

**CITY OF LAKE STEVENS
LAKE STEVENS, WASHINGTON
RESOLUTION NO. 2024-03**

**A RESOLUTION OF THE CITY OF LAKE STEVENS,
WASHINGTON, ADOPTING A COMPREHENSIVE EMERGENCY
MANAGEMENT BASE PLAN.**

WHEREAS, all citizens and property within the City of Lake Stevens are at risk to a wide range of natural, technological, and man-caused hazards; and

WHEREAS, when such an unfortunate event occurs; local, county, state, and federal response agencies must be prepared to respond in a well-coordinated manner by developing and using an Incident Command System (ICS) in accordance with the National Incident Management System (NIMS) to protect the public and the natural resources and minimize property damage within the community; and

WHEREAS, this Comprehensive Emergency Management Plan is needed to coordinate the response of emergency personnel and supporting services of all City of Lake Stevens agencies in the event of an emergency or disaster and during the aftermath thereof; and

NOW, THEREFORE, we the undersigned, by virtue of the power and authority vested in us by the laws of this State do hereby adopt the **City of Lake Stevens COMPREHENSIVE EMERGENCY MANAGEMENT BASE PLAN (CEMP)**, dated May 7th, 2024. This plan can be put into action by the undersigned or our designee(s). Named organizations have the responsibility to prepare and maintain standard operating procedures and commit to the training and exercises required to support this plan.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKE STEVENS,
WASHINGTON, DOES RESOLVE AS FOLLOWS:**

Section 1. The Comprehensive Emergency Management Base Plan dated May 7th, 2024, and attached as Attachment A is hereby adopted.

Section 2. This resolution shall take effect and be in full force upon passage and signature.

PASSED by the City Council of the City of Lake Stevens this 14th day of May, 2024.


Brett Gailey, Mayor

ATTEST:


Kelly Chellin, City Clerk

APPROVED AS TO FORM:


Gregg Rubstello, City Attorney



City of Lake Stevens

Comprehensive Emergency Management Plan

2024

Promulgation

Insert Council Resolution

Approval and Implementation

The City of Lake Stevens comprehensive emergency management plan (CEMP) establishes a whole community approach to enhance the ability of the City to manage emergencies and disasters. Its purpose is to direct the City's response in emergencies, to save lives, and protect public health, property, and the environment.

This CEMP is built upon the City's 2018 CEMP edition and is organized in accordance with FEMA's November 2010 Comprehensive Preparedness Guide (CPG) 101. This version dated May 7th, 2024, supersedes all previous editions.

The development of this plan has been supported by all City of Lake Stevens Departments, Snohomish County Department of Emergency Management, Washington State Department of Emergency Management, and other relevant stakeholders.

This document is continually evolving and will be reviewed and improved on a regular basis throughout the upcoming planning and review cycle. The plan will be officially updated every five years, submitted to the State of Washington Emergency Management Division for review, and brought before the City Council for adoption.



Brett Gailey, Mayor



Date

Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials

Record of Distribution

Agency / Organization / Department	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, & Acceptance
City Council		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input checked="" type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
City Administrator		(#) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
City Clerk		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Police Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Public Works Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Parks and Recreation Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Finance Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Planning and Community Development Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Human Resources Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
Information Technology Department		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input checked="" type="checkbox"/> Review <input type="checkbox"/> Acceptance
External Recipients			
Snohomish County Department of Emergency Management		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input checked="" type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance

Snohomish Regional Fire and Rescue		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input checked="" type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
PUD Lake Stevens		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input checked="" type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Lake Stevens School District		(#) <input type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input checked="" type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance

Forward

The City of Lake Stevens Comprehensive Emergency Management Plan (CEMP) establishes an all-hazards approach to enhance the ability of the City to manage emergencies and disasters. The purpose is to save lives, protect public health, property, the economy, and the environment, and foster a return to a normal way of life as soon as possible.

The CEMP defines policies and procedures that are necessary for carrying out the emergency management program as defined by the City's Municipal Code and the Revised Code of Washington.

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

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

This Plan is organized into three sections:

- Base Plan addresses policies, situations, concept of operations, responsibilities, and plan maintenance.
- Emergency Support Functions outline primary and supporting agencies' responsibilities, capabilities, and resources.
- Incident Annexes describe event specific response processes and procedures.

