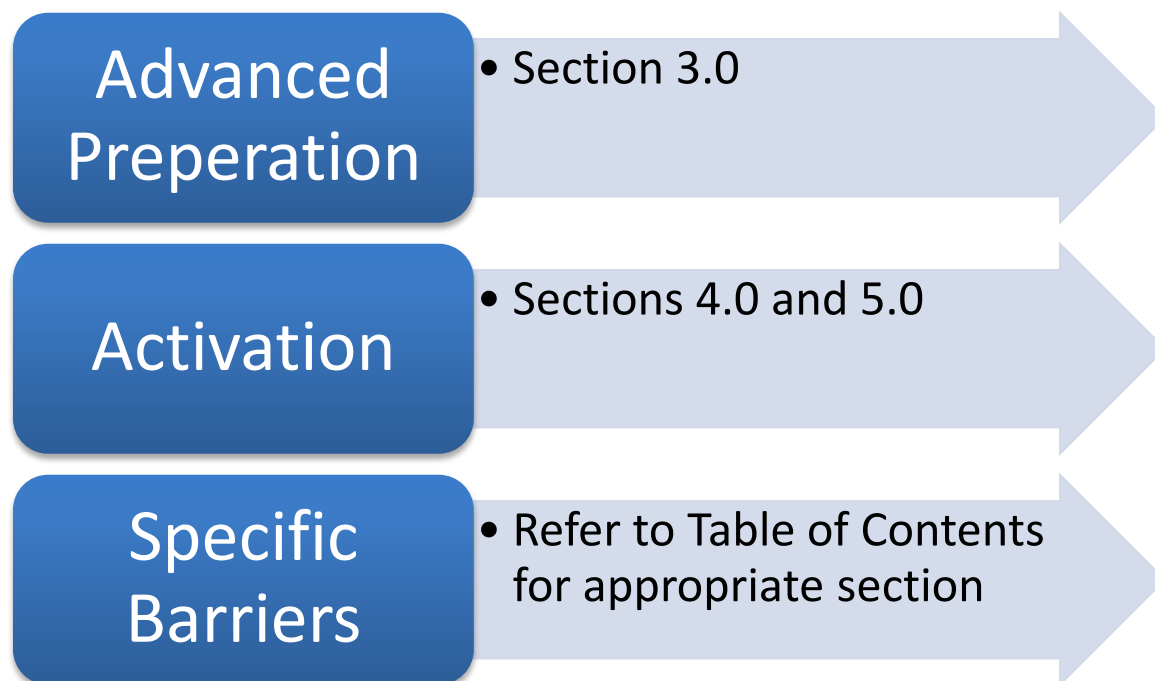
3.0   Advance Preparation

These are steps that should be taken before an emergency strikes. After reading through this section use the checklist on page 9 to keep track of your preparedness.

3.1 Preparing the Shelter, Staff, and Volunteers to be Accessible for Individuals who are Deaf and Hard of Hearing

1. Assess shelter facilities for existing accommodations

    a. Assistive Listening systems; induction loops, FM or Infrared systems used with PA systems

    b. TTYs, amplified and/or captioned telephones

    c. Access to online services (high speed required for video services)

2. Develop memorandums of understanding (MOUs) with some of these suggested agencies:

    a. Local American Sign Language (ASL) Interpreter Agencies

    b. Establish contract with video remote interpreting providers

    c. The DSHS Office of Deaf and Hard Hearing (ODHH)

    d. Hearing Speech and Deafness Center (HSDC)

    e. Local stores/audiology offices for hearing aid batteries

3. Provide training to members of various volunteer teams who operate shelters on accessible communication, cultural awareness, and providing accommodations

4. Designate trained staff as point of contact when Deaf/Hard of Hearing (HOH) individuals arrive at shelter

    a. If FAST Teams, or other Access and Functional Needs Teams are available, be sure to have a Deaf/HOH representative on those teams

5. Prepare appropriate signage for entry, services and accommodations

6. Designate location of assistive technology

    a. Laptop/Tablet/Computer w/camera and internet for videophone and internet relay services for captioned phone service

    b. TTYs, amplified and captioned telephones

c. Assistive listening devices

d. Hearing aid batteries

e. Charging areas for electronics related to communication

7. Whenever possible shelter members of the Deaf Community together

   a. Like all shelter residents, members of the Deaf Community want to be able to be social and discuss their situation with their peers.

3.2 Preparing the Shelter, Staff, and Volunteers to be Accessible for Individuals with a Mobility Disability

1. Evaluate a shelter's accessibility; surveys should be conducted to identify physical barriers to access. The minimum accessibility features required:

   - ✓ Accessible parking

   - ✓ Accessible route from parking to the entrance

   - ✓ Accessible entrance without steps

   - ✓ Sleeping area

   - ✓ Dining area

   - ✓ Toilet facilities

   - ✓ Bathing facilities

   - ✓ Activity areas

   - ✓ Emergency exit

   - ✓ Interior routes to all of the aforementioned areas

   Refer to *Section 6.3 Living in the Shelter– Accommodations* for more information.

3.3 Signage Preparation

You should consider indicating that food, medical care, etc. are free of cost as part of the signage. Whether or not it is noted within the signage, it will be important to provide this information during registration and perhaps daily during the times that these services are being offered.

3.4 Preparing the Shelter, Staff, and Volunteers to be Accessible for Individuals with a Visual Disability

1. Most guide and service dogs have been "crate trained." As space and resources allow, consider having a few large crates available as an optional respite for the working dogs.

2. Consider stocking a supply of general canned dog food for guide or service dogs. Canned is preferable over dry as it has a much longer shelf life.

3. An obstacle more than 27 inches above the ground and hanging from a wall (fire extinguisher for example) is a hazard as a white cane or guide dog might miss alerting. Place a chair or other object under such protrusions and check often to be sure such an alert hasn't been moved.

4. As only 10% of those who are blind are Braille literate, resources should first be used to make tactile (raised) print signage followed by Braille. Whereas Braille has its own characters, raised print signage uses raised letters so the message on the sign can be felt out.

5. Veterinarians should be part of the overall medical team.

Advance Preparation Accessible Communications Checklist

In accessing the readiness of a possible emergency shelter location, use this Checklist to specifically assess the resources available for accessible communications.

- ☐ Paper, pens, and pencils are readily available, and/or are included in an on-site emergency kit.
- ☐ Access to online services, (high-speed required for video services)
- ☐ TTY's, amplified and/or captioned telephones
- ☐ Facility has a general audio PA system
- ☐ Facility is equipped with hearing loop technology (if installed in only certain areas, note those on *Inventory* list
- ☐ Facility/shelter provider has MOU with interpreter service (record contact information on the *Inventory* list.)
- ☐ Signage for way-finding, service provision, accommodations, etc. are available on-site
- ☐ A charging station for electronics related to communications has been identified (and identifying signage created)
- ☐ The facility has been appropriately assessed for physical accessibility
- ☐ Possible shelter staff have been trained to provide accessible communications and shelter services to people with disabilities

Additional Accommodation Resources on-Site:

- ☐ _____

- ☐ _____

- ☐ _____

4.0   Shelter Activation

After reading through this section walk around with the checklist found on pages 12 and 13 to ascertain whether or not your shelter is accessible.

4.1 Ensure physical access

Double-check that the following areas of the shelter are accessible; according to the ADAA, an accessible route is 36 inches wide. When there is a turn in the route the space must be made wider to accommodate turning wheelchairs and guide dog teams.

- ✓ Parking

- ✓ Exterior routes from parking to the entrance

- ✓ Entrance

- ✓ Sleeping area

- ✓ Dining area

- ✓ Toilet facilities

- ✓ Bathing facilities

- ✓ Activity area

- ✓ Emergency exit

- ✓ Interior routes to all of these areas

4.2 Prepare Signage and Message/ Bulletin Boards:

1. Use picture signage where possible. Post signs with pictures related to food, phones, restrooms, information, etc. along the route with arrows pointing the way.

2. Signs, characters and backgrounds should have:

- Non-glare finishes

- Contrast (light on dark or vice versa)

- Style & Character Proportions – use the fonts Verdana or Arial for easy reading for everyone.

- No uneven or non-uniform text

- Size – consider viewing distance

- When distance is less than 6 ft, minimum character height is 5/8 in.

3. When mounting signs or message boards:

- Avoid low lighting or shadowy areas

- Avoid areas where surface glare could be an issue

- Bottom of text should be 40-70in above the floor or ground

4. Locating Signage

- If all entrances are not accessible, signage at the inaccessible entrance needs to clearly indicate where an accessible entrance is located.

- Signage needs to indicate all accessible activity areas (sleeping/first aid/ dining/ toilet/ bathing/ recreational)

4.3 Whenever possible, provide refrigeration for certain types of medication.

Many people with disabilities need medication that must be refrigerated; shelters need to have a safe and secure refrigerated location where medications can be stored and accessed when needed. Having a disability and/or needing medications does not mean that a person should be housed in a medical shelter as opposed to a general population shelter.

Shelter Activation Accessible Communications Checklist

As part of an emergency shelter activation, this checklist should be completed by a staff member with knowledge/experience in accessibility and accommodations.

☐ Visually, and using a yardstick, the following areas have been checked for accessibility; routes are a minimum of 36" wide, and turns allow for wider space to accommodate turning wheelchairs and service dog teams:

- ☐ Parking
- ☐ Exterior routes from parking to entrance
- ☐ Entrance
- ☐ Sleeping area
- ☐ Dining area
- ☐ Toilet/bathing facilities
- ☐ Activity area
- ☐ Emergency exit
- ☐ Interior routes to all these areas

☐ Signage has been appropriately hung for interior areas:

- ☐ Registration/Information
- ☐ Sleeping
- ☐ Food
- ☐ Communications charging stations
- ☐ Quiet Room
- ☐ Message/bulletin boards
- ☐ Children's' play area
- ☐ Bathrooms/Shower facilities
- ☐ Transportation
- ☐ _____

Shelter Activation Accessible Communications Checklist, page 2

☐　Registration/Information desk has been equipped with the following supplies to aid communications:

　　☐　Pens, pencils, paper
　　☐　Graphic Communications Card
　　☐　Language Identification Card
　　☐　Registration materials in alternate formats/languages
　　☐　TTY system
　　☐　Hearing Loop system
　　☐　Video Relay Service available
　　☐　Computer with screen reader available
　　☐　ASL Interpreter available: _____
　　☐　Language Interpreter available: _____
　　☐　_____
　　☐　_____

Just-in-Time Training (5 – 10 minutes in an emergency situation)

Before training, complete the *Shelter Activation Communications Checklist* to assess readiness.

- ✓ Inform staff of any accessibility issues present and the plan for dealing with them.
- ✓ Point out accessibility resources and their location/use:
    - o if a PA system exists and how it will be used;
    - o where medications will be stored;
    - o introduce any interpreters present, or who to coordinate with if one is needed
    - o locations of graphics cards, pens & paper, computer with screen reader, any other communications resource
    - o location of charging stations for mobility and communications devices (remind staff they have priority)
- ✓ If appropriate, appoint one staff member to act as accessibility point person for each duty shift. Staff should provide shift briefings to include any issues, needs, accommodations arranged, etc.
- ✓ Remind all Staff and Volunteers:
    - o Treat everyone with respect
    - o Make sure you have established understanding by receiving appropriate answers to questions – never *assume* communication!
    - o Ask if assistance is needed before jumping in to help. Do not make assumptions about needs – ask!
- ✓ Review the Shelter's Service Animal Policy
- ✓ Other Notes:

_____
_____
_____
_____
_____

5.0   Shelter Intake

5.1 General Questions to Ask:

1. Do you need any medication or expendable supplies?

2. Do you have any medication that needs refrigeration?

3. Do you need assistance at meals, such as with going through a feeding line?

4. Do you have any dietary restrictions or food needs?

5. Do you have any allergies or chemical sensitivities that staff should be aware of?

6. Do you need assistance with filling out forms (if applicable)?

7. Would you like a shelter orientation and way-finding assistance?

8. Do you have any needs or requests regarding the placement of your cot?

9. Do you need electrical power for any disability-related needs?

10. Do you need any extra assistance with daily activities?

11. Do you have a service animal?

12. Do you need a roll-in shower, or will you be able to use a transfer shower? (if bathing facilities are available)

13. Do you need to recharge any mobility device?

14. Do you need any supplies for your service animal, such as food, water, plastic bags, etc.?

5.2 FAQs Regarding access for guide dogs and other service animals

Q   **What are the laws that apply to a shelter?**

A   Under the Americans with Disabilities Act (ADA), privately owned businesses that serve the public, such as restaurants, hotels, retail stores, taxicabs, theaters, concert halls, sports facilities, and emergency shelters are prohibited from discriminating against individuals with disabilities. The ADA requires all of these entities to allow people with disabilities to bring their service dogs onto premises in whatever areas others are generally allowed.

Q   **What is a service animal?**

A   The ADA defines a service animal as any guide dog, signal dog, or miniature horse

(at times), individually trained to provide task assistance to an individual with a disability. If they meet this definition, animals are considered service animals under the ADA regardless of whether they have been licensed or certified by a state or local government. Service animals perform some of the functions and tasks that the individual with a disability cannot perform for him or herself. Guide dogs are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar. But there are service dogs that assist persons with other kinds of disabilities in their day-to-day activities. Some examples include: Alerting persons with hearing impairments to sounds, pulling wheelchairs or carrying and picking up things for persons with mobility impairments, and assisting persons with mobility impairments with balance. NOTE: You should check with the local jurisdiction (city, unincorporated county, state) under which the shelter is being activated; some jurisdictions have legislated specific definitions of service animals, which may provide for additional types of animals to be considered a service animal. All jurisdictions must meet the minimum of the ADA standard, above.

Q **How can I tell if an animal is really a service dog and not just a pet?**

A Some, but not all, service dogs wear special collars and harnesses. Some, but not all, are licensed or certified and have identification papers. If you are not certain that an animal is a service dog, you may ask the person who has the animal if it is a service dog required because of a disability. You may also ask what tasks the dog has been trained to do to help mitigate the disability. **Those are the only questions you may ask.**

Q **What must I do when an individual with a service dog comes to a shelter?**

A The service animal must be permitted to accompany the individual with a disability to all areas of the facility where others are normally allowed to go. An individual with a service dog may not be segregated from others. If someone claims to be allergic to dogs, it is the person with the allergy who must locate away from the allergen (dog). The person with the disability must first be accommodated.

Q **We have always had a clearly posted "no pets" policy. Do I still have to allow service dogs?**

A Yes. A guide or service dog is not a pet. The ADA requires you to modify your "no pets" policy to allow the use of a guide or service dog by a person with a disability within the shelter. This does not mean you must abandon your "no pets" sheltering policy altogether but simply that you must make an exception to your general rule for guide and service dogs.

Q **My county health department has told me that only a seeing eye or guide dog has to**

be admitted. If I follow those regulations, am I violating the ADA?

A   Yes, if you refuse to admit any other type of service dog on the basis of local health department regulations or other state or local laws you are in violation of federal law. The ADA provides greater protection for individuals with disabilities and so it takes priority over the local or state laws or regulations.

Q   **If we must move sheltered persons, must a guide or service dog be allowed on the vehicle?**

A   Yes. You may not refuse to provide services to individuals with disabilities accompanied by their guide or service dog.

Q   **Am I responsible for the animal while the person with a disability is in a shelter?**

A   No. The care or supervision of a service dog is solely the responsibility of his or her owner/handler. You are not required to provide care or supervision of the animal.

Q   **What if a guide or service dog barks or growls at other people or otherwise acts out of control?**

A   You may exclude any dog, including a guide or service dog, from your shelter when the dog's behavior poses a direct threat to the health or safety of others. For example, any guide or service dog that displays vicious behavior towards others may be excluded.

- Although a public accommodation may exclude any guide or service dog that is out of control, you should give the individual with a disability who uses the service dog the option of continuing to use the shelter without having the guide or service animal on the premises.
- It is important to keep in mind that in an emergency sheltering situation, even a highly trained guide or service dog may become anxious and display concern or panic. Such display is NOT a reason to exclude the dog if the handler has the dog under control within the handler's "space" and comfort. Allow the handler to dictate a need to find a quiet and private place to assist in calming the dog.
- You may not make decisions about how a particular dog is likely to behave based on your past experience with other dogs. Each situation must be considered individually.

5.2   General Things To Remember

1. Do not ask, "What is the nature of your disability?" or "Do you have a disability?" Instead, ask about accommodation and accessibility needs as part of the general registration process.

2. Use person-first language. Say "person with a disability" instead of "disabled person"; "person who uses a wheelchair" instead of "confined to a wheelchair" or "wheelchair bound". Avoid terms such as "handicapped" or "crippled". If you are not sure what words to use, ask.

3. Speak directly to the person, not to their companion if they have one. For example, you will ask, "Jane, are you hungry?" instead of asking Jane's companion, "is Jane hungry?"

4. Phrase intake questions in a neutral way to obtain accurate information. For example, you will ask, "do you take any medications?" rather than, "you're not taking any medications, are you?"

5. Consult residents with disabilities regarding placement of their cots. Some individuals will have disability-related needs that require accommodation when assigning the location of their cot. For instance, a person who uses a wheelchair, crutches, or a walker may need a cot located close to an accessible toilet room. Since an assigned cot may not be identifiable by touch, a blind person may need a cot placed in a location that she can easily find. A person with low vision may need his bed located close to light so he can see or away from bright light that aggravates his eyes. Someone who is deaf or hard of hearing may need a cot placed away from auditory distractions that would prevent him or her from sleeping.

6. Don't assume that he or she needs help. Instead, ask if you can be of assistance.

7. It is important to realize that disabilities are not exclusive; an individual with a mobility disability may also have a vision or hearing impairment.

8. Don't assume. It is polite to ask. This goes for everything from recognizing a disability to knowing when a person actually needs assistance. A disability may not be readily visible and an individual with a disability may not want or need assistance.

9. Look for a medical alert bracelet. If the person is wearing one, ask permission to look at it to be sure that you are aware of their allergies and other medical needs.

10. You should consider indicating that food, medical care, etc. are free of cost as part of the signage. Whether or not it is noted within the signage, it will be important to provide this information during registration and perhaps daily during the times that these services are being offered.

11. Some who appeared to understand information during registration may appear disoriented later in their stay. Using the communication tips included above may assist in helping him or her thrive in the shelter environment.

12. Whenever possible, provide refrigeration for certain types of medication. Many people with disabilities need medication that must be refrigerated, shelters need to have a safe and secure refrigerated location where medications can be stored and accessed when needed.

13. When electrical power is available, priority access should be given to people who

depend on electrically powered equipment to survive.

14. You might be working in an organization where acronyms are used frequently. Remember that not everyone may know the acronyms that you and your coworkers use on a regular basis. Always use the full name.

15. People who experience slurred speech or other speech difficulties due to disability are typically used to having to repeat themselves. Conduct important conversations, such as the intake process, in a quieter area if possible. Don't nod your head in agreement if you're not sure what has been said. Repeat what you think you heard back to them. "I think I'm hearing that you are allergic to peanuts. Is that correct?" If you're having difficulty understanding a word, you can ask the person if they will spell it for you. Ask yes or no questions if possible. The individual may have an electronic communication board or a handheld letter board to use to spell words.

6.0   Mobility

6.1 Interacting with a Person who has a Mobility Disability:

1. You shouldn't classify or think of people who use wheelchairs as "sick." Wheelchairs are used to help people adapt to or compensate for the mobility impairments that result from many non-contagious impairments. Some of these are, for example, spinal cord injury, stroke, amputation, muscular dystrophy, cerebral palsy, multiple sclerosis, post-polio, heart disease, etc.

2. People who use wheelchairs have varying capabilities. Some people who use wheelchairs can walk with aid or for short distances. They use wheelchairs because they help them to conserve energy and to move about with greater efficiency.

3. Treat the individual with the basic respect with which you would treat any other individual.   An emergency situation is no excuse to ignore another human being's dignity or rights.

4. It is appropriate to shake hands with a person who has a disability, even if they have limited use of their hands or wear an artificial limb.

5. Focus on the individual and talk directly to them. You shouldn't ignore them and talk to their companion, interpreter, or anyone who may be with them. It is best to position yourself at eye-level to avoid neck strain.

6. Always ask the person who uses a manual wheelchair if they would like assistance (such as with pushing). Your help may not be needed or wanted.

7. Don't hang or lean on a person's wheelchair or other mobility device. A wheelchair is part of his or her own personal or body space, so don't lean on it, rock it, etc. Also, it is dangerous to put your hand on a device's joystick when it is on. You may inadvertently cause it to move.

8. Be careful not to accidentally demean or patronize the person who uses a wheelchair by patting them on the head.

9. When giving directions, think about things like travel distance, location of curb cuts and ramps, weather conditions and physical obstacles that may hinder their travel. Using compass points - North South East or West is clearer than simply left or right, especially if the individual has a visual disability.

10. It is best to walk next to the person. Not only is it more comfortable and friendly, it will avoid the danger posed by sudden stops.

11. When a person who uses a wheelchair "transfers" out of the wheelchair to a chair, toilet or bed, do not move the wheelchair out of reach. If you think it would be best to move it

for some reason ask the person who uses the wheelchair about the best option for them.

12. It is OK to use expressions like "running along" or "let's go for a walk" when speaking to person who uses a wheelchair.   It is likely they express the idea of moving along in exactly the same way.

13. When an individual does request assistance with transferring, ask them how it would be best to assist them. They can advise on the safest method.

14. When an individual needs assistance with their mobility device, ask them for advice on how to assist them. They know their equipment best. Do not lift or pull on anything until you know if that piece is connected to the frame of the device. Some parts, such as armrests, may be detachable.   Make sure the device is OFF before attempting to move or lift it.

6.2 Prioritizing

1. When electrical power is available, access should be given to people who depend on electrically powered equipment to survive.

2. When possible, provide individuals with mobility devices the opportunity to charge the batteries that power the equipment they use for mobility and independence.

6.3 Living in the shelter- accommodations

1. **REMEMBER-** even after they are oriented to the shelter environment, changes in furniture layout or the addition or removal of cots may be disorienting to people who rely on these landmarks to find their way around.

    a. Maintain accessible routes

   - ✓ Cots and other furniture need to be placed to ensure that accessible routes – routes that people who use wheelchairs, crutches, or walkers can navigate – connect all features of the shelter.

   - ✓ **TIP**: Use a yardstick, held horizontally at waist level, and walk the route to ensure that you have a continuous 36 in. route.

2. Do not create protruding objects in areas where people can walk.

    a. Furniture and other items should be positioned to direct pedestrians who are blind or have low vision safely away from overhead or protruding objects.

    b. This requirement extends beyond the "accessible route" and applies throughout the shelter environment to any place where a person can walk.

c. Hazards posed by protruding and overhead objects can typically be eliminated by placing a cane-detectable barrier on the floor beneath or next to them.

d. But care should be taken so cane-detectable barriers do not block accessible routes or the clear floor space that people using mobility devices need to access common protruding objects such as drinking fountains.

3. Ensure that operable parts and objects are placed within the reach range.

a. When there is no obstruction in front of the object or control, or the obstruction is less than 10 in. deep, a seated person can reach 15-48 in. above the floor.

b. When there is an obstruction, such as a table (where there is clearance underneath the surface), and the depth of the reach would not be greater than 25 in., a seated person can reach 44 in. above the floor.

c. When there is an obstruction that a person in a wheelchair must pull alongside of, the obstruction cannot be higher than 34 in. and cannot be deeper than 24 in.

d. At a 34 in. or less obstruction that is not deeper than 24 in., a seated person can reach 46 in. above the floor. Here are two examples:

- EXAMPLE 1: A 32 in. trash can is placed under the elevator buttons. A seated person must reach over the trash can. The trash can cannot be deeper than 24 in. or it must not be placed in that location.
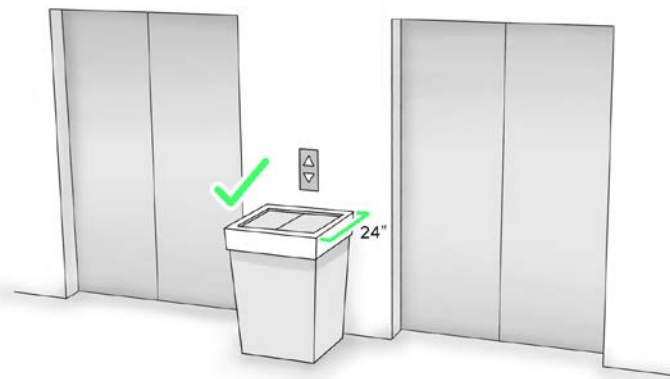
7.0   Deaf and Hard of Hearing

7.1   Communication

1. There are many different communication methods and technology that are used by people who are deaf or hard of hearing. They can be as complicated as an electronic communications board or as simple as pencil and paper.

2. Lack of information can add to an already stressful situation. Providing communications accessible to people who are deaf or hard of hearing relays vital information, and lessens confusion and fear.

3. Employing appropriate communication strategies can provide comfort until accommodations can be provided.

4. Lip-reading is <u>not</u> effective communication.

5. Gestures and body language can aid understanding.

6. Use of interpreters and assistive technology is necessary to ensure effective communication.

7.2   Dispelling Common Deaf and Hard of Hearing Myths

Despite deafness affecting 5% of the global population there are still many misconceptions that people make about the capabilities of those who are deaf. The following are a series of common myths about individuals who are deaf and their methods of communication.

- ✕ Myth: All people with hearing loss read lips
    - ✓ **The Truth:** Lip-reading is an acquired skill. It is often taught along with speech therapy to support oral communication for individuals who are deaf or hard of hearing. Depending on education, length of time of hearing loss skills vary. Only 35 percent of the English language shows on the lips. Additional information such as stating the topic first support further understanding. **Lip-reading should not be considered effective communication because of the wide variability of comprehension.**
- ✕ Myth: All people who are deaf use sign language
    - ✓ **The Truth**: People who acquired spoken language at an early age or before losing their hearing may prefer oral communication for expressive communication, yet rely on visual communication for receptive. Visual communication includes writing, captioning, lip-reading

- ✕ Myth: Hearing aids and cochlear implants make people who are deaf or hard of hearing 'hearing'
    - ✓ **The Truth**: Hearing loss is measured by decibels (loudness) and

frequency (tones). Frequency loss results in loss of specific sounds of speech, i.e. loss of high frequency causes loss of consonants in speech. So a person using hearing aids may hear the voice but not the words that are being spoken. Cochlear implants are able to correct frequency loss, however, comprehension will vary with individuals.   Hearing aids and cochlear implants use microphones to deliver the sound. These microphones do not have the capability of filtering background and overlapping noise that people with normal hearing have. People who use hearing aids and cochlear implants will need additional support to 'hear' in the shelter environment.

× Myth: People who are Deaf cannot speak
  ✓ **The Truth**: People who are Deaf have the same speech capabilities of people who are hearing. However, the inability to hear their own voice may make their speech difficult to understand. Additionally, lack of use of their voices will impede their ability. American Sign Language (ASL) and English are two different languages making it impossible to use both speech and sign language at the same time. People who use American Sign Language as their primary language may not communicate effectively using spoken language regardless of their physical ability.

× Myth: Anyone who knows sign language can interpret
  ✓ **The Truth**: American Sign Language does not have words. ASL is a language of visual concepts with the capability of expressing any complex idea that can be expressed orally. Effective interpreting from ASL to English requires extensive training in reading the hand movement, placement, expression and gesturing of ASL grammar and translating into English. Someone who knows sign language and has not been trained as an interpreter will not be able to meet the requirements of effective communication.

7.3   Defining the Categories of Deafness

1. <u>Deaf</u>   People who identify as Deaf usually have been deaf since birth or a very young age. They do not recognize deafness as a disability. They are part of the culturally Deaf community; the only recognized culture based solely on language with a history as a community that goes back generations. They have a defined system of beliefs and patterns of behavior that have been passed down for generations. Generally, ASL is their first or preferred language. English skills will vary depending on educational background.

2. <u>Hard of Hearing</u>   People who are hard of hearing have some usable hearing. They may benefit from hearing aids, cochlear implants and other assistive listening technology. They rely on a combination of oral and visual communication. Often, this population will

not self-identify or have knowledge of technology and communication strategies that will help them.

3. <u>Late-Deafened</u> People who are late-deafened became deaf (unable to hear spoken language with or without assistance) after living some part of their life as a hearing person. They may use hearing aids or cochlear implants, but rely primarily on visual communication; lip-reading, writing, captioning, sign language.

4. <u>Deaf and Blind</u> People identified as DeafBlind may have any degree of a combination of hearing and vision loss. Because hearing loss/deafness requires visual support, communication is compounded by the vision loss.

5. <u>FACT</u>: Seattle/King County has the largest population of DeafBlind individuals in the U.S. due to excellent services available. They may depend on large print, Braille, and tactile/vibration devices. They may communicate in ASL (close vision or tactile) or oral method (speaking).

6. Refer to *Section 10: DeafBlindness* for additional information.

7.4 Identifying People who are Deaf or Hard of Hearing

People who are deaf or who have hearing loss may not always self-identify. Here are some clues you can look for; never assume – always ASK!

➢ Signing

➢ Point to ears, shaking head

➢ Hearing aid or cochlear implant visible

➢ Asking for frequent repetition

➢ Lack of response or inappropriate response

➢ Intently watching speaker's face

7.5 Americans with Disabilities Act (ADA) and Effective Communication

1. The ADA states that a public entity shall take appropriate steps to ensure that communication with applicants, participants and members of the public with disabilities are *as effective as communication with others.* Effective communication requirements also apply to private and non-profit entities providing sheltering services.

2. Disaster situations do NOT relieve shelters of the responsibility to provide effective communication. Plan ahead to provide interpreters by establishing an MOU (memorandum of understanding) with local interpreter agencies. Establish contracts with Video Remote Interpreting agencies that can provide interpreters through the Internet when live interpreters are not available.

7.6 Barriers to Communication

1. Language

    a. People not knowing American Sign Language

    b. Limited or no English (reading/writing)

2. Visual Distractions

    a. Lighting (too dark or too bright)

    b. Crowds and movement

    c. Facial Visibility (not making eye contact)

3. Background Noise

    a. Many people talking at once

    b. Noises from setting up, or transport

    c. PA Announcements

4. Crisis Situation

    a. Overly emotional

    b. Confusion – situational and communicational

    c. Frustration from not understanding or being understood

    d. Lack of trust --- fear of being mistaken as uncooperative

7.7 Communication and Accommodations

1. Verbal - apply appropriate communication strategies.
    a. It may be necessary to deliver announcements personally if interpreters are unavailable and/or information is not presented in text form.

2. Interpreters - provide translation from spoken English to ASL/ASL to spoken English.

3. Assistive Listening Devices - provide additional hearing support for people who are hard of hearing.

4. Telecommunications Technology – Skype, Google Plus, and Facetime, provide visual communication with oral communication.

5. Paper and pencil may be the simplest and easiest way to communicate.

7.8   Communication Strategies

1. Anything that is said audibly must also be presented visually through the following methods

   a. Bulletin Board

   b. One on one

   c. Visual signal when new information is available

   d. Captions on TVs

2. Try speaking carefully first; then modify.

3. Speak appropriately

   a. Clearly

   b. Not too fast

   c. Increasing your volume does not always help

4. Lip-reading is NOT an effective way of communication, unless you are specifically trained to it.

5. Gesturing

6. Facial Expressions and Body Language

7. Writing

   a. For many Deaf, English is a second language

   b. Usually effective with hard of hearing

   c. Not effective for lengthy information

   d. Use simple vocabulary and short statements

8. Do NOT attempt to use sign language unless you are fluent and use it regularly

9. If a person does not respond to verbal communication they most likely did not hear you

10. Get their attention by tapping them on the shoulder (do not begin speaking until they are looking at you)

11. Speak clearly and at a slightly slower pace

12. Use yes or no questions

13. Rephrase if not understood

14. Avoid words such as "this" or "that" when referring to something being demonstrated.

15. If you are referring to written material or using visual aids, allow each individual adequate time to review the written material before beginning the discussion.

16. Convey concern (through notes or gestures)

17. Communicate a plan for on-going communications while at the shelter.

18. Provide physical or visual guidance as needed

7.9 Using Interpreters

1. Speak directly to the deaf/hard of hearing individual: using remarks such as "Tell him" or Ask her" are unnecessary.

2. Speak naturally. The interpreter will ask for clarification when needed.

3. Allow more time for interpreted communication.

4. Be mindful of what you say out loud. The interpreter must sign everything that is spoken without editing.

5. Speak one at a time. The interpreter is only able to relay one message at a time.

6. Avoid speaking directly to the interpreter or asking them about the deaf-hard of hearing individual. Interpreters follow a strict code of ethics regarding their impartiality as well as in keeping their assignments confidential.

7.10 Using Communication Assistance Real Time (CART) Captioning

1. In the event the group activities, meetings, or services are held, hard of hearing shelter residents will benefit from CART or real time captioning.

   a. A captioner uses a court reporting machine to transcribe verbatim what is spoken. Text is displayed on computer or projected on a screen.

   b. Cart cannot be considered a substitute for an ASL Interpreter in all cases; if members of the Deaf Community are also non-verbal, an ASL Interpreter is needed.

7.11 Telecommunications Devices

1. Videophone-communication in ASL

   a. Laptops, tablets, personal computers or smart phones with a camera and high speed internet connection

2. Caption phone

   a. Provides a text translation of phone calls

3. Amplified phone

   a. Benefits persons with mild to moderate hearing loss

Triage Steps to Successful Communication

When possible, use an appropriate interpreter for the best communications.

Not available?

Do you have access to a video relay service?

No?

Use pencil/pen and paper for accurate commnications

Cannot read & write English

Use graphic communication card for basic communications

AND

Do not make assumptions; re-assure, and locate an appropriate interpreter as soon as possible!

8.0   Low Vision and Blindness

8.1   When you Meet Someone who is Blind

1. Treat them as you would anyone else. They do the same things as you, but sometimes use different techniques.

2. Speak in a normal tone of voice. Blindness doesn't equal hearing loss.

3. Talk directly to them, not to their companion. Loss of sight is not loss of intellect.

4. When entering a room, identify yourself; when exiting, be sure to mention that you are leaving. Address them by name so they will know you are speaking to them.

5. If you leave them alone in an unfamiliar area, consider offering them an orientation clue, such as: 'The door is to your left.'

6. Don't worry about using common, everyday words and phrases like "look," "see" or "watching TV" around them.

7. If they look as though they may need assistance, ask. They'll tell you if they do. If they are about to encounter a dangerous situation, voice your concerns in a calm and clear manner.

8. Pulling or steering the person who is blind is not helpful. Avoid grabbing their arm, and don't touch their dog's harness or their cane.

9. Ask, "Would you like me to guide you?" Offering your left elbow (most blind individuals are right handed so they hold their dog's harness with their left hand) is an effective and dignified way to lead someone who is blind. Do not be afraid to identify yourself as an inexperienced sighted guide and ask for tips on how to improve. Using audible cues, such as a tap or pat on an object (such as a chair or doorway), is a good technique for showing the person who is blind their location. Commenting, 'Here's the chair,' while tapping on it helps them to quickly locate it.

10. If you are guiding them, they may either ask their guide dog to "heel" or ask their dog to work.

11. If you need to help them get to another location, they may ask that you just walk to that location and will then ask their guide dog to "follow" you. Please don't talk to their dog in any way.

12. Be considerate. For example, if you notice a spot or stain on their clothing, tell them privately (just as you would like to be told).

13. Be sure to give useful directions. Phrases such as "north about 20 feet" and "left about

five feet" are more helpful than vague descriptions like "over there and then turn left."

14. In a feeding area, give clear directions to available seats. Your offer to tell the person who is blind what food is available and to help them plate it may be appreciated, but you shouldn't assume they would not want to order their own food if ordering is appropriate.

15. Offer to let them know what is on the table: ketchup bottle, water glasses, salt and pepper shakers, etc. You can describe the location of items by using clock positions: "Your coffee is at 3 o'clock"; "The sugar is at 1 o'clock."

16. Leave doors all the way open or all the way closed—half-open doors or cupboards are dangerous. And more often than not, moving chairs or other objects around – especially in a familiar environment – winds up being more confusing for the person who is blind than helpful.

17. Do not ask how long they have been blind. Their personal medical history is none of your business. Normal conversation would be great; the person who is blind can talk about the weather or politics like anyone else.

18. People who are blind love their guide dogs and will gladly chat about how long I have had the dog and so on, but please keep in mind that they are asked those same questions over and over again. Please keep conversations focused on commonly discussed topics such as the weather.

8.2   Meeting a Guide or Service Dog Team: Some Words of General Advice (Inside and Outside of a Shelter)

1. As tempting as it may be to pet a guide dog or service dog, remember that this dog is responsible for leading someone who cannot see or to otherwise mitigate some disability. The dog should never be distracted from that duty. A person's safety may depend on their dog's alertness and concentration.

2. It is okay to ask someone if you may pet their guide or service dog. Many people enjoy introducing their dogs when they have the time. Never forget that the dog's primary responsibility is to its disabled partner and it is important that the dog not become solicitous.

3. A guide or service dog should never be offered food or other distracting treats. The dogs are fed on a schedule and follow a specific diet in order to keep them in optimum condition. Even slight deviations from their routine can disrupt their regular eating and relieving schedules and seriously inconvenience their handlers. Guide & service dogs are trained to resist offers of food so they will be able to visit restaurants without begging. Feeding treats to a guide or service dog weakens this training.

4. Although Guide Dogs cannot read traffic signals, they are responsible for helping their handlers safely cross a street. Calling out to a Guide Dog or intentionally obstructing its path can be dangerous for the team as it could break the dog's concentration on its work.

5. Listening for traffic flow has become harder for Guide Dog handlers due to quieter car engines and the increasing number of cars on the road. Please don't honk your horn or call out from your car to signal when it is safe to cross. This can be distracting and confusing. Be especially careful of pedestrians in crosswalks when making right-hand turns at red lights.

6. It's not all work and no play for a guide or service dog. When they are not in harness, they are treated in much the same way as pets. However, for their safety they are only allowed to play with specific toys. Please don't offer them toys without first asking their handler's permission.

7. In some situations, working with a Guide Dog may not be appropriate. Instead, the handler may prefer to take your left arm just above the elbow and allow their dog to heel. Others will prefer to have their dog follow you. In this case, be sure to talk to the handler and not the dog when giving directions for turns.

8. A guide or service dog can make mistakes and will need reminders to maintain its training. Correcting a mistake usually involves a time-out or leash action. When the dog regains focus and correctly follows a cue, he or she is frequently praised and rewarded with a kibble. Guide and service dog handlers have been taught appropriate management methods to use with their dogs.

9. Access laws, including the United States' Americans with Disabilities Act and Canada's Blind Persons' Rights Act, permit people who are blind to be accompanied by their guide dogs anywhere the general public is allowed, including taxis and buses, restaurants, theaters, stores, schools, hotels, apartments, office buildings, and emergency shelters.

10. Before asking a question of a person handling a dog, allow them to complete the task at hand. Remain calm in your approach and mannerisms. Never tease a dog.

Things to remember when assisting somone with low vision or blindness		
Alert them when you make changes to the layout of a room.	When new signage or information is poseted make a verbal announcement along with it.	Ask if they would lkie your assistance befroe jumping in to help.

9.0   Deafblindness

The word *deafblindness* may seem as if a person cannot hear or see at all. The term actually describes a person who has some degree of loss in both vision and hearing. The amount of loss in either vision or hearing will vary from person to person. Some individuals may have lost all sight but can still hear with the help of hearing aids. Others may have no hearing but their limited sight enables them to communicate with others through sign language.

All that being said there is no single form of communication that works with every deafblind individual. Try some of the following methods until you find whichever one the individual is most comfortable with or finds most helpful.

1. In a true "must now move" emergency, using a finger, draw a huge "X" on the back of a person with hearing and/or sight loss while explaining the need to relocate immediately. After the, "X" go to the right of the person, make an "L" with your left arm and gently but with conviction, with your right hand reach across yourself to grasp the person's right hand and place it in the space between your elbow and forearm and then move. If the person has a guide or service dog, pause just a moment to allow the person to drop the harness handle so that they can heal the dog as you guide the team to safety.

2. Always remember that all are individuals and within each are varying levels of sight and hearing. If in doubt, ask how you might be of assistance. Always stand directly in front of the person you want to communicate with and speak in a calm and usual voice. If it appears that the individual is not attentive, it is fine to place a hand on the person's shoulder to garner their attention.

3. It is perfectly reasonable to use palm writing in an emergency situation. Stand to the right of the person you need to communicate with, shoulder to shoulder. With your left hand, gently reach for and turn the person's right hand, palm up. Then, using all capital letters, finger write very short words with a slight pause between words. For instance, you can use short hand to write, R U OK. Offer your palm back if the person is non-verbal or doesn't have an assistive device to use. They may be able to communicate back to you in a similar way.

4. Many individuals who are blind-deaf can write. Be sure to have Sharpie type brand 20/20 pens and heavy stock paper for their use.

5. Contained within this Tool Kit is a Braille and Large print alphabet card. If other communication techniques do not seem to be working, hand or gently place this card in the hand of the person who is death-blind. The person might know Braille so can finger point out words or have residual vision so that they can point to the letters to spell out words.

6. Using a "buddy system" for individuals who are blind-deaf is ideal. Seek out another person who is blind or deaf with observed skills to assist as a "buddy" to another.

7. Although segregating by any criteria is abhorrent, in the case of citizens who are deaf-blind it might be best to locate them near their "buddy" if such is used or near other individuals

who are blind or deaf.

8. As noted elsewhere in this document, be sure there is a way for the client who is deaf-blind to post signage or otherwise be able for their family or caregiver to find them if separated.

9. Consider, "touch and go" orientation. Touch is a very useful tool for those who are deaf-blind and for a volunteer to use to communicate orientation. For example, "touch" the registration table and assist the person who is deaf-blind to do the same. Then, using sighted guide, walk to the restroom (for example) using a straight walking path and right angles "touching" each wall or post that designates the turn made. Once in the restroom, "touch" the stall door, "touch" the sink and so on. At each "touch", wait and try to ascertain if the person understood the way point you just made. Don't be bashful about repeating as might be necessary.

10. Assisting someone with a disability can be very challenging. In an emergency sheltering environment, it might be even more challenging. Please, feel comfortable to ask another volunteer to assist if communication is simply not happening between you and the person who is deaf-blind. Remember, if the communication for you is not working and you are feeling trepidation at the least, you can bet the citizen who is deaf-blind is having the very same feelings. Don't wait until both of you are more than frustrated, hand off the client if you will, "sooner than later:"

11. Refer to Sections *8.0 Deaf and Hard of Hearing* and *7.0 Low Vision and Blindness* for additional information.

10.0 Developmental

10.1 Registration

During registration, you may encounter someone who identifies him or herself as having a developmental disability. Developmental disabilities may be cognitive, physical, or a combination of both. While not always visible, these disabilities can result in serious limitations in everyday activities of life, including self-care, communication, learning, mobility, or being able to work or live independently.

In most instances, people with developmental disabilities can be appropriately housed in mass care shelters. Most people with disabilities who use attendant care are not medically fragile and do not require the heightened level of medical care provided in a special needs or medical shelter.

10.2 Communicating with Individuals with Developmental Disabilities

1. Do not ask, "What is the nature of your disability?" or "Do you have a disability?" Instead, ask about accommodation and accessibility needs as part of the general registration process.

2. Use person-first language. Say "person with a disability" instead of "disabled person"; "person who uses a wheelchair" instead of "confined to a wheelchair" or "wheelchair bound". Avoid terms such as "handicapped" or "crippled".   If you are not sure what words to use, ask.

3. Direct communication is important. Speak to the person in clear sentences, using simple words. Help him or her understand a complex idea by breaking it down into smaller parts.

4. Don't use baby talk or talk down to people who have developmental disabilities. Gauge the pace, complexity, and vocabulary of your speech according to theirs.

5. Let the person finish his or her own sentences.

6. Remember that the person is an adult and, unless you are informed otherwise, can make his or her own decisions.

7. Speak directly to the person, not to their companion if they have one. For example, you will ask, "Jane, are you hungry?" instead of asking Jane's companion, "is Jane hungry?"

8. Phrase intake questions in a neutral way to obtain accurate information. For example, you will ask, "do you take any medications?" rather than, "you're not taking any medications, are you?"

9. Don't assume that he or she needs help. Instead, ask if you can be of assistance.

10. Look for a medical alert bracelet. If the person is wearing one, ask permission to look at it to be sure that you are aware of their allergies and other medical needs.

11. People with developmental disabilities often rely on routine. Be aware that a change in the

environment or in a routine may require some attention and a period of adjustment.

12. People who experience slurred speech or other speech difficulties due to disability are typically used to having to repeat themselves. Conduct important conversations, such as the intake process, in a quieter area if possible. Don't nod your head in agreement if you're not sure what has been said. Repeat what you think you heard back to them. "I think I'm hearing that you are allergic to peanuts. Is that correct?" If you're having difficulty understanding a word, you can ask the person if they will spell it for you. Ask yes or no questions if possible. The individual may have an electronic communication board or a handheld letter board to use to spell words.

13. Have the person repeat back any important information to ensure understanding.

14. Give people with developmental disabilities a guided tour, if possible. Point out signage that will aid them in finding the areas that they need. If the individual has arrived without a companion and seems confused or frightened, you might consider asking them if they'd like to be introduced to a staff person or another resident that they can check in with frequently to help guide them through the first day or so in the new facility. Once the first tour has been given, allow him or her to lead the following tours as you point out signage and landmarks to help them access these areas more independently.