Contents

<i>Promulgation.....</i>	<i>1</i>
<i>Approval and Implementation.....</i>	<i>2</i>
<i>Record of Changes</i>	<i>3</i>
<i>Record of Distribution</i>	<i>4</i>
<i>Forward.....</i>	<i>6</i>
<i>1. Introduction</i>	<i>10</i>
1.1. Purpose.....	10
1.2. Plan Format.....	10
1.3. Scope	11
1.4. Situation Overview.....	11
1.4.1 Hazard Analysis.....	12
1.4.2 Capability Assessment.....	14
1.5. Planning Assumptions	14
<i>2. Concept of Operations.....</i>	<i>15</i>
2.1. General.....	15
2.2. Core Mission Areas	15
2.3. Whole Community Involvement.....	17
2.3.1 Operational Objectives	18
2.4. ECC Activation Levels	19
2.5. Request for a Proclamation of Emergency	19
<i>3. Direction, Control, and Coordination</i>	<i>21</i>
3.1. Multi-Jurisdictional Coordination	21
3.2. Horizontal Integration	21
3.3. Vertical Integration.....	21
3.4. Unity of Effort through Core Capabilities	22
3.5. Common Prevention and Protection.....	23
3.6. Prevention Mission	23
3.7. Protection Mission	24
3.8. Mitigation Mission	24
3.9. Common Response and Recovery	25

3.10.	Response Mission	25
3.11.	Recovery Mission	26
4.	Organization	28
4.1.	Jurisdictional Organizational Structure.....	28
4.2.	Emergency Organizational Structure	28
4.3.	Emergency Coordination Center	30
4.3.1	Primary/Alternate Location	30
4.3.2	Activation Process	30
4.3.3	Activation Levels	31
4.3.4	Deactivation Process	31
4.4.	Emergency Roles	32
5.	Responsibilities	38
5.1.	Elected/Appointed Officials	38
5.2.	City Departments	39
5.3.	Regional Organizations	41
5.4.	Private Sector.....	43
5.5.	Nongovernmental/Volunteer and Community Organizations	44
5.6.	Individual Community Members	45
6.	Communications.....	46
6.1.	Interoperable Communications Plans.....	46
6.2.	Community Communications Plans.....	47
6.3.	Information Collection and Dissemination.....	48
7.	Administration.....	50
7.1.	Documentation	50
7.2.	Retention	50
7.3.	Preservation	50
8.	Finance	51
8.1.	Incurred Costs Tracking.....	52
8.2.	Cost Recovery	52
8.2.1	Federal Assistance Programs	52
8.2.2	State Assistance Programs	53
8.2.3	Reimbursement Process for General Public and Private Businesses.....	53
9.	Logistics and Resource Management.....	55

9.1.	Resource Typing	55
9.2.	Emergency Worker Program/Liability Protection	55
9.3.	Procurement Methodology	55
9.4.	Resource Gaps	56
10.	<i>Development and Maintenance</i>	57
10.1.	Revision Process	57
10.2.	Training & Exercise Program	57
10.3.	After-Action Reporting Process	58
10.4.	Corrective Action Plan.....	58
11.	<i>Authorities and References</i>	59
	<i>Appendix 1 – Definitions</i>	62
	<i>Appendix 2 – Acronyms</i>	65

ANNEX A

Washington State Department of Emergency Management – Lake Stevens CEMP Review 2024

1. Introduction

Emergency management is a vital method of organization and management of resources and responsibilities for dealing with all aspects of emergencies, including mitigation, preparedness, response, and recovery. It involves the plans, processes, structures, systems, and arrangements established to engage the endeavors of the whole community to the entire spectrum of emergency management needs in a comprehensive and coordinated manner.

This plan was developed to meet the requirements described in the Washington Administrative Code (WAC) 118-30 and Revised Code of Washington (RCW) 38.52, and to align with the National Response Framework, the 2017 National Incident Management System guidance, the 2019 Washington State Comprehensive Emergency Management Plan, and the 2019 Snohomish County Comprehensive Emergency Management Plan.

This plan is advisory and does not supersede departmental policies, place mandatory or affirmative obligations upon any party or governmental entity, nor confers rights to any third party.

1.1. Purpose

The City of Lake Stevens will mitigate, prepare for, respond to, and recover from disasters (both natural and manmade) to the best of its ability with its available resources for the purpose of protecting lives, property, the environment, and the economy.

The purpose of this document is to provide a framework from which to operate in the provision of a coordinated response to emergency situations. It establishes the responsibilities of participating departments, agencies, jurisdictions, organizations and individuals. This plan also identifies sources of outside support which might be available from other jurisdictions, the state, or private organizations.

1.2. Plan Format

The City of Lake Stevens' CEMP consists of a basic plan, functional annexes, hazard-specific appendices, and implementing instructions. The Basic Plan describes the structure and processes comprising a jurisdictional approach to incident management, (i.e. it is designed to integrate the efforts and resources of local, private sector, and nongovernmental organizations). It includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan maintenance instructions.