15. If he or she seems disoriented, provide the individual with a sleeping area that is near a wall or an aisle and point out landmarks that will help them find a route to the restroom, dining area, etc. with minimal confusion. You will also want to point out the landmarks that will help the person identify their sleeping area when they return to the room. If there is nothing of note you might count how many beds they need to pass before they reach theirs or post a colored piece of paper on the wall near their sleeping area for identification purposes.

16. If the person has arrived with family or a caregiver, make efforts to ensure that they are all sleeping near one another.

17. If the busy environment is causing fear or confusion, the person may not be able to verbalize this. If the person is crying, yelling, or demonstrating other signs of being overwhelmed you might invite them into a quieter space for a while. The communication boards included in this tool kit may help to identify the cause of the person's discomfort. If this seems to help you might ask if they'd like to move into a quieter room for sleeping, if available. **If the individual does request to move it is important that the quieter area not be completely isolated from the other residents, staff, and services.**

18. If the person is not with their family or other support person, you will want to explain where they can post a note for family or friends to let them know that they are there if someone comes looking for them. Ask if he or she can read and/or write. If not, you might offer to write a note for them.

19. If the individual needs help with dressing or using the restroom and does not have a companion with them to aid in these tasks, talk directly with them about what assistance is and isn't available to them. If dressing is the issue, check to see if they brought clothing with them that they can get on and off themselves. If manual dexterity is the issue, a pair of pants with an elastic waistband might help the person dress and use the restroom on their own.

20. Have notepads, pens, and pencils available for those having communication difficulties to express their needs. Draw pictures if necessary and/or use a graphics communications card like the one suggested in section 13.2.

10.3 Day to Day

If a person with a developmental disability or other communication challenge has been checking in with a volunteer or other resident for questions and/or support, check in with the individual and the person who is providing the support for status updates throughout their stay if possible.

10.4 Shelter Closing

1. Is safe housing available?

2. Are home supports (such as family, friends, caregivers) available if needed?

3. Will the individual be able to access needed medical care, food, appropriate transportation, and other necessities upon going home?

11.0 Language Barriers

With 13 million people in America identifying as either speaking English poorly or not being able to speak English at all, language barriers are bound to be a communication problem in many shelters. Ideally a team of impartial and certified translators will be on site to translate during registration and announcements. However in a disaster things rarely go according to plan. If your shelter is unable to get any professional translators on site or use any remote translation services then use the following tips to help you communicate.

1. Be patient.
    a. Cross-cultural communication takes time and effort. If you get upset then they are likely to get upset as well. It becomes even harder to get the message across when you are angry.
2. Speak slowly and clearly.
    a. Focus on enunciation and slowing down your speech. Even if you feel like you don't have time to explain something to someone who speaks another language, the miscommunication that can result from you rushing will end up costing you more time in the long run.
3. Clarify that what you said has been understood.
    a. Politely request clarification that they understand what you have told them.
4. Avoid Idioms
    a. An idiom is defined as an expression whose meaning is not predictable from the usual constituent elements. These can be extremely confusing for someone who already is having a hard time with a language.
    b. A few examples: break a leg, piece of cake, biting off more than you can chew, and scratching someone's back.
5. Use a graphics communications card and/or draw pictures to communicate ideas.
    a. Some people prefer to see an idea or an action rather than have it be explained to them. Use a graphics communication card like the one suggested in section 13.2. If you are not artistic, magazines, books, or the Internet can also be used to show what you're talking about.
6. Be mindful of acronyms.
    a. You might be working in an organization where acronyms are used frequently. Remember that not everyone may know the acronyms that you and your coworkers use on a regular basis. Always use the full name.

12.0 Mental Health

During an emergency situation, especially one of the scale needing a community shelter, chaos, fear, uncertainty, and the disruption of normal daily activities will stress every member of the community to some degree. The mental health issues possibly present in an emergency shelter situation lay on a continuum. <u>It is most important to remember to **_address the behavior_** – knowing a specific diagnosis is not always helpful.</u>

Community members utilizing an emergency shelter may exhibit a range of signs and behaviors, such as: confusion, helplessness, sadness, anxiety, depression, fear, or even anger. Provide support and/or enforce appropriate shelter rules and boundaries as needed, **_primarily using de-escalation techniques_**.

Emergency Shelters should plan for:

1. Providing a confidential space for private conversations between staff and shelter residents, when needed.
2. Providing a Quiet Room – away from the main sleeping/living areas – for use by shelter residents, as needed. This space should have appropriate signage and **_<u>be regularly monitored by shelter staff</u>_**.
3. Establishing MOU's with local mental health providers, including non-profits and programs serving children, for use as staff in shelters when needed.

13.0   Signage and Materials

13.1   Signage

Signs should be at least 3 ft. by 3 ft.; if they are in a large open space such as a lobby or atrium they should be larger. Ideally they should be made out of heavy-duty banner materials, but other, paper-based materials can be used if your budget does not allow for the printing of durable banners. If hanging hooks are readily available on-site, you should use grommet banners for your signage. The following signs are <u>suggestions</u> for what you could use in your shelter. Signs with and without wording are provided. If you feel that your shelter doesn't need a particular sign, like the signs for transportation or children for example, you do not need to create them. Use the signage that you feel your shelter needs the most.

Beds

Food

Quiet

Information
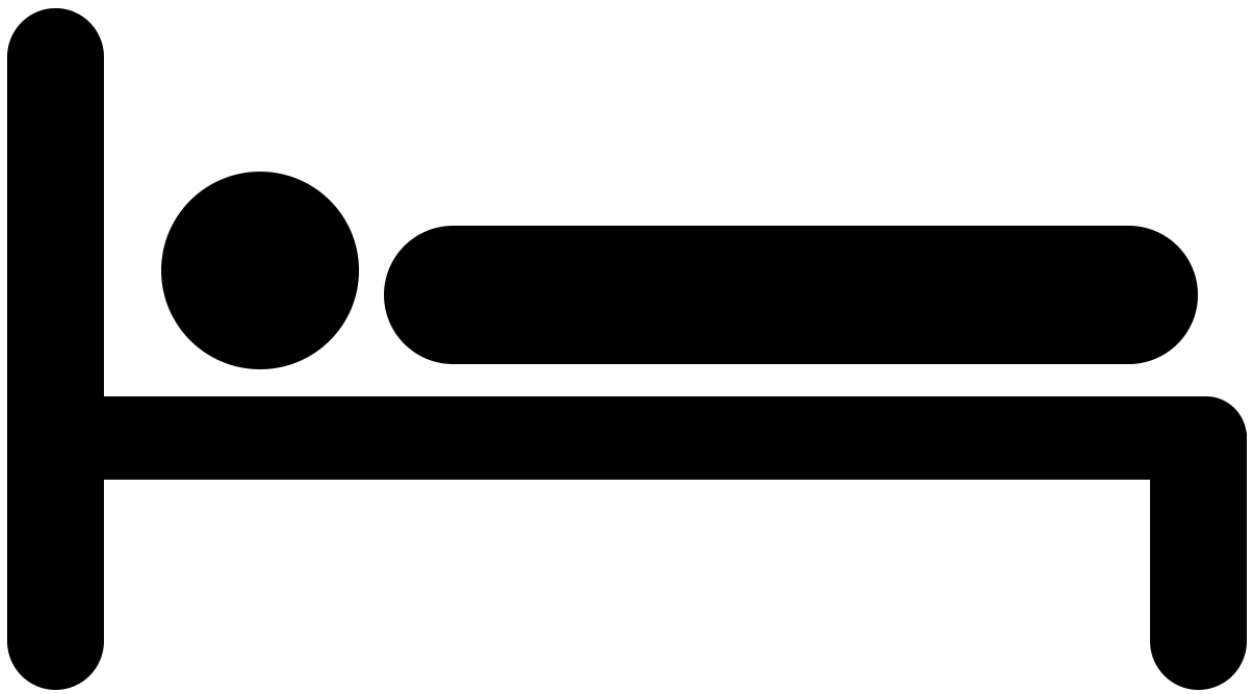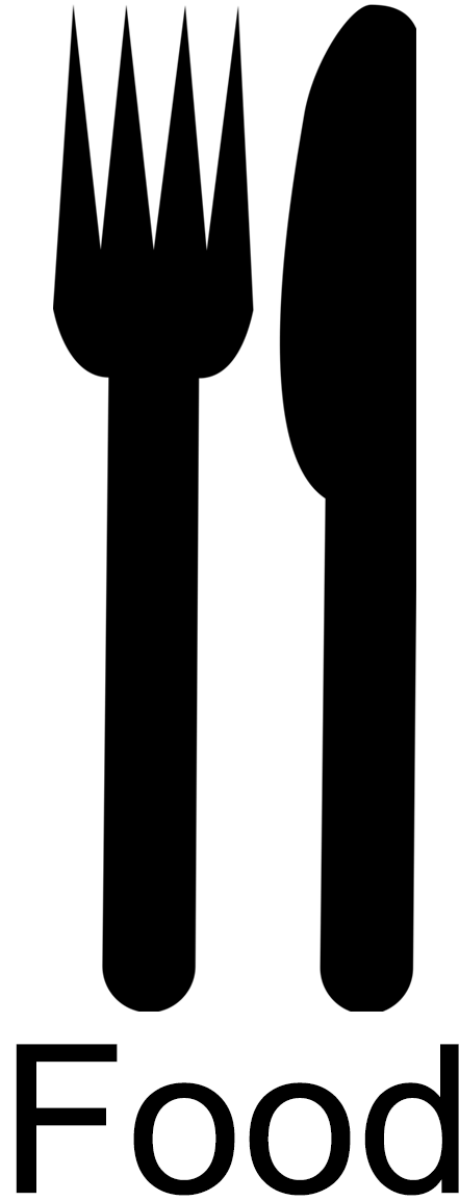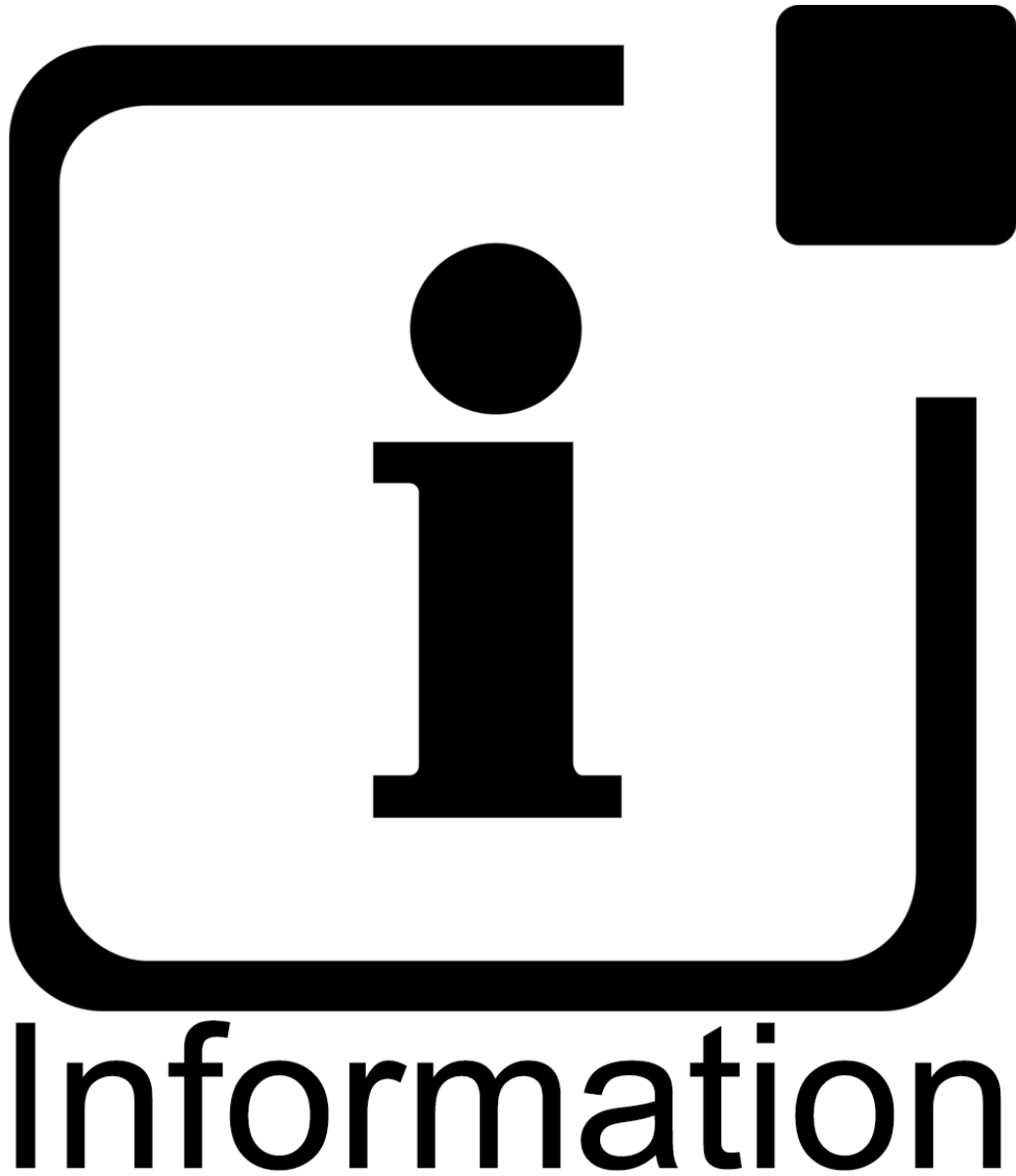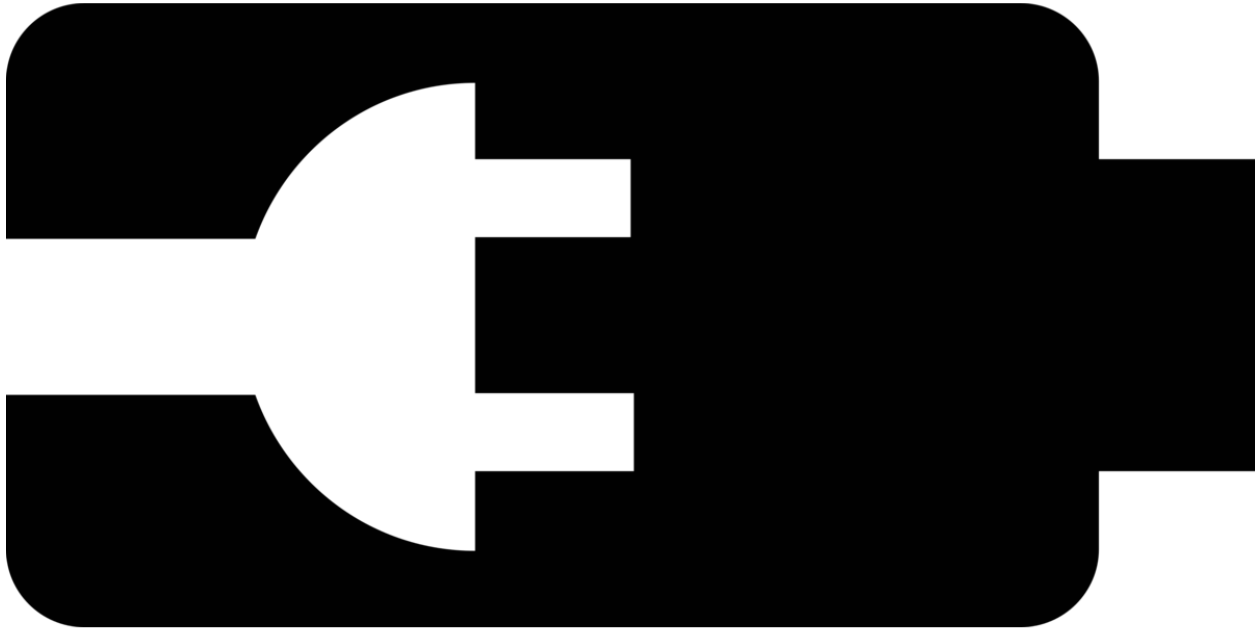
Registration

Children

Outlets

Transportation
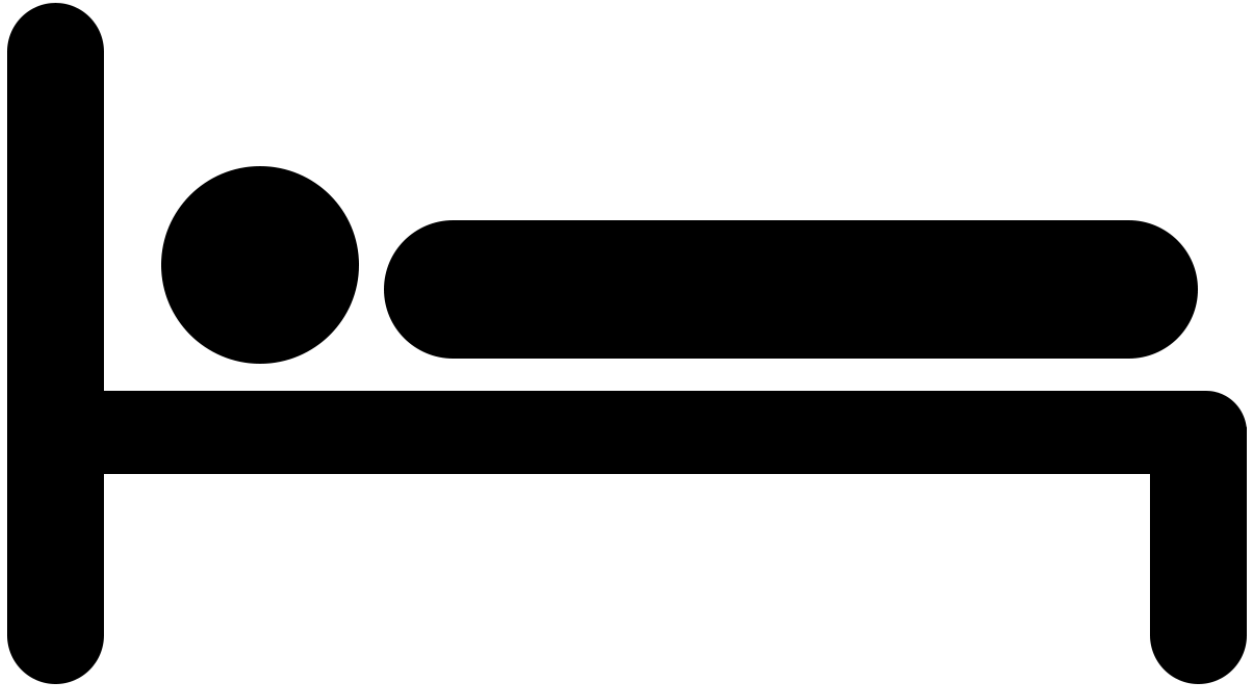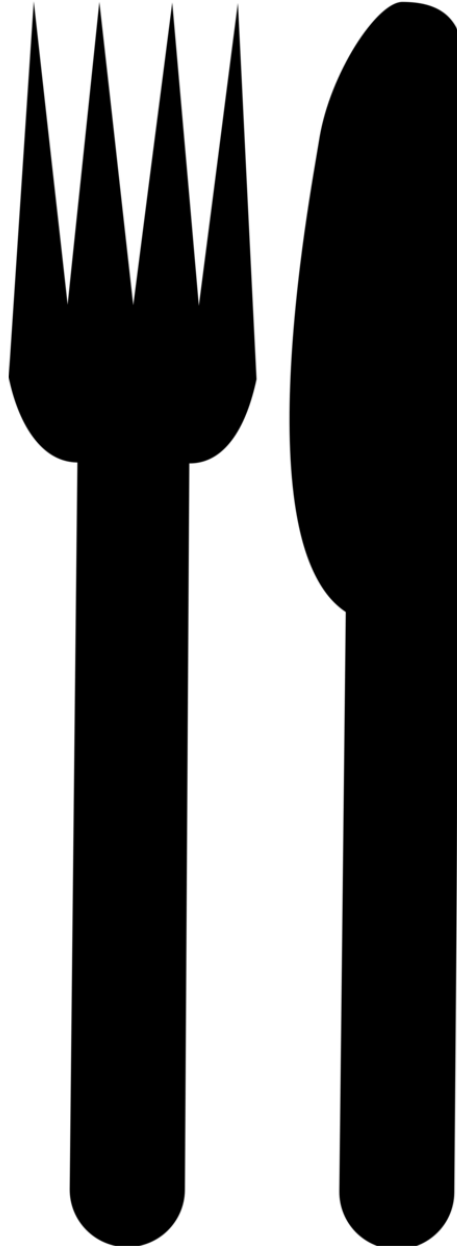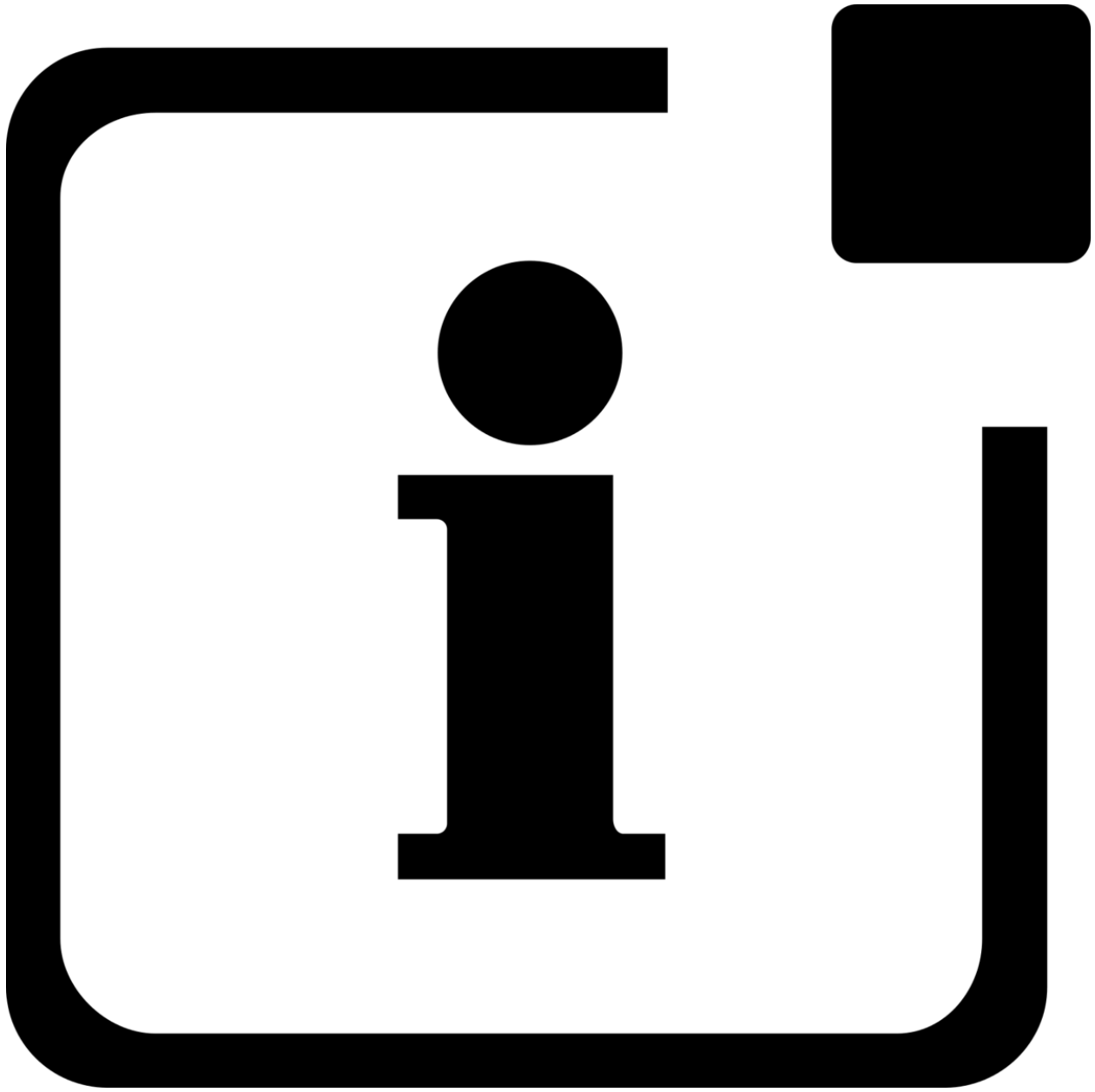
13.2 Materials

The following materials can be purchased to aid in communicating with individuals the functional needs. Links are provided to show examples of locations where these items can be acquired. Do not limit yourself to these options. You may very well find something that suits the needs of your shelter better than these suggestions.