The Emergency Support Functions (ESF) add specific information and direction to the CEMP with a focus on critical operational functions and who is responsible for carrying

them out. These annexes clearly describe the policies, processes, roles, and responsibilities that agencies and departments carry out before, during, and after any emergency. While the Basic Plan provides broad, overarching information relevant to the CEMP as a whole, these annexes focus on specific responsibilities, tasks, and operational actions that pertain to the performance of a particular emergency operations function.

Hazard-Specific Appendices identify hazard-specific risk areas and evacuation routes, specify provisions and protocols for warning the public and disseminating emergency public information, and specify the types of protective equipment and detection devices for responders. These appendices have tabs that serve as work aids for items including maps, charts, tables, checklists, resource inventories, and summaries of critical information.

1.3. Scope

When activated by the City of Lake Stevens Mayor or designee, the City of Lake Stevens' CEMP addresses activities within the City and its incorporated areas and is applicable to all City departments and agencies that may be requested to provide assistance or conduct operations in the context of actual or potential incidents.

The City of Lake Stevens will endeavor to make every reasonable effort to respond in the event of an emergency or disaster. However, municipal resources and systems may be overwhelmed. The responsibilities outline in the CEMP will be fulfilled only if the situation, information exchange, extent of actual agency capabilities, and resources are available at the time. There is no guarantee implied by this Plan that a perfect response to emergency or disaster incidents will be practical or possible.

This plan may be applied to any hazard, natural or human caused and is compatible with the Snohomish County and Washington State emergency plans.

1.4. Situation Overview

The City of Lake Stevens is located in Snohomish County, roughly 6 miles northeast of Everett. The population was estimated at 41,260 in 2023 and growth is predicted to continue. The city extends over approximately 9.17 square miles with a 1.4 square mile lake at its center.

The land development is primarily characterized by medium density residential housing with areas of commercial, mixed use, and industrial use in the very south, west, and northeast.

The city is governed by a mayor-council system, in which the mayor serves as the executive of the city and the council as the legislative body. Several boards and commissions advise the city council on specific topics. The mayor serves as the administrative head of the city's emergency management program.

The city's major transportation routes are Highway 9 connecting the city to Arlington in the North and Snohomish in the South. Highway 92 connects the city to Granite Falls in the east. Highway 2 crosses the Snohomish River west of Lake Stevens and represent the main connection to the city of Everett and an important east-west corridor in Snohomish County.

The City's emergency management program is outlined in the municipal code chapter 2.34 Emergency Management. The mayor of Lake Stevens serves as the administrative head of the program and has direct responsibility of the organization, administration, and operation of the program. In addition to this emergency management program, the City entered into an interlocal agreement with Snohomish County Department for Emergency Management for emergency management services.

1.4.1 Hazard Analysis

The city is vulnerable to a range of natural and human made hazards. This CEMP considers the disasters and emergencies as described in both the 2019 Snohomish County Comprehensive Management Plan and 2020 Snohomish County Hazards Mitigation Plan (HMP). Severe storms and flooding represent high probability hazards that routinely affected the city in the past. But there is also significant risk of landslides, earthquakes, wildland inter-urban interface wildfires, volcanic eruption, hazardous material releases, cybersecurity incidents and active assailants that have the potential to cause catastrophic impact. The following table provides a full overview of the City's exposure to hazards.

Hazard Probability, Exposure and Vulnerability (SnoCo, HMP, 8.3.2)		
Type of Event	Probability	Local Description of Exposure and Vulnerability
Active assailant	Medium	The City of Lake Stevens' largest employer is the Lake Stevens School District. Active assailants have known to target schools within Snohomish County and Washington State. Lake Stevens School District has 13 facilities located within the City of Lake Stevens or just outside the City, which includes their administration building.
Aircraft accident	Low	Paine Field started commercial flights in 2019, which part of the flight patterns fly over the City of Lake Stevens. There is a private airport located south of town in City of Lake Stevens. Snohomish County Sheriff's Helicopter Operations is located just outside the city limits on the southeast corner.
Cybersecurity Incident	Medium	City of Lake Stevens operates technology to support daily government operations. The Lake Stevens School District, largest employer in the City, was a victim of a cyberattack along with several surrounding school districts.