Braille Cards

These cards can be used to help communicate with individuals who are deafblind. They feature raised letters so that messages can be spelled out by them or whoever they are communicating with.

http://www.cal-s.org/braille-alphabet-cards.html

Picture Boards

Picture boards can be used to communicate with individuals who have a hard time communicating verbally.

http://www.attainmentcompany.com/healthcare-communication-boards-vidatak

Measuring Tool

A yard stick, measuring tape, or any other tool used for measuring distance, should be kept with the toolkit supplies so that distances can be measured to gauge the accessibility of pathways and items.

Registration **Question** Sheets

At the beginning of *Section 5.0* is a list of questions that should be asked at registration. You should make several copies of that list and hand them to all of your staff and volunteers who are doing registration.

Additional Questions to Ask During Registration

1. Do you need any medication or expendable supplies?

2. Do you have any medication that needs refrigeration?

3. Do you need assistance at meals, such as with going through a feeding line?

4. Do you have any dietary restrictions or food needs?

5. Do you have any allergies or chemical sensitivities that staff should be aware of?

6. Do you need assistance with filling out forms (if applicable)?

7. Would you like a shelter orientation and way-finding assistance?

8. Do you have any needs or requests regarding the placement of your cot?

9. Do you need electrical power for any disability-related needs?

10. Do you need any extra assistance with daily activities?

11. Do you have a service animal?

12. Do you need a roll-in shower, or will you be able to use a transfer shower? (if bathing facilities are available)

13. Do you need to recharge any mobility device?

14. Do you need any supplies for your service animal, such as food, water, plastic bags, etc.?

American Red Cross

Unaccompanied Minor and Separated Child Report Form

Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Unaccompanied Minor and Separated Child Report Form Instructions

The shelter worker completes the *Unaccompanied Minor and Separated Child Report Form* as completely as possible after an unaccompanied minor or separated child is found at a shelter. This job tool should be used in conjunction with the following doctrine:
- Sheltering Standards and Procedures
- Safe and Well Linking Handbook

Complete this form following the guidance below:
- (*) – Boxes that include an asterisk are <u>required</u>, as they align with the required fields for the National Center for Missing and Exploited Children (NCMEC).
- If time does not allow the completion of all fields, focus on completing the required fields, and return to the form when able.
- Information entered onto the form should be factual and clearly communicated. Opinions and judgments should not be included in the narrative.
- This form should be sent (email or paper copy) to the division disaster executive at the applicable division and to the national headquarters Reunification liaison for record-keeping, in case there is a request for follow-up.

Administrative:
- **Date/time** - Enter the first date the form was used.
- **Incident/DR#** - Consult with the shelter manager, if unknown.
- **Shelter name and phone number** – Enter the name of the shelter where the form was used. Consult with the shelter manager, if unknown.

Type:
- **Unaccompanied minor** - An unaccompanied minor is an un-emancipated child younger than 18 who has been separated from both parents, legal guardians, other relatives, schools, and child care providers and are not being cared for by an adult who, by law or custom, is responsible for doing so.
- **Separated child** - A separated child is a child who is separated from both parents or from his or her previous legal guardian or customary primary caregiver, but not necessarily from other family members.

Clarifying Definitions:
- **Emancipated minor** - An emancipated minor is a minor who is legally entitled to be treated as an adult through a court order, marriage, military service, or being a parent. (NOTE: Laws vary by state on this definition).
- **Family member** - A family member is a person related to another person by blood, adoption, or marriage.
- **Legal guardian** - A legal guardian is an adult with the legal right to physical custody of a minor, as bestowed by court order or state law.
- **Parent** - A parent refers to the birth parent or adoptive parent of a minor.

Minor's information:
- **Name** - Enter the minor's name.
- **Date of birth** – If unknown, enter an approximate age. This information will be helpful if multiple minors have the same name.
- **Gender** – Enter the minor's gender.
- **Phone number/email address** – Enter the minor's phone number and email address.
- **Is the minor non-verbal or unable to self-identify?** – If the minor is of non-speaking age, speaks a different language, or chooses not to speak, enter "Yes."
- **Home address** – Enter the minor's home address.
- **Primary language spoken/secondary language** – This information will help to ensure that those working with the minor are aware that an interpreter might be needed.
- **Location where the minor was found or separated from parent/guardian** – If an exact location is not known, provide as many descriptive details as possible. If the minor is unable to articulate a location, ask guiding questions to probe for additional details.
- **Date/time when the minor was found or separated from parent/guardian** – If an exact time is not known, provide as many descriptive details as possible. If the minor is unable to articulate a time, ask guiding questions to probe for additional details.

Minor's physical description:
- Enter as much detail as possible.

Red Cross workers responsible for supervising the minor (unaccompanied minors ONLY):
- Enter the name and contact information of those who have agreed to supervise the minor. The act of entering this information will serve as a record and ensure that the shelter manager is aware of the staff allocation.

Presumed parent/guardian information:
- Enter the name and contact information for the presumed parent/guardian provided by the minor. This information is taken as *presumed,* since law enforcement must verify a custodial relationship.

Law enforcement:
- **Has law enforcement been notified?** – Check "yes" or "no." Law enforcement must be contacted. If the form is marked as "no," ensure that the shelter manager is aware of this pending task, so this can be completed as soon as possible.
- **Date/time law enforcement was notified** – This information will be important for understanding previous actions and the case timeline.
- **Law enforcement contact information** – During the discussion with law enforcement, a contact should be provided for who will investigate the case.
- **Name/phone number of Red Cross worker that contacted law enforcement** – This information is important in case the shelter worker or shelter manager would like to follow-up with the caller. Depending on the timeline of the case, the caller could have already been out-processed.
- **Notes** – Provide any information from engagement with law enforcement (e.g. local procedures for unaccompanied minors or separated children, topics of follow-up discussions, follow-up tasks, etc.). Use an additional piece of paper for notes that do not fit on the form, and staple together.

National Center for Missing and Exploited Children (NCMEC)
- **Has the unaccompanied minor been registered on the Unaccompanied Minor's Registry?**
  – Check "Yes" or "No." Registry on NCMEC's UMR is required.
  - Registry may occur through one of the following methods:
    - Cell phone, tablet, or computer - http://umr.missingkids.org
    - If encountering trouble on cell phone, tablet, or laptop, please call NCMEC Call Center - 1-800-THE-LOST
  - If the form is marked as "no," ensure that the shelter manager is aware of this pending task so this can be completed as soon as possible.
- **Has the separated child been reported to NCMEC?**
  - Call NCMEC Call Center - 1-800-THE-LOST
- **Date/time of NCMEC contact** –This information will be important for understanding previous actions and timeline that have occurred.
- **NCMEC contact information** – If registry occurred over the phone and NCMEC call center provides a contact phone number, list it in this box.
- **Name/phone number of Red Cross Worker that contacted NCMEC** – This information is important in case the shelter worker or shelter manager would like to follow-up with the caller. Depending on the timeline of the case, the caller could have already been out-processed.
- **Notes** – Provide any information from engagement with NCMEC (e.g. local procedures for unaccompanied minors or separated children, topics of follow-up discussions, follow-up tasks, etc.). Use an additional piece of paper for notes that do not fit on the form, and staple it to the form.

Transfer/reunification plan:
- **Name/agency and phone number to transfer/reunify minor to** –This information requires the approval of law enforcement.
- **Anticipated date/time of transfer/reunification** – This date could be subject to change but is important for planning purposes.
- **Actual date/time of transfer/reunification** –This will serve as a record for the case.
- **Name of law enforcement officer that approved plan** – A law enforcement officer is required to approve the plan. This approval process ensures that the minor is being transferred/reunited with the appropriate party. If any future questions arise regarding the transfer/reunification, this contact information is critical for the record.
- **Notes** – Enter any notes regarding the transfer/reunification process on a separate piece of paper and stable to the report. Examples: delays, issues, why the transfer occurred, mode of transportation, location of transfer, follow-up action, etc.

Unaccompanied Minor and Separated Child Report Form

Date/time: _____   Incident/DR#:_____

*Shelter Name:_____   *Shelter phone number:_____

Type of Child

☐ Unaccompanied Minor
☐ Separated Child

Minor's Information

*Name (Last, First, Nickname):		* Date of birth (or approx age):	* Gender:
Home number: Cell number:	Email address:		Is the minor non-verbal/unable to self-identify?
Home address:			
Primary language spoken: Secondary language:	*Location where minor was found or separated from parent/guardian:		*Date/time minor was found or separated from parent/guardian:

Minor's Physical Description

*Clothing:	*Hair color:	Eye color:
Weight:	Height:	Build:
Race:	Complexion:	Hair style:
Distinguishing marks (moles, scars, tattoos):	Items carried:	Eye glasses?

Red Cross Workers Responsible for Supervising the Minor (Unaccompanied Minor ONLY)

Red Cross disaster worker #1 Name:	Cell phone:
Red Cross disaster worker #2 Name:	Cell phone:

Unaccompanied Minor and Separated Child Report Form

Date/time: _____ Incident/DR#:_____

*Shelter Name:_____ *Shelter phone number:_____

Type of Child

☐ Unaccompanied Minor
☐ Separated Child

Minor's Information

*Name (Last, First, Nickname):		* Date of birth (or approx age):	* Gender:
Home number: Cell number:	Email address:		Is the minor non-verbal/unable to self-identify?
Home address:			
Primary language spoken: Secondary language:	*Location where minor was found or separated from parent/guardian:		*Date/time minor was found or separated from parent/guardian:

Minor's Physical Description

*Clothing:	*Hair color:	Eye color:
Weight:	Height:	Build:
Race:	Complexion:	Hair style:
Distinguishing marks (moles, scars, tattoos):	Items carried:	Eye glasses?

Red Cross Workers Responsible for Supervising the Minor (Unaccompanied Minor ONLY)

Red Cross disaster worker #1 Name:	Cell phone:
Red Cross disaster worker #2 Name:	Cell phone:

Unsolicited Donations Policy

Donations for Disaster Victims Made Easy

Mercer Island's Policy is to not accept physical donations, i.e. clothes, furniture, etc. at the shelter site. Please check with the Mercer Island Thrift Shop to see if the donation can be accepted there.

Monetary donations can be made to _____
City of Mercer Island will set up a donation account or forward the public to a National Charity site like Red Cross.

Release Date: October 14, 2008

Release Number: FNF-08-077
The Federal Emergency Management Agency (FEMA) is urging people who want to help disaster victims to make donations through voluntary organizations that are active in ongoing disaster operations.

For those who don't know who to reach, there is an easy way to provide financial support, donate time and skills or donate needed products. The National Donations Management Network is a Web-based system where individuals and the private sector can offer their support online to the voluntary organizations that are actively engaged in the ongoing disaster.

FEMA works in partnership with the affected states, the National Voluntary Organizations Active in Disaster (NVOAD), the Aidmatrix Foundation and the private sector to direct donation offers to voluntary agencies in need as they support the thousands of displaced people. FEMA and Aidmatrix entered into a cooperative agreement, in 2006 to develop this donations management network. The Aidmatrix Foundation offers an online way to connect private sector or individuals wanting to offer support to the leading organizations in humanitarian relief.

The National Donations Management Network is located at www.fema.gov/donations. Visitors to this site have the option to direct their donation to national level voluntary agencies or directly to the affected states who are managing their own state aid portals.

For information on the voluntary agencies that play a vital role in disaster recovery, visit the NVOAD site at www.NVOAD.org.

American Red Cross

Safe and Well Website

Providing Peace of Mind During Disasters

Visit

Redcross.org/safeandwell

Make *Safe and Well* Part of Your Family's Disaster Communication Plan!

1. Know how to contact one another—and where to meet if it is not possible to go home.

2. Choose an out-of-state relative or friend as an emergency contact.

3. Familiarize your family with the *Safe and Well Website*— and make sure they know how to use it.

American Red Cross

Redcross.org/safeandwell

Local Chapter Information

One registration on the *Safe and Well* Website can provide peace of mind to many people all at once.

All across the country, *Safe and Well* volunteers—

- Encourage families to develop communication plans *before* they are affected by a disaster.

- Help people to register themselves on *Safe and Well* in the aftermath of a disaster.

- Help concerned loved ones to search for posted messages.

- Provide a way for groups and organizations to manage phone calls concerning the whereabouts of loved ones.

- Give peace of mind to individuals concerned about loved ones during disasters.

- Spread the word about redcross.org/safeandwell

Registration

List Myself as
Safe and Well

Follow the steps below to complete a registration on Safe and Well.

1. Visit www.redcross.org/safeandwell

2. Click "List Myself as Safe and Well" and enter information into all required fields.

3. Select at least one of the standard messages for posting (i.e., "I am safe and well," "Family and I are safe and Well.," "I am at a shelter," "I am currently at home").

4. Enter a custom message, of up to 255 characters, to further tell your story.

5. Click "Submit." Your registration will now be available to those who search. They will only see your name, the date and time of your registration, and the messages you chose to share.

Your registration will automatically drop from the system after 1 year.

About Safe and Well

When disasters strike, loved ones can become separated. If you have been affected by a disaster, you can register yourself on the Safe and Well website, where your loved ones can search for information about you.

Always Available

Safe and Well is always available. During large-scale disasters, when Internet and phone lines may be compromised, trained volunteers can help you register using a paper form.

Privacy

Your privacy is preserved. No specific location or contact information is displayed unless you choose to do so in your custom message. People will need to know your name and address or phone number in order to see your post.

Integration with Social Media

Do you use Facebook or Twitter? After registering, you can click on these icons to post your selected messages right on your Facebook or Twitter page. And the wonderful thing about Safe and Well? Your loved ones won't need to remember any logins or passwords to see that you are safe.

Search

Search
Registrants

If you are having trouble reaching your loved ones in a disaster area, try searching on Safe and Well.

1. Visit www.redcross.org/safeandwell and click "Search Registrants."

2. Enter your loved one's full name and then choose Option 1 (search by phone number) or Option 2 (search by complete home address).

3. Click "Search Entries."

4. Results will only show your loved one's name, the date and time of registration, and the messages they chose to share—just enough info to provide peace of mind until normal communications can be restored.

5. If your loved one is not listed, and if he or she had a serious, pre-existing health or mental health condition, contact your local Red Cross to initiate an Emergency Welfare Inquiry.

Safe and Well User Guide

Disaster Cycle Services Job Tools

Disaster Cycle Services Job Tools
DCS JT Respond/Reunification

January 2017

Change Log

Date	Page(s)	Section	Change

Table of Contents

Introduction

The Safe and Well website facilitates communication from inside the disaster-affected area to outside the affected area, helping people notify loved ones of their well-being, as well as reuniting separated family members within the disaster area. It is a free public reunification tool that allows individuals and organizations to register on the site and post messages to indicate that they are safe or search for loved ones. The site is always available and open to the public.

Accessibility

The Safe and Well website is available in English and Spanish, and can be accessed on computers, tablets and mobile devices.

Safe and Well (English) website
- Publicized link – www.redcross.org/safeandwell
- Alternate – www.safeandwell.org
- Long version - https://safeandwell.communityos.org/cms/index.php

Safe and Well (Spanish) website
- Long version - https://safeandwell-es.communityos.org/zf/safe/add

Registration Methods

Paper Registration

Safe and Well Registration Forms are generally used when there are no available computers. One Safe and Well Registration Form is used per individual, family or organization. These paper forms can be distributed to clients, and collected upon completion for entry by Red Cross workers. Data entry could occur at a disaster relief operation service delivery site that has connectivity or the data could be faxed to a data-entry worker in a remote location that has connectivity.

Registrations should be entered into the website within 24 hours of registration. Instructions on how to fill out the form as well as information about the website are printed on the form. Paper registration forms should be disposed of after the information is entered onto the website to protect private information following the American Red Cross Protecting Personal Information Policy found on The Exchange. The form is located in the Reunification Toolkit on The Exchange.

Batch uploads

The Safe and Well Helper Tool provides a quick way to register clients without having to distribute and collect paper forms. It is a customized Excel spreadsheet that can be used on a laptop to record the names of many registrants at one time without a need for connectivity.

The Safe and Well Helper Tool may be the best way to register clients in situations where the following conditions exist:
- There is no connectivity and at least one laptop is available, and/or;
- There are large numbers of clients to register on the website.

A copy of the Helper Tool can be found on the Reunification Toolkit on The Exchange. All information is

captured electronically because the Helper Tool is not intended for printout. Once all clients who wish to register on the Safe and Well website have been entered onto the Helper Tool, the completed Helper Tool is then emailed to safe@redcross.org where it will be uploaded onto the Safe and Well website. An email, confirming receipt of the Helper Tool spreadsheet, is sent back to the sender.

When using the Helper Tool, remember to consider the following important points:

- Registration on the Safe and Well website is voluntary. Workers must get the client's verbal permission before capturing data on the Helper Tool.
- Columns or headings on the Helper Tool should not be adjusted.
- All mandatory (green-colored) fields must be completed.
- One worker is assigned the task of managing each spreadsheet (per computer/location).
- The phone number is entered using dashes and not parenthesis.
- If more than one spreadsheet is being used, email each one individually and do not attempt to combine spreadsheet data.
- Client data from the computer should be completely deleted after receiving the confirmation email from safe@redcross.org.
- Only the mandatory fields and the custom message field, if necessary, should be completed in order to reduce the changes of error and to speed the collection of data.

Call Center

If the phones are working but computers and paper registration forms are not available in the local disaster area, clients may be referred to 1- 800-RED-CROSS (1-800-733-2767). Call center workers are able to register a client or assist them in a website search over the phone. Refer to the Job Tool: Comprehensive Reunification Call Center Script for appropriate language.

Registration Disclaimer

The statement below is displayed on the top of registration page to ensure that those who register understand what the website will display to seekers and how their information is used with other organizations.

"If you have been affected by a disaster, you can use this page to post "safe and well messages" that your loved ones can view. Registering yourself on the Safe and Well website is completely voluntary and you can update your entry at any time. Those searching on this site for your information will need to enter your name, along with your address or phone number. The search result will show only your first name, last name, the date and time of registration, and the messages you selected to tell your story. Registration information may be provided to other organizations to locate missing persons, help reunite loved ones, or provide other disaster relief services. By registering yourself as safe and well, you are agreeing to the use of your information as described on this page."

Refer to the Reunification Standards and Procedures for further information about sharing safe and well information with other organizations.

Registration Interoperability and Versatility

Social Media Integration
The Safe and Well website offers links to Twitter and Facebook. When people or organizations are registered directly onto the website, they are presented with links to Facebook and Twitter. If they choose to use one of the links, all of their Friends/Followers will be able to view their selected message next to the Red Cross brand and site. A sample message would read "Safe and Well: The following is a list of messages posted by this user on the Red Cross Safe and Well site [includes message]."

Registering entities
The Safe and Well website allows organizations, facilities or businesses to do an entity-wide registration. This allows an organization to simply do one registration to account for all affected individuals, instead of many individual registrations to account for all who are affected.

Registration Guide

Sections of the form with an (*) are required to complete a registration.

☐ Go to Safe and Well homepage.
☐ Click 'List myself on Safe and Well.'
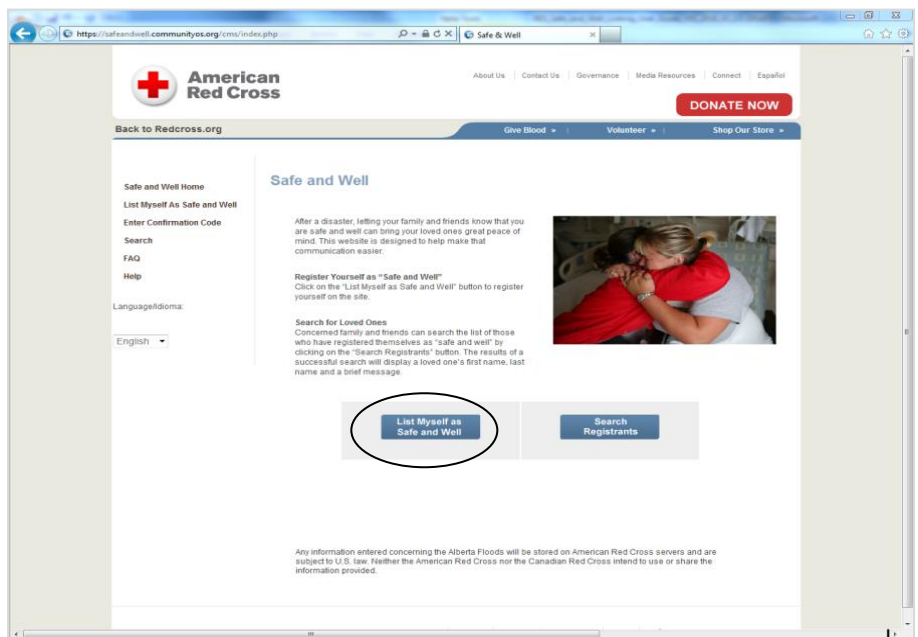
About Me

☐ Select the applicable 'Disaster Event.' If an applicable event is not listed, click 'Other.'

☐ Populate the required 'First Name' and 'Last Name' fields.

☐ If registering an organization, check the box 'Are you registering as an organization?' and enter the organization name in the Last Name field.

☐ Populate 'Email' and 'Birthdate', if desired.

Home

☐ Populate the required 'Home Country', 'Primary Phone', 'Home Address', 'Home City', 'Home State' and 'Home Zip/Postal Code' fields.

☐ Populate 'Work Phone' and 'Other Phone', if desired.

TIP!

Phone numbers must be entered in the format shown on the website page.

Best Contact Information

- ☐ Populate the required 'Current City' and 'Current State' fields.
- ☐ Populate 'Current Country,' 'Current Address' and 'Current zip/postal code,' if desired, populate the 'Current Country' field if the current city and state are outside of the United States.

Safe and Well Messages

- ☐ Select one or more standard messages. At least one message must be selected.
- ☐ Write a custom message, if desired, which may contain up to 255 characters, including spaces.

> **TIP!**
>
> Ensure that the client is aware that the information written in the custom message box will be displayed to a seeker.

Registration

☐ Click 'Register.'

Confirmation page

☐ When registration is correct, a confirmation page will appear on the screen.

☐ A registrant can use this confirmation code to update their status on the website.

☐ If the registrant wants to update their Twitter or Facebook accounts, they can click on the appropriate icon and follow the directions provided.
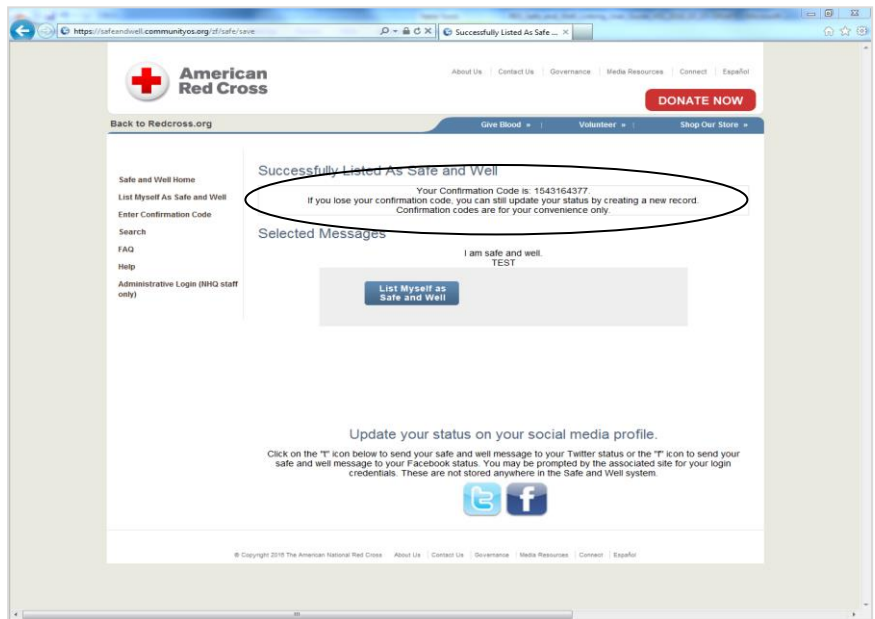
Updating Status

If a registrant would like to update their status, follow the procedures below.

☐ Go to the Safe and Well homepage.

☐ Click 'Enter Confirmation Code.'
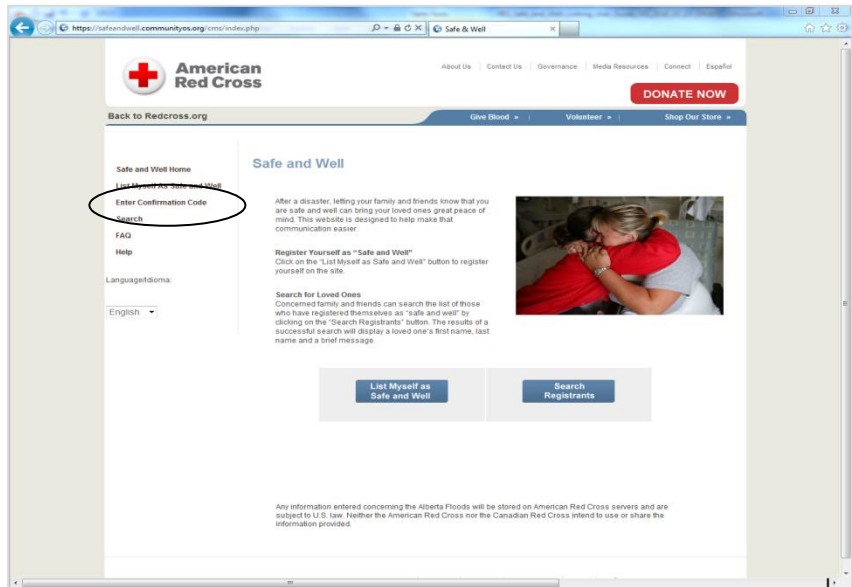
☐ Populate the required 'Last Name / Organization,' 'Enter Your Code' and type in the system-generated code.

☐ A populated registration page will appear.

☐ Make any necessary changes to the 'Best Contact Information.'

☐ Scroll to the bottom of the page to enter one or more updated messages. The custom message may also be updated.

☐ The seeker will see all messages with the most recent at the top of the list.
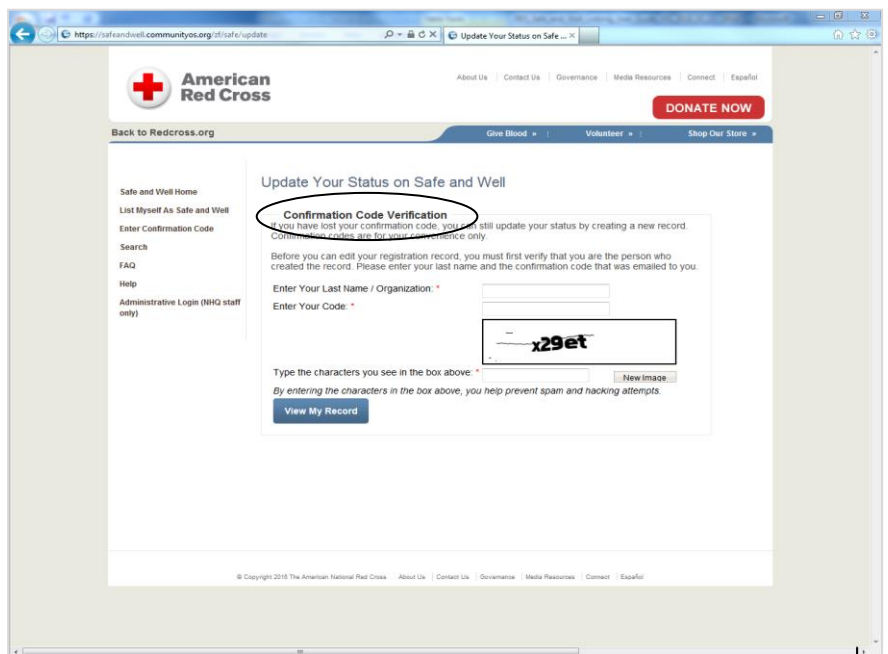
Search Guide

☐ Go to the [Safe and Well homepage](#).

☐ Click 'Search Registrants.'
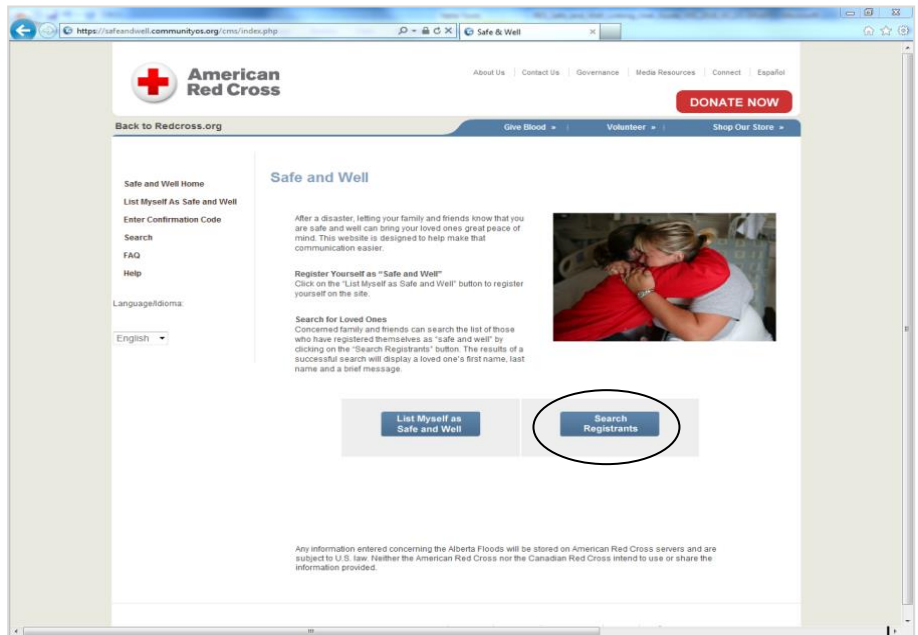
☐ Enter the 'First Name' and 'Last Name' or 'Organization.'

☐ Enter the 'Phone' or 'Home Address.'

TIP!

Phone numbers must be entered in the format shown on the website.
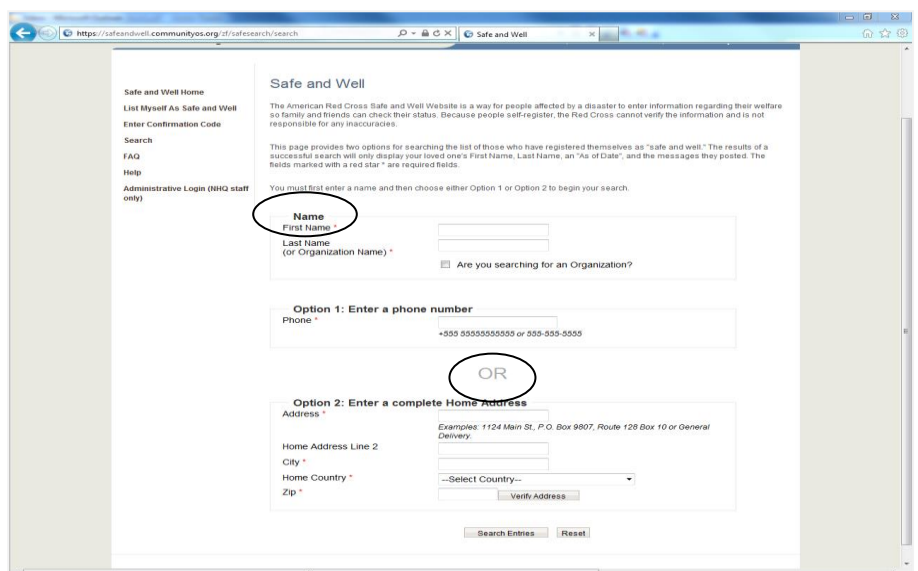
□ Search results will only show the First Name, Last Name, date and time of each message, and the applicable message.

□ If the search does not yield results, try entering various spellings of the name (nickname, legal name, misspellings, etc.), various phone numbers and addresses.
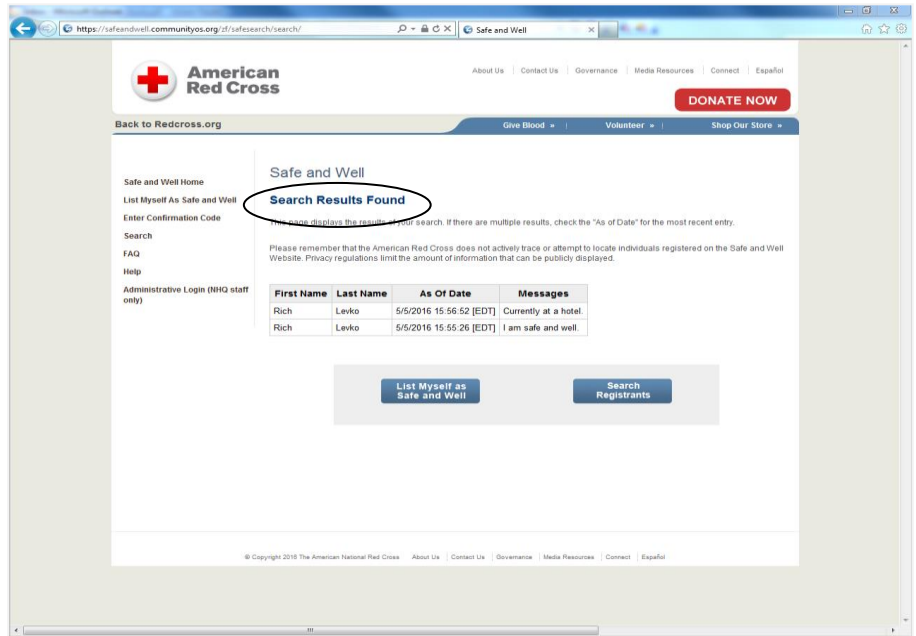
Additional Information

Reports

Safe and Well administrators have the ability to generate reports according to the need of the operation. Excel reports may be generated for any registration information that exists on the website, and can be filtered by any data field for any time period. Report requests are sent to safe@redcross.org.

Events

A member of the Red Cross disaster workforce completes the following steps to request an event on the Safe and Well website:

1. Contacts the Safe and Well administrator by emailing safe@redcross.org.
2. Includes the request to list the incident on the Safe and Well website in the email message.

To verify a request, a safe@redcross.org administrator provides a verification email that allows the requester to see that the event has been added to the drop-down Disaster Event list displayed on the Safe and Well registration page.

Mobile Access

The Safe and Well website is not linked with the Red Cross Emergency App. The "Safe" feature on the Emergency App allows an individual to pre-identify contacts that they can send a blast text message out to during a disaster to expedite communication with loved ones. This feature is not related to the Safe and Well website.

Exercises

An event may be created on the Safe and Well website for a specific exercise. For an event to be created for a training purpose, email safe@redcross.org.

Technical Assistance

All technical questions related to the Safe and Well website should be directed to safe@redcross.org.

Training

The Reunification Fundamentals course can be accessed through EDGE.

Questions or Issues

Technical questions about the Safe and Well website should be directed to safe@redcross.org. Questions about the reunification program should be directed to reunification@redcross.org.

Job Tool: Safe and Well Registration Form

American Red Cross

Disaster Cycle Services Job Tools
DCS JT-F Respond/Reunification

Safe and Well Registration Form Instructions

The Safe and Well Registration form is used when there is no Internet connectivity and someone wishes to register on the Safe and Well website. These forms may be distributed to clients and collected upon completion for data entry, or a Red Cross worker may assist a client in completing the form. This form can also be provided to Community Partnerships for distribution at various sites. This form should be treated in a confidential manner, following the American Red Cross Protecting Personal Information Policy found on The Exchange. Information from the forms must be entered into the Safe and Well website within 24 hours of form completion. Once the data is entered into the website, the form should be disposed of.

If there is a need for a language translation, email safe@redcross.org.

This job tool should be used in conjunction with the following doctrine:
- Reunification Standards and Procedures
- Job Tool: Reunification Services
- Job Tool: Safe and Well User Guide

Instructions are provided below on how to complete the form correctly. Please fill out each required field (fields with an "*") and the non-required fields when appropriate. The form itself is available **here.**

1. Disclaimer:
   a. The disclaimer at the top of the page matches the disclaimer on the Safe and Well website. It is important that a client reads and understands the information about how the Red Cross uses their information.
2. Client information:
   a. REQUIRED - First name – Client enters first name or N/A if an organization.
   b. REQUIRED - Last name – Client enters last name or organization name.
   c. Client enters remaining information, if desired.
3. Pre-disaster information:
   a. REQUIRED – Home country, Primary phone, home address, home city, home state, home zip
   b. Client enters remaining information, if desired.
4. Best contact information:
   a. REQUIRED – Current city, current state
   b. Client enters remaining information, if desired.
5. Safe and Well message:
   a. REQUIRED – Client selects the box that is most appropriate to their situation. A client may select multiple boxes.
6. Custom message:
   a. A client may enter a custom message up to 255 characters if they want to create a specific message. It is important for a client to understand that anything they write in the custom message will be displayed in a successful search for their record.
7. For Red Cross Use Only:
   a. REQUIRED – Date/time form completed – This information will help the operation track the form's progress.

DCS JT RES Job Tool: Safe and Well Registration Form V.0.3 2017.01.12
Owner: Disaster Cycle Services
Author: Respond Process/Reunification

City of Mercer Island CEMP   968   March 2018

b. REQUIRED – DR #/ Service Delivery Site – Consult with the site manager to determine the appropriate DR # or service delivery site name.
c. REQUIRED – Date/time data entered into Safe and Well – Registration information must be entered into Safe and Well within 24 hours of form completion.
d. REQUIRED – Print name or enter Member # of data entry worker – This information with help the operation track data-entry.

Safe and Well Registration Form

The Red Cross can assist you in telling your loved ones that you are safe and well. If you complete this form, your information will be entered into the Red Cross Safe and Well website at www.redcross.org/safeandwell where your loved one~ ~an search for information about you. Registering yourself on the Safe and Well website is completely voluntary an⸱ u can updated your entry at any time. Those searching on this site for your information will need to enter your name, along with your address or phone number. The search result will show only your first name, last name, the date and time of registration, and the messages you selected to tell your story. Registration information may be provided to other organizations to locate missing persons, help reunite loved ones, or provide other disaster relief services. By registering yourself as Safe and Well, you are agreeing to the use of your information as described on this page.
*Indicates a required field

Client Information

*First Name (N/A if registering as an organization)	*Last Name (or organization name)
Email Address	Date of Birth (mm/dd/yyyy)

Pre-disaster Information

*Home Country	*Primary Phone
Work Phone	Other Phone
*Home Address	*Home City
*Home State	*Home Zip/Postal Code

Best Contact Information

Cu⸱ t Country	Current Address
*Current City	*Current State
Current Zip/Postal Code	

*Safe and Well Messages

Please choose one or more of the standard messages below to describe your status.

- ☐ I am safe and well
- ☐ Family and I are safe and well
- ☐ Currently at shelter
- ☐ Currently at home
- ☐ Currently at friend/family member/ neighbor's house
- ☐ Currently at hotel
- ☐ Will make phone calls when able

- ☐ Will email when able
- ☐ Will mail letter/postcard when able
- ☐ I am safe and in the process of evacuating
- ☐ I have evacuated and I am safe
- ☐ I am evacuating to a shelter
- ☐ I am evacuating to the house of a family member/friend
- ☐ I am currently/remaining at home

Custom Message

You may also add your own short message, up to 255 characters. Please take care that your message is appropriate for the public, and do not publish names or details if doing so could be harmful to you or others. These messages are not reviewed by the Red Cross.

For Red Cross use ONLY

*Date/time form completed	*DR #/Service Delivery Site
*Date/time data entered into Safe and Well	*Print name or enter Member # of data entry worker

Shelter Visitor Sign-in Form

Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Shelter Visitor Sign-in Form Instructions

All visitors, including visitors from the media, sign in when they enter the shelter and sign out when they exit. This form is stored in a secured location when not in use. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

Use this form following the steps below:

1. Enter the first date the form was used.
2. Consult with the shelter manager if necessary to identify the "DR Number" and the "Shelter Name/Location."
3. If the visitor is from the media, have him/her sign in, and notify the shelter manager to have an escort assigned.
4. Instruct visitors to complete the columns as follows:
    a. Enter the date the visitor or media representative signed in.
    b. Enter the visitor or media representative's name.
    c. Enter the time the visitor or media representative entered the shelter.
    d. Enter the time the visitor or media representative exited the shelter.
    e. Enter the organization the visitor or media representative is from, if the visitor is representing an organization, agency, company, or group.
    f. Enter current contact information where the visitor or media representative can be reached.
5. Enter the name of the escort who will accompany the visitor or media representative through their entire time at the shelter.
6. Indicate whether or not follow-up is needed. (Ex. The visitor has a question that the shelter manager needs to address.) If follow-up is needed, indicate what the follow-up concern is in the Notes section. Give this sheet to the shelter manager to complete the follow-up activity.
7. Enter any notes that need to be documented. If follow-up is requested, list the nature of the follow-up request.
8. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

DCS JT RES Shelter Visitor Sign-in Form V.1.0.2016.07.18
Owner: Disaster Cycle Services
Author: Respond / Sheltering
City of Mercer Island CEMP   970   March 2018

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Shelter Visitor Sign-In

Date: _____ Incident/DR#: _____ Shelter Name/Location: _____

Date	Name	Time In	Time Out	Organization	Contact Information	Name of Escort	Follow-up needed	Notes
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	
							☐ Yes ☐ No	

Callout (Contact Information): Enter contact information where the visitor or media representative can be reached during the operation.

Callout (Name of Escort): Enter the name of the escort who will accompany the visitor or media representative through their entire time at the shelter. If a media representative, the escort is designated by the shelter manager.

Callout (Follow-up): If follow-up is needed, indicate what the follow-up concern is in the notes section. Give this sheet to the shelter manager to complete the follow-up activity.

Shelter Visitor Sign-In

Date: _____ Incident/DR#: _____ Shelter Name/Location: _____

Date	Name	Time In	Time Out	Organization	Contact Information	Name of Escort	Follow-up needed	Notes
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	
							□ Yes □ No	

Meal Plan 7 Days 300 people x 2

AM Day 1
THRIVE Scrambled Eggs
THRIVE Sausage Crumbles
THRIVE Apple Sauce
THRIVE Instant Milk

PM Day 1 BEEF BOLOGNESE with Green Beans & Instant Milk

AM Day 2
THRIVE Scrambled Eggs
THRIVE Oatmeal
THRIVE Apple Sauce
THRIVE Instant Milk

PM Day 2 CHICKEN BROCCOLI ALFREDO with Sweet Corn & Instant Milk

AM Day 3
THRIVE Scrambled Eggs
THRIVE Sausage Crumbles
THRIVE Diced Potatoes
THRIVE Instant Milk

PM Day 3 BROCCOLI BEEF STROGANOFF with Sweet Corn & Instant Milk

AM Day 4
THRIVE Scrambled Eggs
THRIVE Sausage
THRIVE Apple Sauce
THRIVE Instant Milk

PM Day 4 CRUSTLESS CHICKEN POT PIE & Instant Milk

AM Day 5
THRIVE Scrambled Eggs
THRIVE Quick Oats
THRIVE Apple Sauce
THRIVE Instant Milk

PM Day 5 BEEF BOLOGNESE with Green Beans & Instant Milk

AM Day 6
THRIVE Scrambled Eggs
THRIVE Sausage
THRIVE Diced Potatoes
THRIVE Instant Milk

PM Day 6 CHICKEN BROCCOLI ALFREDO with Sweet Corn & Instant Milk

AM Day 7
THRIVE Scrambled Eggs
THRIVE Quick Oats
THRIVE Apple Sauce
THRIVE Instant Milk

PM Day 7 BROCCOLI BEEF STROGANOFF with Sweet Corn & Instant Milk

www.pantrytoday.com Monty & Debbie Abbott Platinum Executives—THRIVE Life
360-620-2205 Monty **360-509-8001 Debbie** team@pantrytoday.com

7 Day Meal Plan Add On's

SPECIAL NOTES:

Not required but strongly recommended

- Granulated garlic for recipes. (Purchase granulated garlic.)
- Salt
- Pepper
- Sugar
- Hot Sauce

www.pantrytoday.com Monty & Debbie Abbott Platinum Executives—THRIVE Life
360-620-2205 Monty **360-509-8001 Debbie** team@pantrytoday.com

City of Mercer Island CEMP   *Prices subject to change without notice 4/15/14.*   March 2018

2

American Red Cross

Use this form to report the meals, snacks, and drinks served on an ERV, fixed kitchen site, shelter, or other service delivery loction.