Dam Failure	Low	Little to no exposure or vulnerability exists.
Earthquake	High	Transportation infrastructure to include major highways for routes to hospitals are jeopardized. City buildings and fire departments are older structures that need updating. City is addressing these facilities with upgrades pending approval of funds and permits.
Epidemic	High	Lake Stevens School District is the largest employer in Lake Stevens. The city has assisted living facilities which house vulnerable population.
Flood	High	Critical Sewer Lift Stations Facilities are located within flood plain areas along the Snohomish River. Lake Stevens waters have risen causing flooding into residents along the lake shoreline. Also, several residential land front properties are within the flood plain area.
Hazardous Materials	Medium	City of Lake Stevens has Williams Gas lines located within and just outside eastside of the city limits. There are hazardous materials facilities located in the City of Lake Stevens Urban Growth Area off Machias Road, the northeast corner of the city limits. Annexation of that area is being negotiated.
Mass Earth Movement	High	The city has several steep slope areas along roadways, residential, and commercial areas. Some of these are along the abutment of bridges along arterial roads.
Tsunami	Low	There is no exposure or vulnerability to a tsunami in the city.
Volcanic Hazard	Low	Little to no exposure or vulnerability exists.
Weather Events	High	The city has heavy tree vegetation that is susceptible to wind, snow, and ice storm. This largely impacts roads, streams, and some residential areas. State Highways run through the city allowing access to other areas.
Wildfire	High	City of Lake Stevens is expanding city limits which is gaining forested areas. This is a threat during prolonged dry spells with a dry grass understory and heavy contiguous grouping of trees around developed areas.

Table 1: Lake Stevens hazard Exposure (SnoCo HMP 2020)

1.4.2 Capability Assessment

The City of Lake Stevens participates in an annual Threat and Hazard Identification and Risk Assessment (THIRA) / Stakeholder Preparedness Review (SPR) in order to identify capabilities necessary to address the jurisdiction's hazards.

1.5. Planning Assumptions

- An emergency or disaster may occur with no advance warning and quickly overcome not only the City of Lake Stevens' response capabilities, but the surrounding areas as well.
- Delivery of City services to the public will likely be affected by an emergency. The City of Lake Stevens will make every reasonable effort to respond in the event of an emergency or disaster; however, the ability to fulfill the responsibilities and tenets outlined in this plan are subject to the extent of the situation and availability of resources.
- The City of Lake Stevens will manage emergency management operations within its jurisdictional borders in accordance with the principles outlined in the National Incident Management System (NIMS).
- Depending upon the magnitude of the disaster, outside assistance may be delayed indefinitely. City of Lake Stevens' residents, businesses, and industry should plan to be self-sufficient for a minimum of fourteen days.
- Communications systems may be overloaded and/or suffer physical disruption from incident damage and/or loss of staff.
- Emergency medical facilities may be overloaded, and shortage of medical supplies may exist.
- The City of Lake Stevens and Snohomish County may be unable to satisfy all emergency resource requests during an emergency or disaster. The arrival of state and/or assistance may be delayed dependent upon the magnitude of the disaster.
- The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to mitigate, prepare for, respond to, and recover from large-scale incidents. These efforts may require prolonged, sustained incident management operations and support activities.
- During an incident, the top priorities for incident management will be:
 - Save lives and protect the health and safety of the public, responders, and recovery workers.
 - Protect property and mitigate damages and impacts to individuals, communities, the environment, and economy.
 - Protect and restore critical infrastructure and key resources.
 - Facilitate the recovery of individuals, families, businesses, governments, and the environment.

2. Concept of Operations

2.1. General

The City of Lake Stevens organizes and manages its emergency management activities utilizing the concepts and principles described in the October 2017 National Incident Management System (NIMS) document. In accordance with the RCW, overall direction and control of the emergency management operations within its political subdivision is the responsibility of the City of Lake Stevens Mayor.

The City of Lake Stevens Mayor or designated representative possesses the authority to activate this CEMP.

Departments are responsible for executing their responsibilities as identified in this CEMP, and its annexes. Individual departments should also establish policies and procedures for accounting for their personnel, assessing damage to facilities and resources, reporting situation and status to the ECC, and sending representatives to the ECC if requested to support citywide response and recovery efforts.

2.2. Core Mission Areas

Emergency Management in the City of Lake Stevens is conducted under the National Preparedness Goal's core mission areas of mitigation, preparedness, response, recovery, prevention and protection. The following activities apply to the City in general.

The **mitigation function** includes programs, plans, and activities designed to eliminate or reduce the degree of long term risk to life and property, and to reduce future losses from disasters or events. Mitigation efforts undertaken by City of Lake Stevens include:

- Participate in Snohomish County's Natural Hazard Mitigation planning efforts by providing input on the county's overall mitigation plan and creating a jurisdictional annex to that plan.
- Identify and maintain an inventory of potential mitigation opportunities throughout the city for possible future grant funding.