Completed by: Date: Location: DR #:

Count meals as served, if dropped to other agencies. Do NOT count meals dropped at ARC shelters; these are reported separately. Return this completed sheet to your supervisor daily, or as directed.

BREAKFAST MEAL
County:

Manager/Driver:
Other staff:

A) # of meals prepared by kitchen:

Clamshell count before serving

Clamshell count after serving

B) Subtract to get meals served

Snack item count before serving

Snack item count after serving

C) Subtract to get snacks served

Cup count before serving

Cup count after serving

D) Subtract to get drinks served

Canned/bottled drink count before serving

Canned/bottled drink count after serving

E) Subtract to get canned/bottled drinks served

LUNCH MEAL
County:

Manager/Driver:
Other staff:

A) # of meals prepared by kitchen:

Clamshell count before serving

Clamshell count after serving

B) Subtract to get meals served

Snack item count before serving

Snack item count after serving

C) Subtract to get snacks served

Cup count before serving

Cup count after serving

D) Subtract to get drinks served

Canned/bottled drink count before serving

Canned/bottled drink count after serving

E) Subtract to get canned/bottled drinks served

DINNER MEAL
County:

Manager/Driver:
Other staff:

A) # of meals prepared by kitchen:

Clamshell count before serving

Clamshell count after serving

B) Subtract to get meals served

Snack item count before serving

Snack item count after serving

C) Subtract to get snacks served

Cup count before serving

Cup count after serving

D) Subtract to get drinks served

Canned/bottled drink count before serving

Canned/bottled drink count after serving

E) Subtract to get canned/bottled drinks served

Determine the number of meals that need to be prepared for the next day for each meal serving. In the boxes below, include comments explaining the reasoning for any changes made to the adjusted number of meals for next day. (e.g. Power is back - expect an increase in meals for Saturday)

F) Adjust # of meals for next day
Comments:

F) Adjust # of meals for next day
Comments:

F) Adjust # of meals for next day
Comments:

Radio or phone this information to supervisor as soon as you are finished with the meal:

Consolidated Counts:

	1st	2nd	3rd	Totals
Snacks				
Meals				

American Red Cross

Shelter Dormitory Registration Form Instructions

Use the *Shelter Dormitory Registration Form* to collect information about clients who are staying in the shelter dormitory. Complete the *Shelter Dormitory Registration Form* as completely as possible during initial registration. Registration forms are stored securely in the registration area during a shelter operation. Information from this form is not released to anyone but the client without the client's permission, except under exceptional circumstances. When the shelter is closing, give all copies of the *Shelter Dormitory Registration Form* to the shelter manager for proper disposition according to current record retention policies.

This job tool should be used in conjunction with the following doctrine:
- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

Complete this form following the steps below:

1. Enter the first date the form was used.
2. Consult with the shelter manager to identify the "DR Number" and the "Shelter Name/Location."
3. **Make the following OBSERVATIONS:**
   a. Does the client or a family member appear to be in need of immediate medical attention, too overwhelmed or agitated to complete registration, or a threat to themselves or others?
      o If YES, STOP the registration process and do one of the following:
         ▪ If situation is critical, call 9-1-1, and notify health services and the shelter manager.
         ▪ Contact health services and/or mental health worker on site.
         ▪ If no health or mental health resource on site, direct concern to shelter manager.
      o If NO, continue the registration process.
   b. Does the client have a service animal, use a wheelchair/walker, or demonstrate any other circumstance where it appears they may need help in the shelter?
      o If YES, acknowledge their need and offer assistance. This may include contacting a health services worker. Contact shelter manager for additional support, when needed.
4. **Ask the following QUESTIONS:**
   a. Is there anything you or a member of your family needs right now to stay healthy while in the shelter? If not, is there anything you know you will need in the next 6-8 hours?
   b. Do you/family member have a health, mental health, disability, or other condition about which you are concerned?
      o If YES to either question, continue registration process, and do the following:
         ▪ Identify what assistance the client needs. Acknowledge their need, and offer assistance.
         ▪ If their need is medical or mental health, or you need help providing assistance to the client:
            ▪ Contact health or mental health services worker on site;
            ▪ If no health or mental health workers on site, contact shelter manager for follow-up;
            ▪ If the shelter manager is not available, or if the shelter manager instructs you to, list clients who have a "yes" response on the <u>Shelter Referral Log</u>;
            ▪ Give the <u>Shelter Referral Log</u> to workers from Disaster Health Services, Disaster Mental Health, or Disaster Spiritual Care or to the shelter manager when they arrive.

DCS JT RES Shelter Dormitory Registration Form V.1.0 2016.07.18
Owner: Disaster Cycle Services
Author: Respond/Sheltering

City of Mercer Island CEMP   976   March 2018

5. Complete the *Household Information* section:
   a. List the last name of the family's head of household or the last name provided by the head of household that will be used to identify the family.
   b. Enter the number of individuals in each age group being registered as part of this family. If additional family members arrive later, add them to the same registration form.
   c. Enter the family's pre-disaster address.
   d. If the family is moving to a different city after the disaster, list post-disaster address (if known).
   e. Enter the primary contact phone number for the family.
   f. Enter an alternate contact phone number for the family.
   g. Enter the primary email address to contact the family.
   h. List the primary language spoken by the family.
      • If the primary language spoken by the family is not English, list any family members registered in the shelter who do speak English. Family members who speak English may be able to translate for non-English speaking family members.
   i. Enter the method of transportation used to get to the shelter. Examples: public transportation, private vehicle, walked, dropped off. This information is useful in planning if clients will need transportation to appointments, planning for transportation when the shelter shuts down, and security patrols in the parking lot.
      • If the client is parking a personal vehicle in the shelter parking lot, enter the license plate number and state. This is helpful when security is patrolling the lot for safety.
6. Complete the *Individual Family Members* section:
   a. If there are more than 6 family members, list additional family members on the back of the registration form or on an additional sheet of paper attached to this form.
   b. Enter the family member's name.
   c. Enter the family member's age.
      • This is helpful for demographic reporting and for planning age-appropriate services and activities within the shelter.
   d. Enter the family member's gender: "M" for male or "F" for female.
      • This is helpful when demographic reporting is required and for planning gender-appropriate services and activities within the shelter.
   e. Enter the date that the family member arrived at the shelter for the first time.
   f. If the shelter is using cot numbers, enter the cot assigned to the member once assignments are made.
      • This is often done after initial registration. If cot numbers are not assigned, this field is left blank.
   g. Enter whether or not the family member wants to help in the shelter: "Y" for yes or "N" for no.
      • Assure clients that volunteering to work in the shelter is not a requirement. If they do want to volunteer, connect them with the shelter manager, staff services, or the person assigned to event-based volunteers within the shelter.
   h. Enter the date that the family member leaves the shelter for the last time.
      • If this client is leaving temporarily, use a temporary marking system to indicate that they are not at the shelter.
   i. Enter any notes requested by the operation regarding client departure. This often includes the address where the client is going to be staying and/or other post-disaster contact information.
7. Have the client initial yes or no to each statement:
   • Someone in the household is required by law to register with a state or local government agency.
      o Clients may ask what this question means. If they do not know what it means, it is likely that they do not have to register.
      o If they answer "yes," discreetly contact the shelter manager. The shelter manager talks to the client privately to understand the nature of the registration requirement and follows steps outlined in the Job Tool: Operating a Shelter to ensure safe and equitable shelter services for all Red Cross clients.

- o If they answer "no," but continue to ask about what this question means, explain briefly and without elaboration that there are a number of reasons why an individual might need to register with a government agency, and for the safety and dignity of all clients, the shelter manager handles those situations confidentially.
- Someone in the household is a veteran or active military.
  - o If they answer yes, refer them to available veteran and military resources
- I agree to have my information shared with other agencies providing disaster relief services.
  - o For example, another non-government agency may have disaster relief assistance that would benefit the client, or FEMA may be providing individual assistance in a large disaster.

8. Have the client sign to acknowledge that the family has read the <u>Shelter Client Welcome Handout</u> or had it read to them.

9. Print your name or sign legibly in case there is a need to follow up with any questions.

Dormitory Registration

Date: _____ Incident/DR#: _____ Shelter Name/Location: _____

Observations:
1. Does the client or a fa... overwhelmed or agita...
2. Does the client have a... appears they m...

If "YES," STOP the registration process and do one of the following:
- o If situation is critical, call 9-1-1, and notify health services and the shelter manager.
- o Contact health services and/or mental health worker on site.
- o If no health or mental health resource on site, direct concern to shelter manager.

Questions:
1. Is there anything you... there...

If "YES," acknowledge their need, and offer assistance. while in the... will need in the next 6-8 hours?

Tally age groups to facilitate efficient shelter population counts.

If "YES" to either question, continue registration process, and do the following:
- Identify what assistance the client needs. Acknowledge their need, and offer assistance.
- If their need is medical or mental health, or you need help providing assistance to the client:
  - o Contact health or mental health services worker on site;
  - o If no health or mental health workers on site, contact shelter manager for follow-up;
  - o If the shelter manager is not available, or if the shelter manager instructs you to, list clients who have a "yes" response on the **Shelter Referral Log.**

65+yrs:

Primary Language: _____ If not English, Family Member present who speaks English: _____

Method of Transportation: _____ If personal vehicle—plate #/St... ...ty purposes only): _____

It helps to know if the family needs transportation to appointments, planning transportation as shelter is closing, and identifying vehicles in the lot.

When appropriate, family members who speak English may be able to translate for the head of household.

...RMATION	...ival ...te	Rm./ Cot	Volunteer? (y/n)	Departure Date	Departure Notes:

In shelters where cot numbers are used, add cot assignment information as it becomes available.

Connect clients who wish to help in the shelter with the shelter manager or staff services.

Include post-disaster contact information if available.

Have client initial yes or no to each statement.

See Job Tool: Operating a Shelter for more information.

___Yes ___No Someone in the household is required by law to register with a state or local government agency.

___Yes ___No Someone in the household is a Veteran or Active Military.

___Yes ___No I agree to have my information shared with other agencies providing disaster relief services.

By signing here, I acknowledge that the information on this form is accurate, I have initialed the three statements above, and I have read/been read and understand the *Shelter Client Welcome Handout*:

Signature:_____ Date: _____

Shelter Worker Name/Signature:_____

Sign or print legibly.

JCS JT RES Shelter Dormitory Registration Form V.1.0 2016.07.18

Shelter Dormitory Registration

Date: _____ Incident/DR#:_____ Shelter Name/Location:_____

> **Observations:**
> 1. Does the client or a family member appear to be in need of immediate medical attention, appear too overwhelmed or agitated to complete registration, or a threat to themselves or others?
> 2. Does the client have a service animal, use a wheelchair/walker, or demonstrate any other circumstance where it appears they may need help in the shelter?
>
> **Questions:**
> 1. Is there anything you or a member of your family needs right now to stay healthy while in the shelter? If not, is there anything you know you will need in the next 6-8 hours?
> 2. Do you/family member have a health, mental health, disability, or other condition about which you are concerned?

HOUSEHOLD INFORMATION

Family Name (Last Name):

Family members registered:

0-3yrs: 3-7yrs: 8-12yrs: 13-18yrs: 19-65yrs: 65+yrs:

Pre-disaster Address:

Post-disaster Address (if different):

Primary Phone: Other Phone: Email:

Primary Language: If Not English, Family Member Present Who Speaks English:

Method of Transportation: If Personal Vehicle, Lic. Plate #/State (for security purposes only):

INDIVIDUAL FAMILY MEMBER INFORMATION (for additional names, use back of page)

Name (Last, First)	Age	Gender (M/F)	Arrival Date	Rm./ Cot	Volunteer? (y/n)	Departure Date	Departure Notes:

____Yes ____No   Someone in the household is required by law to register with a state or local government agency.

____Yes ____No   Someone in the household is a veteran or active military.

____Yes ____No   I agree to have my information shared with other agencies providing disaster relief services.

By signing here, I acknowledge that the information on this form is accurate, I have initialed the three statements above, and I have read/been read and understand the *Shelter Client Welcome Handout*:

Signature:_____   Date:_____

Shelter Worker Name/Signature:_____

American Red Cross

Closing the Shelter Checklist

Use this checklist to help close the shelter.

General

Cleaning

D   Clean areas of the facility that have been used during sheltering, per your supervisor's instructions; return the facility to as close to pre-disaster condition as possible.

D   If you notice any damage, take pictures, if possible, and alert your supervisor immediately.

D   Ensure that all equipment is properly cleaned, disposed of or returned to the appropriate place.

Reporting/Inventory

D   Use the *Shelter Inventory* form and *Resource Record (Form 6455)* to take inventory and find out where items should be directed at closing.

D   Make any final additions to the *Shelter Log*.

Registration

Reporting

D   Upon clients' final departure, record a post-disaster address on the *Shelter Registration Form* and note that clients have left the shelter permanently.

D   Make sure registration forms remain secure during the closing of the shelter.

D Ask your supervisor about the appropriate disposition for all forms, including the registration forms.

Supplies

D   Restock the shelter supply kit, as instructed by your supervisor, using its initial inventory as your guide.

Providing information

Supplies

D   Remove Red Cross posters, banners and signs from all areas of the shelter, including the exterior, using the signage log of locations. Save for reuse whenever possible.

D Remember to remove any Red Cross signage posted in and around the community directing people to the shelter.

Residents

D Communicate closing information to residents as soon as it is confirmed. Provide 48-hour notice, whenever possible. Provide both oral and written notice. Make sure all residents are notified, including those with functional, access and language needs.

American Red Cross

D   Communicate with residents one-on-one. If you learn that residents are experiencing barriers prohibiting them from leaving the shelter, communicate these concerns to your supervisor.

Dormitory

Cots

D When possible, clean and dry all cots per the manufacturing label or cot cleaning instructions, having shelter residents assist if possible.

D   If a cot was set up, it should be cleaned whether it was slept on or not.

D   If cleaning cots is not possible, clearly identify used and unused cots and keep them separated, so they can be cleaned upon return.

D Clearly mark any broken or incomplete cots.

Feeding

Residents

D Make sure residents know when the last meal will be served.

Supplies/Equipment

D   If the facility's food supplies have been used, check with your supervisor to see if they should be restocked.

D   Consult with your supervisor to determine disposition of excess food items and supplies, as well as how they should be packed.

D Keep perishable items separate from non-perishable items and separate food items from cleaning supplies.

D Make sure all equipment has been rinsed, washed, and sanitized. Special attention should be paid to the rubber gasket and nozzle heads of the food and beverage Cambro

Shelter Inventory Form

American Red Cross

Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Shelter Inventory Form Instructions

The *Shelter Inventory Form* is completed when the shelter is opening and closing, as well as other times established by the shelter manager. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

Follow the steps below to complete this form:

1. Enter the date the inventory is being completed.
2. Consult with the shelter manager if necessary to identify the "DR Number" and the "Shelter Name/Location."
3. Indicate if this Shelter Inventory form is for Red Cross property, facility property or other-owned property. Use a separate form for each type of property.
4. Indicate if this Shelter Inventory form is the opening, operating, or closing inventory. Refer to the Job Tool: Operating a Shelter for more guidance on when to complete the *Shelter Inventory Form*.
5. Indicate which shelter area was inventoried. Check all that apply.
6. Conduct the inventory, and complete the table as follows:
   a. Enter the item name that is being inventoried or a consistent detailed description of the item.
   b. Enter the total quantity of the item. If you list this by unit, case, or package indicate the quantity of individual items per unit, case, or package.
   c. Only on the forms for closing inventory, indicate where each item was sent upon closing (e.g. returned to facility representative or other location, donated to partner agency, disposed of).
7. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

Shelter Inventory

/DR#:_____

Property Owne...	Inventory Perio...		
□ Red Cross	□ Opening	□ All	Registration
□ Facility	□ Operating	□ Dormitory	□ Feeding
□ Other	□ Closing	□ Other_____	

> Use a separate form for each type of property.

> Indicate which area of the shelter was inventoried. Check all that apply.

> Indicate the period this inventory was taken. Use separate forms for each period, keeping each grouping together.

Item Name	Quantity	Disposition at Closing

> List the item name . If you don't know the standardized name, be as descriptive as possible.
>
> When completing operating and closing Inventories, keep item names consistent with opening inventory

> Enter the total quantity of the item inventoried. If you list this by unit, indicate the quantity of individual items per unit.

> This column is completed on the closing inventory form. Indicate where the items were sent upon the closing of the shelter.

> List the page number and total number of pages used for this shelter inventory.

DCS JT RES Shelter Inventory Form V.1.0 2016.07.18

Shelter Inventory

Date: _____ Incident/DR#:_____ Shelter Name/Location:_____

Property Owner	Inventory Period	Area(s) Inventoried	
□ Red Cross □ Facility □ Other	□ Opening □ Operating □ Closing	□ All □ Dormitory □ Other_____	□ Registration □ Feeding

Item Name	Quantity	Disposition at Closing

Page _____ of _____

American Red Cross

Cot Cleaning Instructions Job Tool

Disaster Cycle Services Job Tools
DCS JT-F Respond/Sheltering

Introduction

This job tool walks through instructions for cleaning a cot. A Sheltering Lead should consult with the Disaster Health Services Lead if modifications to the instructions are needed.

This job tool should be used in conjunction with the following doctrine:
- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

Cot Cleaning Instructions Job Tool

American Red Cross

The cot cleaning process below may be completed at a shelter or at a secondary location if there is limited time or space at the shelter. If the cots are transported to a secondary location, the cots should be transported *outside* of their respective boxes. The boxes may be transported on the same truck. Once the cots are cleaned according to the steps below, they may be placed back in their boxes. The process should occur in a well-ventilated area indoors or outdoors. If a cot remains stained from blood or bodily fluids after following the procedures below, discard the cot through a local medical waste removal partner such as a health care organization or waste management. If a cot remains stained from another source, discard the cot.

A worker must wear the following items while cleaning a cot to protect the skin from exposure:
- Gloves
- Mask (simple)
- Plastic coverall

Step	Action
1	Sweep off any debris or vacuum the exterior surfaces of the cot.
2	Spray-wash the cot with a water hose sprayer attachment.
3	Brush the whole cot with a scrub brush using liquid dishwashing detergent and water solution.
4	Spray cot with hospital grade disinfectant solution or wipes (e.g. Cavi wipes). Follow the instructions on the disinfectant's label. NOTE: Cavicide disinfectant products can be found in the Grainger punch-out catalogue in Ariba.
5	Allow cot to air dry indoors or outdoors for at least 24hrs. Place cot in sunlight, if possible. Longer time frames may be required when in humid environments.
6	Mark cot distinctly to identify its destination: storage, medical waste, or general garbage.
7	Return the cot for storage. NOTE: Do not shrink wrap or place cots into storage that may still be damp.

Cot Cleaning Instructions Job Tool

American Red Cross

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CITY OF MERCER ISLAND, WASHINGTON

Emergency Management Office

9611 SE 36th Street • Mercer Island, WA 98040-3732

(206) 275-7905 • Fax (206) 275-7941 • www.mercergov.org/emergencyprep

Welcome and Thank You for Taking the Time to Get Prepared!

The mission of Mercer Island Emergency Preparedness is to be self-sufficient for 7-14 days.

When an earthquake strikes and the I-90 bridges are impassable, do you have a plan for your family?
Do you have a preparedness kit at home, in your car and at work?
If not, Mercer Island's Emergency Preparedness website will get you started:
www.mercergov.org/emergencyprep

City staff and resources may be quickly overwhelmed after a disaster. The City has established a corps of trained Volunteers to aid in our own disaster response until outside help can arrive. Our Community Emergency Response Training (C.E.R.T.) provides extensive information that will also assist a resident at home.

WANT TO GET INVOLVED?

We urge you to consider signing up as a volunteer. Training includes the CERT course, FEMA ISC classes and a background check. We have 15 different teams performing essential and lifesaving activities during the initial response. Volunteers can assist with as many teams as they like. Some include: Disaster Medical, Damage Assessment, Search & Rescue, Registration, Sheltering, Child Care, Ham Radio Operators, Mental Health, Transportation, and operating our Emergency Well.

The Emergency Volunteer Application and Dataquest background check form are available on the above website as well as attached to this letter. Your volunteer badge will also require a photo (headshop on a white background). You can email or mail your photo to me or have one taken at City Hall.

We believe Mercer Island is one of the best prepared communities in the Northwest. All our success is due to residents' willingness to give their time and talent to help and serve each other.

Again, thank you for your interest in personal and family preparedness, and participating as a trained volunteer.   Please feel free to contact me with any questions.

Jennifer Franklin

Officer Jennifer Franklin   206-940-2962 Cell
Emergency Manager / Crime Prevention Officer   206-275-7905 Desk
Mercer Island Police Department   206-275-7941 Fax
9611 SE 36th Street   www.mercergov.org/emergencyprep
Mercer Island, WA 98040   www.facebook.com/mercerislandemergencypreparedness
jennifer.franklin@mercergov.org   twitter.com/mi_emergprep

CITY OF MERCER ISLAND, WASHINGTON
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EMERGENCY WORKER (VOLUNTEER) APPLICATION

Name _____
(First)   (Middle)   (Last)

Address _____
Address   City   State   Zip

Phone _____
Home   Work   Cell

Email _____ **Date of Birth** _____

Driver's License # _____

Emergency Contact Information

Name _____ Phone _____

Address _____ Relation _____

Areas of interest and expertise - please provide copies of certificates for completed courses:

- ☐ Animal Shelter
- ☐ AED/CPR/First Aid
- ☐ Child Care
- ☐ Communications-HAM call sign _____
- ☐ Damage Assessment (ATC 20 training needed)
- ☐ Faith Community/Warming Shelter
- ☐ Medical (license #_____)

- ☐ Mental health (license #_____)
- ☐ Neighborhood Preparedness
- ☐ Registration/Administration
- ☐ Resource Acquisition/Documentation
- ☐ Search & Rescue
- ☐ Senior Care
- ☐ Shelter (ARC training needed)
- ☐ Transportation (CDL#_____)

- ☐ Well/CPOD
- ☐ Other _____
- ☐ Other _____
- ☐ Other _____
- ☐ IS 700
- ☐ ICS 100
- ☐ ICS 200
- ☐ ICS300
- ☐ ICS400
- ☐ Certificate copies attached

Minimum requirements to be a registered emergency volunteer:

IS700, ICS100, CERT (CERT not required if you are a HAM radio operator or Medical Professional)
IS700 and ICS 100 found at http://training.fema.gov/IS/NIMS/aspx
Additional advanced courses are encouraged: See Volunteer levels attached (last sheet of application)

APPLICANT: You (applicant) are authorized to work on behalf of the City of Mercer Island only in the capacities listed above, and on the Registration form within your level of ability. In addition, by submitting this application, you affirm your qualifications to perform this work, agree to maintain any required licenses during the period when work is performed, agree to serve at the direction of the City Manager (or designee), and agree to comply with WAC section 118-04-200 rules.

Your emergency worker identification card is the property of the City of Mercer Island, and may, at the discretion of City officials, allow you to enter otherwise restricted areas. By submitting this application, you agree not to divulge any confidential information you may be exposed to during your assignment and agree to represent yourself in a professional manner.

Providing false information on this application may affect your eligibility for insurance coverage during your assignment.

I have read, understand and agree to the above statements.

APPLICANT SIGNATURE: _____ **DATE:** _____

DataQuest

AUTHORIZATION FORM

P.O. Box 1308, Snohomish, WA 98291

Phone: (888) 443-0135 // Fax: (888) 226-6952   **Company: CITY OF MERCER ISLAND EMERGENCY MGMT**
Web: www.dataquestllc.com   **Phone #:   (206) 275-7905**

Applicant Name:_____
                          Last   First   Middle

List additional AKA/Alias names used in the LAST 7 YEARS: _____

Date of Birth*:_____   Social Security #: _____
              *(*Used for identification purposes only)*

Driver's License#:_____   State Issued: _____   Expires: _____

*** *Please list addresses used during the LAST 7 YEARS* ***

Current Address: _____
                     (Complete Address Required)   City   State   Zip Code

Previous Address: _____
                     Street Address   City   State   Zip Code

Previous Address:_____
                     Street Address   City   State   Zip Code

Previous Address:_____
                     Street Address   City   State   Zip Code

By signing below, I acknowledge receipt of the Background Check Disclosure ("Disclosure") that accompanies this Background Check Authorization ("Authorization"). I authorize the company named above (the "Company") to obtain consumer reports and/or investigative consumer reports on me for employment purposes as set forth in the Disclosure. I also authorize DataQuest, LLC ("DataQuest") to procure all reports, records, verifications or other information necessary to complete the background check and to furnish the information to the Company. I certify that all information I supply on this Authorization and on any supplemental page(s) is true and correct. I understand that providing fraudulent or misleading information on this Authorization may be grounds for denial of employment, contract for services or volunteer position by the Company or for discharge by the Company. This Authorization shall be valid upon the Company's receipt of my signed Authorization, and, if applicable, at any time during the course of my employment, contract for services or volunteer position with the Company. I authorize the Company, if the Company places workers with other employers, to share any consumer reports or investigative consumer reports with any employer where the Company may attempt to place me to work. I agree that a facsimile or copy of this Authorization form, or electronic signature obtained specifically through DataQuest's authorized electronic signature program, shall be valid as an original.

I understand drug/substance abuse testing may be a requirement for the position for which I am applying or for my current position. If required by the Company, I hereby authorize any laboratory, health care clinic, hospital or qualified medical professional coordinated by DataQuest to conduct such testing and to release the results to DataQuest and/or the party with which DataQuest may contract to arrange for such testing. I also authorize DataQuest to provide those results to the Company. I understand that the results of my drug/substance abuse test may be provided to and reviewed by a medical review officer (MRO) before being released to DataQuest and the Company, and that the MRO may discuss the results of the test with me and ask about medical information specifically related to the test. I understand that when this review is complete, only the drug/substance test results will be provided by the MRO to DataQuest and the Company, and that no other medical information about me will be disclosed.

California Applicants or Employees Only: By signing below, I acknowledge receipt of "Notice to California Applicants." Please check this box if you would like to receive a copy of an investigative consumer report or consumer credit report at no charge if one is obtained by the Company whenever you have the right to receive such a copy under California Law. ☐

New York Applicants or Employees Only: By signing below, I acknowledge receipt of a copy of Article 23-A of New York Correction Law. You have the right to inspect and receive a copy of any investigative consumer report requested by the Company by contacting DataQuest directly at P.O. Box 1308, Snohomish, WA 98291, 1-888-443-0135.

Maine Applicants or Employees Only: You have the right to request and promptly receive a copy of any investigative consumer report obtained by the Company. If you wish to receive a copy of any such investigative consumer report, please contact DataQuest directly at P.O. Box 1308, Snohomish, WA 98291, 1-888-443-0135.

Minnesota and Oklahoma Applicants or Employees Only: Please check this box if you would like to receive a copy of a consumer report if one is obtained by the Company. ☐

You may have additional rights under your applicable state law, and you may wish to contact your state or local consumer protection agency or a state attorney general (or the equivalent) to learn about those rights.

Applicant Signature:_____   **Date:** _____

BACKGROUND CHECK DISCLOSURE

Pursuant to the federal Fair Credit Reporting Act ("FCRA") and its applicable state counterparts, **CITY OF MERCER ISLAND EMERGENCY MANAGEMENT** (the "Company") may obtain consumer reports or investigative consumer reports on you for employment purposes in connection with your employment, potential employment, contract for services, volunteer position or other employment-related purpose. The Company may procure consumer reports on you both in connection with your application, and, if applicable, at any time during the course of your employment, contract for services or volunteer position with the Company. Consumer reports are written, oral or other communications that bear on your creditworthiness, credit standing, credit capacity, character, general reputation, personal characteristics or mode of living that are used (or expected to be used) as a factor in establishing eligibility for employment purposes. "Investigative consumer reports"* are consumer reports (or portions of consumer reports) in which information is obtained through personal interviews with your neighbors, friends, associates or acquaintances, and are commonly obtained in connection with education or employment reference checks. *In California, an "investigative consumer report" means any consumer report that is not a credit report.

Consumer reports may include items such as employment verifications, education verifications, credit history, driving records, criminal history, motor vehicle records, licensures, certifications, social security number verification, drug testing results or other information obtained through background check services. The information may be obtained from private and public record sources, including personal interviews with your neighbors, friends, associates or acquaintances.

You may find a "A Summary of Your Rights under the Fair Credit Reporting Act" at: http://www.consumer.ftc.gov/articles/pdf-0096-fair-credit-reporting-act.pdf

The name of the consumer reporting agency from whom the Company may procure consumer reports or investigative consumer reports is DataQuest, LLC ("DataQuest"), P.O. Box 1308, Snohomish, WA 98291, 1-888- 443-0135.   Please direct all inquiries to DataQuest.

You have the right to dispute incomplete or inaccurate information in your consumer report. You have the right, for a reasonable time after receipt of this notice, to make a written request to DataQuest for a complete and accurate disclosure of the nature and scope of the investigation requested by the Company, as well as to receive a written summary of your rights and remedies under the law.

You may find information about DataQuest's privacy practices, including whether your personal information will be sent to third parties outside the United States or its territories, as well as information concerning contact information for DataQuest's representatives who can assist you with additional information regarding DataQuest's privacy practices in the event of a compromise of your information, on DataQuest's website, www.dataquestllc.com.

Please sign below to acknowledge your receipt of this Background Check Disclosure.

Signature:_____   **Date:** _____

Printed Name: _____

{CAS1274111.DOCX;3/11336.020002/} DataQuest Disclosure & Authorization Forms *Rev: 20150217*

Volunteer Levels

Level #	Level Name	Response Level	Training Requirements	Other Requirements	Badge Eligible
3	Basic, Awareness	Good Samaritan, within neighborhood	- Complete basic in-class training from within Eastside CERT participating group (includes drill)*		No
2	Intermediate	Community, outside neighborhood, within home jurisdiction	-Level 3 training, plus -ICS100, IS700; -1 additional training selected from list below; -Background check – national in scope	Participate in 8 hours per year (drills, training, classes, meetings, expo)	Yes – follow State of Washington Homeland Security Region 6 CRMCS credentialing system
1	Advanced	Regional, outside home jurisdiction	-Level 2 training, plus -2 additional trainings selected from list below (3 total)	Participate in 4 additional hours (12 total) per year (drills, training, classes, meetings, expo)	Yes – follow State of Washington Homeland Security Region 6 CRMCS credentialing system

ADDITIONAL TRAINING:

- **HAM technician's license or higher**
- **Disaster Assistance Response Team (DART)**
- **Shelter operations (American Red Cross)**
- **Psychological first aid**
- **Food handler's permit (WA state)**
- **Map Your Neighborhood**
- **First Aid/CPR/AED certification**
- **Advanced First Aid**
- **Basic Disaster Life Support**
- **ATC 20 Damage Assessment**
- **Search and Rescue (King County)**
- **Windshield Surveys**

- **Community Points of Distribution (CPOD)**
- **Flagger**
- **Washington State Animal Response Team (WASART)**
- **Pet CPR/First Aid**
- **Weather Spotter (NOAA)**
- **Sky Warn**
- **ICS 300**
- **ICS 400**
- **Other program as approved by home jurisdiction**

ACTIVITY LOG (ICS 214)

| 1. Incident Name: | 2. Operational Period: | Date From: Date | Date To: Date |
| | | Time From: HHMM | Time To: HHMM |

3. Name:	4. ICS Position:	5. Home Agency (and Unit):

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by:	Name:	Position/Title:	Signature:

ICS 214
Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:
- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency** (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

APPENDIX 1 – Animal Shelter

Mercer Island Shelter Plan - 2018 CEMP

Table of Contents

VOLUNTEER ANIMAL SHELTER LEAD
Supporting Parks Branch

The Animal Shelter Care Team supports the City of Mercer Island Parks Department and assists in providing shelter to animals on Mercer Island. The shelter site at the Mercer Island Community and Event Center cannot accommodate people and animals as this is not permitted at a Red Cross shelter. Animals must be housed in a separate location.

The City is in the process of purchasing a tent and heater For the Luther Burbank Tennis Courts.

The following are key responsibilities for this position:
Documents ownership of the sheltered animals and provides care for the animals at animal shelter site.

PREPARATION:

- ☐ Periodically inventory the animal shelter supplies to ensure everything is in good condition. Supplies are currently stored in the Caretaker's Cottage south west of the Luther Burbank administration building.
- ☐ Identify veterinarians who are willing to shelter animals in an emergency.
- ☐ Identify volunteers who are willing to assist in caring for the animals in the pet shelter.
- ☐ Review the full Animal Shelter Plan. A copy is located with the Animal Shelter supplies in the Caretaker's Cottage.

ACTIVATION

- ☐ Animal Shelter Lead is contacted by Volunteer EOC Liaison for activation.
- ☐ Activate the phone tree and request Animal Shelter Team volunteers to come to City Hall or Mercer Island Community and Events Center, if designated.
- ☐ Work with the Volunteer Lead to establish a 24 hours shift schedule.
- ☐ Report to City Hall or Events Center shelter registration table and complete all registration documents. Collect vest, badge and radio, if assigned.
- ☐ Report to Mercer Island Community and Events Center.
- ☐ Coordinate with Parks and Rec to set up tent, heater, tables and chairs, and transfer animal sheltering supplies to tennis courts.
- ☐ Establish an area to photograph the animals and one to store supplies.
- ☐ Develop signage to indicate registration, animal intake. Post a "dog walking" area.
- ☐ Begin Registration of animals into shelter. Follow Animal Shelter procedures, separating animals by type. Isolate animals that appear to be sick or aggressive.
- ☐ Label any crates, supplies, or food supplied by owner with owner's name.
- ☐ Maintain records of the number and types of animals housed.

DEACTIVATION DUTIES

- ☐ Ensure all animals have been claimed by their owners
- ☐ Clean and sanitize the crates and any unclean equipment.
- ☐ With Parks and Recreation staff, return tables and chairs to original location. Put crates and other supplies back in the Caretaker's Cottage.
- ☐ Coordinate with the Volunteer Lead (or person covering that position) to request that you and/or your position be removed from the Shelter, provide any contact information they may need, and debrief the person covering you if necessary.
- ☐ Return radios, temporary badges and vests.
- ☐ Make sure all paperwork has been turned in and all records/files are secured.
- ☐ Make a list of supplies needing replenishment and turn it in to Emergency Manager.
- ☐ Collect all personal belongings, turn in 214 form to Registration and **SIGN-OUT**.
- ☐ Document major response challenges encountered and operational lessons learned.
- ☐ Prepare written recommendations for Emergency Manager containing suggested improvements in response plans, procedures and coordination.
  Participate in after action planning, as appropriate.

Purpose

The purpose of this appendix is to provide detailed direction for sheltering of pets during all hazards emergency situations. Sheltering services include safe housing, food, water, veterinary medical attention, and potentially reuniting and adoption services.

Shelter Set Up Procedures

Facility Set Up

Animal Registration Area
Establish an animal registration area near a strategic entry point for segregating "owned" animals from "stray" animals and those requiring quarantine or veterinary treatment. The registration area will need room for photographing, as a picture will be taken with animal and owner if it is an owned animal.

Volunteer Registration Desk
Establish a registration desk for volunteers and support agencies and organizations.

Supplies/Storage Area
Establish an area to store supplies, such as food, cages and cleaning supplies.

Signage
Clearly mark all doors to the area as a Pet Shelter. Clearly mark one area for Animal Intake. Post policies and procedures for pet care and feeding. Designate and clearly post a "dog walk" area (flagging is best for this).

Animal Areas Set-Up

General

o   Create a triage area near the Registration desk where the Animal Intake form and assessment are completed; animals are identified, photographed examined, and assigned to the appropriate area.
o   Species should be separated (dogs / cats / birds) as well as those animals with special needs, are sick or under stress, or are aggressive.

Dogs
o   Kennel or crate should be large enough for pet to stand up, turn around comfortably and room for food and water.
o   If space permits, crates or kennels should be twelve (12) inches or more apart.
o   Crates should be oriented to keep animals facing away from each other.
o   Provide food and water bowls, identification tag, leash, and bedding for each crate.
o   The kennel shall have prominently posted (if owned or identified pet): Owner's Name; Pet's Name; Owner contact information (cell phone, shelter sleeping location, etc.)
o   For dogs' sensitive to noise, activity or other dogs provide a sheet to keep the sides of the crate covered.
o   The dog area should be close to an exit door to facilitate reaching dog walk area.
o   If necessary because of weather or dangerous conditions, a dog walk area can be created indoors in a separate room. Assign a team member or volunteer specifically for maintaining this area.
o   Provide separate areas for dogs that are sick and for those without proof of vaccination.

o Dogs that are seriously ill or pose a health risk to others should be transported to a local veterinarian, if possible.
o Aggressive animals must be securely contained.
o Isolate dogs that are in heat.
o Water container should be rust proof, cleaned daily and mounted so the animal cannot tip it over or urinate in it.

Cats
o Cats should be kept in a separate area from dogs, in the quietest part of the shelter, away from doors and other activity.
o Cats that are sick or without proof of vaccination should be separated.
o Kennel or crate should be large enough for pet to stand up, turn around comfortably and have room for food, water and litter.
o Provide food and water bowls, identification tag, and bedding for each crate.
o The kennel shall have prominently posted (if owned or identified pet): Owner's Name; Pet's Name; Owner contact information (cell phone, shelter sleeping location, etc.)
o Provide kitty litter boxes in an area where owners can take their cats out of the crates for exercise and / or feeding or provide a little box inside the crate.
o Isolate cats that are in heat.
o Bedding of blankets or towels must be used and in sufficient quantity readily available should soiling occur.

Shelter Operations

Animal Registration
o Provide a table for owner registration and immediately take a photo of the animal with its owner and attach it to the registration form.
o Designate a space for team members to fill out the animal intake forms and do a health assessment on the animal.
o Assign the animal to an appropriately sized crate or kennel and ensure water, towels or bedding is provided. Immediately label the crate with the owner's name and the pet's name and any special needs.
o If the owner brings their own crate, make sure it is clearly labeled with their name, note that on the intake form, and place the crate in the appropriate area.
o Keep all leashes, collars, food bowls, toys or bedding that the owner provides with the animal, either inside the crate or directly on top of it.
o Owner is given wrist band to signify authorization into pet area; only one (1) wrist band per family.

Volunteer Registration/Coordination
o Provide a separate table or area away from the Animal Intake area for volunteer registration. This area should be available for team members and volunteers to store personal gear such as coats, bags, etc. and should have chairs to take rest breaks, eat snacks away from animal areas, and set up cots for night shifts.
o Volunteers should have a photo identification badge.
o Volunteers will fill out a registration form.
o Volunteers will check in/check out with the Shelter Supervisor and Shelter Registration desk.

Cleaning
- o Surface areas will be disinfected and sanitized with a solution suitable for antibacterial/antiviral situations.
- o Use Clorox clean up wipes for hands of all involve or other appropriate hand sanitizer.

Animal Maintenance
- o No animal will be outside its crate / kennel without a leash and identification tag. Only designated team members, volunteers or animal owners will be allowed to remove any animal from its crate / kennel.
- o Dogs shall be walked at least twice a day for 20-minute intervals.
- o Potable water shall be available to dogs always.
- o Self-feeders, if used, should be mounted so dogs cannot urinate or defecate in them.
- o Bedding of blankets or towels for dogs must be used and in sufficient quantity readily available should soiling occur.
- o Owners should be provided with plastic bags for clean-up each time they walk their dog.
- o Cat kennels shall be cleaned at least twice a day.
- o Cat litter and pan must be provided in each cage.
- o Water and dry food should be available to cats always.
- o Ferrets must be current in rabies vaccinations.
- o All small mammals are to be kept caged always
- o Reptile cages should be cleaned daily to prevent risk of salmonella.

Breakdown Procedures

Authority for closing the emergency animal shelters rests with the Mercer Island EOC in consultation with various animal support organizations. Once the decision has been made to close the emergency animal shelter, break down can be initiated and may if necessary, be phased in over time if some animals are still in residence.
- o Once owners have check out all the animals housed in the Pet Shelter, all crates, kennels and cages will be broken down and removed from the facility.
- o Cleaning and disinfecting of crates and kennels after breakdown can occur off-site.
- o All crates, materials and supplies will be removed from the facility and plastic sheeting will be taken up.

Clean Up
- o All floors will be cleaned and disinfected. Any furniture, tables or shelves used for holding crates and animals will be wiped down with disinfectant wipes. Handrails, water fountains and doorknobs will be wiped down with disinfectant wipes.
- o Trash receptacles will be emptied and bagged, trash placed in designated dumpsters.
- o Facility restrooms will be cleaned, and the trash emptied.
- o The Shelter Supervisor will have the Shelter Operations Manager physically inspect the building before leaving and correct any discrepancies noted.
- o Cages, crates and kennels will be cleaned and disinfected before being returned to their appropriate storage locations.
- o All towels, sheets and bedding will be laundered with detergent and bleach after being used for each animal. All towels, sheets and bedding will be laundered before storing in watertight containers.

Inventory
- o All materials, including forms, supplies and safety equipment will be inventoried and returned to the appropriate organization.
- o Food will be stored in watertight containers.

Incident Close Out

Report Writing

The Shelter Supervisor will submit a written report to the Animal Care and Control Manager. This report will be based on the incident log kept at the Shelter and the log kept by the Animal Care and Control Liaison in the Emergency Operations Center. It will include the number and types of animals housed, an assessment of operations and staffing, descriptions of problems or "incidents within the incident" and how they were handled, and identify any gaps in skills, staffing or logistics. The report will include a section on lessons learned during the incident.

Documentation

Documentation of the incident will include all registration and animal intake forms, photographs of pets and owners, volunteer registration forms, incident logs kept by the Shelter Supervisor and the EOC Liaison, receipts for purchases and thank you letters. This documentation will form the basis of the report submitted by Animal Care and Control to King County Emergency Management.

Close-Out Meeting

The EOC Liaison and the Shelter Supervisor will attend the EOC close out meeting to help assess management of the incident and identify problems. One of them will give a verbal report of the Shelter operations during close out.

Thank You Letters

Mercer Island Emergency Management will write thank you letters to people, agencies or companies who assisted during the disaster.

Long-Term Sheltering

In some disasters, there is the possibility that the response and recovery operations may stretch into weeks or months. Most emergency team members, being volunteers, are not prepared or able to continue operating an animal shelter for large numbers of animals of people who have been left homeless by a disaster.

In this case, the options for animal sheltering are:
- o Boarding animals at veterinarian clinics and / or private kennels. This is especially necessary in the case of known aggressive animals that can't be fostered. Post-disaster, as private kennels and veterinarian clinics begin to open back up for business, arrangements can be made for long-term boarding.
- o Fostering in the local community. Fostering of animals for people made homeless by a disaster is designed as a long term but still temporary measure – the rightful owners will take the pet back as soon as they are in housing where they can keep their pet. Fostering programs need to be designed with care, with possible fosters approved ahead of time.
- o Moving animals from the emergency animal shelter to a municipal or private animal shelter in another city or county that has space for the animals.

Equipment & Supplies

Emergency animal shelters require several materials and supplies. The below list of equipment and supplies are outlined by locations.

Dog Shelter Areas
- Muzzles, various sizes
- Carriers/crates, various sizes
- Can openers
- Spray bottles
- Hand disinfectant
- Paper towels
- Heavy duty plastic bags
- Mops buckets, sponges
- Tables and chairs
- Human first aid kit
- Animal first aid kit
- Leashes, collars and harnesses
- Quality rope
- Signage
- Water
- Assorted foods
- Blankets and towels
- Trash cans
- Zip ties
- Whistles
- Rubber gloves
- Cleaning products
- Dish soap
- Brooms and dust pans
- Ear plugs

<u>Cat Shelter Areas</u>
- Heavy gauntlets / cat gloves (welder gloves are acceptable as an alternative)
- Carriers/crates, various sizes
- Can openers
- Spray bottles
- Hand disinfectant
- Paper towels
- Heavy duty plastic bags
- Mops buckets, sponges
- Tables and chairs
- Human first aid kit
- Animal first aid kit
- Leashes, collars and harnesses
- Quality rope
- Cat litter and disposable pans
- Signage

- Water
- Assorted foods
- Blankets and towels
- Trash cans
- Zip ties
- Rubber gloves
- Cleaning products
- Dish soap
- Brooms and dust pans

RESOURCES – Vet Clinics

Mercer Island Veterinary Clinic
Dr. Micah Brodsky
Dr. Evan Crocker
206 232-0333
2448 76th Ave. SE #107, Mercer Island, WA 98040
Available Facilities: Kennels for approx. 25 pets; large supply of food; pet pharmacy

Island Cats Veterinary Hospital
Dr. Gary Marshall
206 232-2837
3024 78th Ave. SE, Mercer Island, WA 98040
Available Facilities: Kennels for approx. 20 cats; supply of food; no shelter available for dogs

Mercy Vet
Jacqueline S. Sehn DVM
206 232-7667
2707 76th Ave. SE, Mercer Island, WA 98040
Available Facilities: Limited space; 2 Kennels; approx. 30 small cages; use only as last resort

Aerowood Animal Hospital
425-746-6557
2975 156th Ave SE, Bellevue, WA 98007

Animal Hospital of Factoria
Dr. Shlomo Freiman
425-746-3373
4205 Factoria Blvd. SE, Bellevue, WA 98006
Available Facilities: Cats, dogs, and rodent boarding only (no birds or reptiles)

Alpine Animal Shelter
425 392-8888
888 NW Sammamish Rd., Issaquah, WA 98029
Available Facilities: Boarding for clients only, accepts strays

King County
Animal Sheltering Plan Appendix

Purpose

The purpose of this appendix is to provide detailed direction for sheltering of pets and livestock during all hazards emergency situations. Sheltering services include safe housing, food, water, veterinary medical attention, and potentially reuniting and adoption services.

Organizational Responsibilities

King County Animal Care and Control Manager

- Responsible for directing overall animal sheltering emergency response
- Responsible for determining when to establish Emergency Pet Shelters
- Responsible for determining where to establish Emergency Pet Shelters
- Responsible for determining when to close Emergency Pet Shelters
- Responsible for overall coordination with King County Emergency Management Division
- Responsible for overall coordination with support agencies

Team Leader, Stray/Lost Animal Shelters

- Responsible for establishment of Stray/Lost Animal Emergency Pet Shelters
- Responsible for operation of Stray/Lost Animal Emergency Pet Shelters
- Responsible for coordinating staffing of Stray/Lost Animal Emergency Pet Shelters

Team Leader, Owned Animal Shelters

- Responsible for establishment of Owned Animal Emergency Pet Shelters
- Responsible for operation of Owned Animal Emergency Pet Shelters
- Responsible for coordinating staffing of Owned Animal Emergency Pet Shelters

Pet Shelter Supervisor

- Responsible for overall management of a respective Pet Shelter
- Initiate set-up of Pet Shelter operations
- Supervision of Pet Shelter team members and volunteers
- Coordination with American Red Cross (if applicable)
- Maintaining incident log
- Close-out of Pet Shelter operations
- Submission of Pet Shelter report to ECC
- Notify Pet Shelter team leaders and volunteer leader of activation
- Maintain staff and volunteer work schedules
- Coordinate with other agencies (humane society, PAWS, rescue groups, veterinarians, boarders, kennels, groomers etc...)

- Point of Contact for the public
- Coordinate procurement/ delivery of supplies

Pet Shelter Operations Manager
- Register evacuees and their animals using appropriate forms
- Take photo of animal with their owner(s)
- Perform animal intake and health assessment
- Assign animal to crate and properly label crate with owner identification
- Maintain file of all animals currently in the Pet Shelter
- Assist owners when they come to walk / feed / care for their pet
- Coordinate with the on-site veterinarian to deal with pet health care issues
- Walk / feed pets as necessary
- Monitor animals for stress/ behavior problems
- Monitor supplies, food and environmental conditions
- Assist in break-down and cleaning of Pet Shelter and crates

Pet Shelter Planning Lead
- Work with operations and logistics to keep abreast of staffing needs for upcoming shifts
- Communicate situation reports to Shelter Supervisor to plan for next operational period
- Keep abreast of incident situation and changing conditions
- Coordinate with Shelter Supervisor to plan for the number of volunteers needed
- Assist with operations Shelter as needed

Pet Shelter Logistics Lead
- Set up signage and registration area at designated Pet Shelter
- Inventory facility space and note present conditions
- Configure pet shelter space (dogs, cats, isolation wards, materials)
- Set up trash cans, fans, plastic sheeting, crates and supplies
- Ensure adequate supplies of crates, food, plastic bags, disinfectant, etc.
- Coordinate with Pet Shelter Supervisor for special supply needs
- Coordinate with Pet Shelter Manager for location of trash disposal, pet walking areas, and needs of Pet Shelter team members and volunteers
- Break down of Pet Shelter, clean-up of area, and final check of area

r- · **Policies and Procedures for Pet Shelter**

- Team members and volunteers will wear identification identifying themselves as such.
- The Shelter Supervisor oversees the operation of the Shelter and has the authority to set specific rules, approve variances to policies, dismiss volunteers, determine staffing levels, and refuse to accept animals.
- Only pet owners, team members and volunteers may remove animals from crates.
- Unless needs dictate, owners are responsible for administering medications to pets.
- Pets in the Pet Shelter will not have contact with other pets.
- Owners will be asked to provide proof of vaccinations; this will be noted on the registration and intake forms. During disaster or evacuations, it is recognized that pet owners may not always remember to bring proof of vaccination. The registration forms will indicate that the pet owner accepts the risks of boarding their pet in the Pet Shelter.
- At least two (2) team members or volunteers will be present always. When animals are in residence, the facility will never be left unattended.
- The Pet Shelter Supervisor will devise and post an emergency evacuation plan for the Pet Shelter in case of fire, severe weather, or power failure.
- Pet owners, if possible, will feed, walk, and care for their animals.
- Animals will be fed once a day and walked at least twice a day.
- Each crate, cage or kennel will be cleaned and disinfected before being used by another animal. All food and water bowls must be cleaned, and disinfected and new bedding provided for the next animal.
- The facility will be left as clean as before the Pet Shelter was set up.
- Spontaneous volunteers will not be allowed to work in the Pet Shelter unless a variance is necessitated by lack of trained volunteers.

Animal Shelter Inventory

Registration **/** ID
    Animal intake registration forms
    Tab band collars for animal identification
    Colored wrist bands for owner identification
    Registration log books
    Digital camera and spare memory chip
    Cable ties for envelopes on animal cages
    Electronic ID chip reader

Environment
    Plastic - 100 x 16 or 20 feet wide to line walls
    Painter's tape for plastic on walls
    6 mil Sheet Plastic for floor

Caging
    8.5 x 11 Poly envelopes for cages
    Litter boxes
    Litter scoops
    Cat litter - pounds
    Cages/Crates - large 48" X 30" X 36"
    Cages/Crates - medium 30" X 19" X 22"
    Bowls

Feeding
    Spoons **/** measure cups to scoop food Can
    openers
    Food supply

Personal Protection Equipment/ Supplies
    First aid kit
    Nitrile disposable rubber gloves - pairs
    Animal Control Pole
    Handling gloves
    N-95 face masks

Cleaning
    Buckets
    Scrub brushes
    Pooper scoopers
    Trash
    Containers
    Garbage bags
    Boxes of plastic bags for feces pick up
    Hand Washing Station
    Quaternary disinfectant - bottle

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Equipment & Supplies

Emergency animal shelters require several materials and supplies. The below list of equipment and supplies are outlined by locations.

Registration area

1. Radio's (walkie-talkie)
2. Portable fans for kennels
3. Cell phone
4. Refrigerators for can foods
5. Digital or camera and film
6. Flea treatment
7. Pens, markers, pads
8. Catch pole
9. Note pads
10. Sharpie markers
11. 4x6 cards
12. Microchip scanner
13. Duct tape
14. Easel stands for signage
15. Table and chairs
16. Signage
17. Avery labels, plain white
18. Avery labels assorted colors preprinted (intact male, intact female, in heat, geriatric, people aggressive, animal aggressive)
19. Color wrist bands for registered owners/and animals.
20. 3 Ring Binders
21. Paper Protectors
22. Paperwork
23. Slip Leads
24. Stapler/Staples
25. Sticky Note Pads
26. Paper Clips
27. Clip Boards
28. Caution Tape
29. Scissors

Pet Owner Rules

In some cases, the owners of animals in emergency shelters will be known, and, in the case of an animal shelter co-located with a people shelter, nearby. In these instances, the pet owners are expected° to care for their animals to the greatest degree possible. Here are some basic responsibilities of residents caring for their animals:

- Shelter hours for owners will be 7am--7pm.
- Owners must have identification with them and on their cat or dog and animal cage always.
- If possible, please provide written proof of vaccinations.
- Owners agree to feed, water, sanitize and exercise their cat or dog on a scheduled frequency of no less that twice daily. Owners must care for their animals before 1Oam and then again between the hours of 5-7pm.
- Owners will not permit others to handle or approach their animal(s). Cage doors will be latched and secured with wire or rope.   .,
- Owner shall permit their animal(s) to be examined to determine if medical or stress conditions are present and require attention. Owner also agrees to the administration of medication to alleviate any symptoms.
- Owner agrees that if their animal(s) become unruly, aggressive, show signs of contagious disease, is infected by parasites (fleas, ticks, lice, etc...) the pet(s) may be removed to a more isolated location.
- Owner acknowledges that failure to follow these rules may result in the removal of their animal(s).
- Owner acknowledge that any decision concerning the care and welfare of their animal(s) and the shelter population are within the sole discretion of King County Animal Care and Control - whose decisions are final.
- After the emergency, any pet found abandoned or without owner in the shelter, will result in the animal being relocated to King County Animal Care and Control with final disposition left to the discretion of King County Animal Care and Control.

Pet Owner Sheltering Agreement

I, _____ the owner of _____
understand that emergencies exist and that limited arrangements have been made to allow my
animal to remain in the shelter facility. I understand and agree to abide by the pet care rules
contained in this agreement and have explained them to any other family member accompanying
me and my pet.

1. My pet will remain contained in its approved carrier except at scheduled times. During
   scheduled relief time, my pet will be properly confined with leash, harness and muzzle (if
   necessary). Scheduled times will be strictly adhered to.

2. I agree to properly feed, water and care for my pet as instructed by King County Animal
   Care and Control or designee. (Before 1Oam and then again between the hours of 5-7pm)

3. I agree to properly sanitize the area used by my pet, including proper waste disposal and
   disinfecting.

4. I certify that my pet is current on vaccinations as recommended.

5. I will not permit other shelter occupants to handle or approach my pet either while it is in
   its carrier or during exercise time.

6. I will maintain proper identification on my pet and its carrier always.

7. I permit my pet to be examined by animal shelter personnel.

8. I acknowledge that my failure to follow these rules may result in the removal of my pet.
   I further understand that if my pet becomes unruly, aggressive, show signs of contagious
   disease, is infested with parasites or begins to show signs of stress-related conditions, my
   pet may be removed to a remote location. I understand that any decision concerning the
   care and welfare of my pet and the shelter population are within the sole discretion of
   King County Animal Care and Control or designee, whose decisions are final.

9. I certify that my pet has no history of aggressive behavior and has not been diagnosed
   with any contagious diseases for which it has not received successful treatment.

I hereby agree to hold harmless all persons, organizations, corporations or government agencies
involved in the care and sheltering of my animal(s). I further agree to indemnify any persons or
entities which may have suffered any loss or damage because of the care and sheltering of my
animal(s).

_____   _____   _____
Pet owners signature   Pet owners printed name   Date

__Pet Owner Sheltering Agreement__

I, _____ the owner of_____
understand that emergencies exist and that limited arrangements have been made to allow my
animal to remain in the shelter facility. I understand and agree to abide by the pet care rules
contained in this agreement and have explained them to any other family member accompanying
me and my pet.   .

1. My pet will remain contained in its approved carrier except at scheduled times. During
   scheduled relief time, my pet will be properly confined with leash, harness and muzzle (if
   necessary).   Scheduled times will be strictly adhered to.

2. I agree to properly feed, water and care for my pet as instructed by King County Animal
   Care and Control or designee. (Before 10am and then again between the hours of 5 -7pm)

3. I agree to properly sanitize the area used by my pet, including proper waste disposal and
   disinfecting.

4. I certify that my pet is current on vaccinations as recommended.

5. I will not permit other shelter occupants to handle or approach my pet either while it is in
   its carrier or during exercise time.

6. I will maintain proper identification on my pet and its carrier always.

7. I permit my pet to be examined by animal shelter personnel.

8. I acknowledge that my failure to follow these rules may result in the removal of my pet.
   I further understand that if my pet becomes unruly, aggressive, show signs of contagious
   disease, is infested with parasites or begins to show signs of stress-related conditions, my
   pet may be removed to a remote location. I understand that any decision concerning the
   care and welfare of my pet and the shelter population are within the sole discretion of
   King County Animal Care and Control or designee, whose decisions are final.

9. I certify that my pet has no history of aggressive behavior and has not been diagnosed
   with any contagious diseases for which it has not received successful   treatment.

I hereby agree to hold harmless all persons, organizations, corporations or government agencies
involved in the care and sheltering of my animal(s). I further agree to indemnify any persons or
entities which may have suffered any loss or damage because of the care and sheltering of my
animal(s).

_____   _____   _____
Pet owners signature   Pet owners printed name   Date

Daily Check in / out
Animal Log

Page _____ of _____

Shelter location_____ **Date**_____

Owner name	Pet name	AM time	PM time	Comments

Shelter admission / discharge for animal

Owner's Full Name: _____

Owner's Full Address: _____
_____

Owner's home telephone number: _____
Owner's Cell phone number: _____
Out of area relative name and phone number:_____
Description of Animal: □ **Dog** □ **Cat**
                              □ Male □ Intact □ Neutered
                         □ Female □ Intact □ Spayed □ In heat

Breed: _____ Color: _____ Age: _____

Distinctive Markings: _____

Micro Chip □ Yes   □ No Number:_____

Primary Veterinarian _____
        Address & Number_____

_____   _____
        Signature of Owner   Date

BELOW TO BE COMPLETED BY SHELTER REGISTRATION RECPTIONIST

- -

Arrival Date:_____ Time:_____
Yes   No   **Proof of**
□ □ Written proof of vaccinations during the past 12 months;
□ □ Proper ID collar and up to date pet license; Tag # _____
□ □ Proper ID on all belongings;
□ □ Carrier or cage of sufficient size for the animal to stand, stretch and turn around;
□ □ Leash;
□ □ Ample food supply;
□ □ Water/food bowls;
□ □ Any necessary medication(s); Types:_____;
□ □ Newspapers, plastic disposable gloves and trash bags for handling waste;
□ □ Cages has the owner's name and address, pet name and other pertinent information labeled
              clearly and securely on the cage.
Owners driver's license # or resident ID #:_____
Pet sheltering location: _____
Owner sheltering location: _____

_____   _____   _____
   Departure Date   Time   Owner's signature

City of Mercer Island Pet Friendly Emergency Shelter
Individual Pet Identification Form (1 Form per Pet)
Pet/Owner Photo Attached

Owner Information

Owner's/Registrant's Name:_____

Owner ID Type: DL _____ Other_____ID#:_____

Home Address:_____

Cell #:_____ Home Phone:_____

Pet Information   Name:_____

Species (please check): Dog_____ Cat_____ Bird_____ Other (explain):_____

Breed:_____

Gender: Male_____ Female_____ Age:_____ Spade/Neutered:_____

Pet Descriptions: Body Color:_____ Eye Color:_____ Hair Length:_____

License #:_____ Microchip: Yes_____ No_____ #:_____

Further Identifying
Characteristics:_____

_____

Vet's Name & Location:_____ Vet's Phone:_____

Pet's medical conditions/allergies & treatment instructions (use back of sheet if necessary. Note owners are required to treat their pets' conditions (s)):

_____

General Disposition of Pet:_____

Pet's Fears:_____

Is your pet good around other dogs/cats/animals:_____

Is your pet good around children?:_____ Anything else that we should know about your pet:_____

_____

Are there any other individuals authorized to pick up or care for your pet? If so, whom? (you may use back of sheet for additional names)?:

Name:_____ Relationship to Pet:_____ Gender:_____ Age:_____

Name:_____ Relationship to Pet:_____ Gender:_____ Age:_____

Note Owners Shelter Location on Back.

WASART
Washington State
Animal Response Team

Authorization to Shelter

Emergency Animal Shelter

Date/Time: _____   **Master #** _____

The undersigned owner(s) (agent) of the animal(s) described as follows:

Total Number of Animals: _____   Species: _____

_____
PRINTED NAME OF ANIMAL OWNER (AGENT)   DATE

_____
SIGNED NAME OF ANIMAL OWNER (AGENT)   DATE

PHONE: _____   ALTERNATE PHONE:_____

_____
ADDRESS OF ANIMAL OWNER (AGENT)

_____
ALTERNATE ADDRESS

hereby requests the emergency quartering of the animal(s) being evacuated because of a pending or occurring disaster. The animal owners (agents) hereby release the person or entity who is receiving the animal (hereinafter "Emergency Animal Shelter") from any and all liability regarding the care and quartering of the animal during and following this emergency. The animal owners (agents) acknowledge that if emergency conditions pose a threat to the safety of the animal(s), additional relocation may be necessary, and this release is intended to extend to such relocation.

If, while at the Emergency Animal Shelter, my animal should be injured, become ill or suffer an ailment or is otherwise deemed by the Emergency Animal Shelter to require immediate medical attention, the Emergency Animal Shelter, in its sole discretion, is authorized to make all health care decisions on my behalf, and may utilize the services of a licensed veterinarian to administer medicine or give other requisite attention to the animal at my sole expense. I hereby indemnify the Emergency Animal Shelter from any action, claim, demand or lawsuit (including attorney's fees) arising out of or connected with the care and/or charges made by any veterinarian caring for my animal.

While at the Emergency Animal Shelter, animals will be given basic care including but not limited to feeding of donated or owner provided food and exercise. It is requested that the animal owners (agents) or person (s) of their choice contribute to the feeding (including any special dietary needs) and daily care of their animal, if possible. The animal owner (agent) authorizes the following person(s) to care for their animal(s) on their behalf while residing in the shelter.

_____
ANIMAL CAREGIVERS   PHONE

_____
ANIMAL CAREGIVERS   PHONE

It is the responsibility of the animal owner (agent) to keep the Emergency Animal Shelter informed of where/how the animal owner (agent) can be contacted during the emergency.
If an animal is not claimed by the time the Emergency Animal Shelter shuts down, the animal will be taken into custody by the local animal control authority and be processes according to their procedures.

Animal is being released for the following disposition (please check one):

☐ owner/agent   ☐ permanent adoption   ☐ temporary hold for _____ days

☐ euthanasia   ☐ died in care

White Copy WASART
   City of Mercer Island CEMP

Yellow Copy Owner/Agent
   1018

Form S-1 Rev. 7/10/13
   March 2018

Intake Triage Exam

WASART
Washington State
Animal Response Team

Master ID #_____

Date/Time:			**Microchip #:**			"Not found"
Status:	Owned	Stray				
Owner/Agent Name:				**Phone:**		
Animal Name:				**Age:**	Weeks	Months	Years
Species:			**Breed:**			
Gender:	M F	Altered	Intact	Unknown		
Color / Pattern:						
Condition:	Appears Normal		Injured	Sick	Feral	Pregnant	Nursing
BCS (specify x/9 or x/5):						

	Within Normal Limits (WNL)				
Eyes:	WNL	Discharge	R L	Notes:	
Nose:	WNL	Discharge	R L	Notes:	
Ears:	WNL	Debris	R L	Notes:	
Mouth / Gums:	WNL	Sores	Ulcers	Gum color Missing teeth	
Skin:	WNL	Missing hair	Lesions	Dry scabby skin	Other:
External Parasites:	Y N	Suspect	Fleas	Ticks Lice Mites	
Body:	WNL	Pregnant	Litter	Notes:	

Bleeding:	
Injured:	
Coughing/Sneezing:	
Diarrhea:	
Vomiting:	
Additional Notes:	

Next Step:	Admit	Vet Check/Quarantine	Refuse
Staff Initials:			

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1018

7/10/13
March 2018

DAILY CARE LOG

WASART — Washington State Animal Response Team

MASTER ID # _____

NAME: _____ **DATE/TIME ARRIVED:** _____

SPECIES: _____ COLOR: _____ AGE: _____ Sex: M ___ F ___ Altered: Y ___ N ___ ?

BREED: _____

DISTINCT MARKINGS: _____

DIETARY REQUIREMENTS/SPECIAL INSTRUCTIONS: _____

OWNER will provide care: Y ___ N ___

NOTES: _____

DATE	FED (amount/type)		WATERED	CLEANED	COMMENTS	INITIALS
10/23/12	0930 - 3 flakes OG	1530 - 3 flakes OG	1000	1030	Manure seemed a bit loose. She ate all her hay from the night before. Looks like her salt lick is being utilized.	MRA

Document **time** in each activity column; **specifics** of activity performed and any unusual behaviors or health symptoms in **Comments** i.e. left half of feed, blood in feces, no feces, depressed, agitated, aggressive, etc. Inform Barn Supervisor of health concerns and document on the **Special Concerns** form so medical staff can follow up.

Page ___ of ___

Animal Reclamation

WASART — Washington State Animal Response Team

ID Number	Name (or "herd")	Species	Age	Sex	Identification (Microchip, etc)	Physical Description

Owner/Agent Information (please print)

Name _____ Address _____ Email Address _____

Main Phone _____ City/State/Zip _____ ID verified by means of? _____

WASART Reclamation Contract: This contract is made between the Washington State Animal Response Team (WASART) and the Owner or authorized temporary agent listed above. An authorized temporary agent is an individual the Owner has designated to take possession of their animal(s) to care for and house until the animal(s) can be permanently reunited with the legal owner. Authorized agents must be 18 years of age.

By signing this document, I am affirming that all statements and information provided to WASART staff is accurate and truthful. Violation by the Owner/ Agent of any of the terms of this contract or discovery of false information given to WASART immediately nullifies this contract and voids the contract to release the animal(s).

In signing below, the owner/agent acknowledges receipt from WASART of the animal(s) being released into my possession. I understand that while this animal was in the custody of WASART it may have been exposed to contagious diseases and parasites. I agree to not hold WASART responsible for any medical expenses I may incur to treat the released animal(s).

I agree to assume all risk and responsibility of ownership for the Animal(s) released into my possession, and to hold harmless and to release from liability, and to otherwise defend and indemnify WASART, its officers, Board of Directors, staff, volunteers and representatives, against any and all claims for damages arising out of my ownership /agency of the Animal(s), including any infliction of injury or death to a human, an animal, or for any property damage.

Signature of Owner/Agent _____ Date _____

White Copy WASART   Yellow Copy Owner/Agent

Form S-3 Rev. 10/22/12

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NOT FOR PUBLIC DISCLOSURE

Threat and Hazard Identification and Risk Assessment – Terrorism Incident Plan

This document is exempt from public disclosure pursuant to RCW 42.17.310(1)(WW). Requests for public disclosure of this document, or parts thereof, should be referred immediately to the Mercer Island City Manager or the Mercer Island Police Chief.

Distribution of this document beyond the intended party is prohibited unless authorized in writing in advance by the Mercer Island City Manager or designee

This document is not included within the body of the CEMP but kept separately within the Mercer Island Emergency Operation Center