The **preparedness function** involves actions taken to encourage a state of readiness in governments, public organizations, the private sector, families and individuals that provide the capability to prepare for and to survive a disaster or event. Before a disaster strikes, city, county, and other government agencies shall take steps to reduce the impacts. These steps should include, but are not limited to:

- Conduct continuous planning studies of potential disaster elements in the city and update the current Comprehensive Emergency Management Plan (CEMP) that outlines how the City of Lake Stevens shall respond.

- Review disaster readiness capabilities and upgrade procedures to keep abreast of changing and evolving emergency management and response technology.
- Encourage and maintain interagency cooperation and coordination of readiness planning.
- Maintain vehicles, equipment, and facilities in a ready condition.
- Conduct public information and educational programs on disaster preparedness, personal safety, and sustainability.
- Test and gauge response capabilities by conducting and participating in training, drills, and exercises. Establish and test “call-down trees” in the event of an emergency.

The **response function** includes actions taken immediately before, during, or directly after an emergency to save lives, minimize damage, and to enhance recovery activities. All agencies involved in response shall:

- Comply with established checklists and review response status and procedures.
 - Notify key personnel according to existing SOPs.
 - Notify the appropriate organizations.
 - Prepare and update necessary information for public information.
 - Activate the appropriate Emergency Coordination Center (ECC).
 - If possible, initiate mitigation and preparedness programs to reduce the effects of the event.
 - Initiate all record-keeping, data collection, and control measures to quality control.
- Response – Emergency Period
- Initiate and conduct disaster response operations in accordance with established SOPs.
 - Coordinate their response with all involved agencies and jurisdictions through the ECC.
 - Keep the public and government officials advised of actions taken.
 - Assess and evaluate the effectiveness of emergency response efforts and establish priorities in the application of resources.
 - Ensure accurate record-keeping, data collection, and control measures are maintained.
 - Account for the safety and well-being of responders and their families.

The **recovery function** involves actions taken to return vital life support systems to minimum operating standards, and long-term activities to return life to “normal” or improved levels. After the threat to life and property has passed those agencies involved in response shall:

- Obtain detailed damage assessment information.

- Coordinate the application of resources to meet the long term needs of the jurisdiction.
- Identify deficiencies in response, conduct after action critiques, and implement actions for improvement.

Prevention and protection activities include those capabilities necessary to avoid, prevent, or stop threatened or actual acts of terrorism, man-made or natural disasters.

- Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- Assist the community in understanding ways to identify threats and/or hazards and how to report such activity to the appropriate agency.
- Establish and maintain partnerships among Protection elements to support networking, planning, and coordination.
- Assist in ensuring critical infrastructure sectors and Protection elements have and maintain risk assessment processes that identify and prioritize assets, systems, networks, and functions.

2.3. Whole Community Involvement

The City of Lake Stevens will consider the Whole Community concept in all phases of its emergency management operation.

Involving the Whole Community is a means by which residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

This includes people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), and culturally diverse populations.

Providing meaningful access for persons with Limited English Proficiency LEP may entail providing language assistance services, including oral interpretation and written translation. The city recognizes that it is important to communicate effectively with individuals with LEP during emergency situations and will attempt to provide these services if reasonable. The city has access to translation and interpretation services on demand.

People with Access or Functional Needs are those who may have additional needs before, during or after an incident in functional areas including, but not limited to:

maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, who live in institutionalized settings, who are older adults, who are children, who are from diverse cultures, who have limited English proficiency or who are non-English speaking, or who are transportation disadvantaged. The City will make every reasonable effort to conduct its emergency operations in accordance with the applicable laws related to accessibility, including the Americans with Disability Act (ADA).

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

When carrying out emergency response and disaster assistance, the City of Lake Stevens will comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.

2.3.1 Operational Objectives

Operational objectives for all Lake Stevens emergency operations are based on the following priorities:

- Life and Safety
- Incident Stabilization
- Property protection
- Environmental Conservation

To achieve these priorities, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

- Flexibility – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- Standardization – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- Unity of Effort – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific

jurisdictional responsibilities to support each other while maintaining their own authorities.

2.4. ECC Activation Levels

The Lake Stevens Emergency Coordination Center (ECC) Standard Operating Guide (SOG), Rev. 2/8/2019, guides the operations of the ECC and execution of the processes and coordination outlined in this plan. The City of Lake Stevens ECC operates at three separate levels depending on the size and complexity of the situation, as well as the anticipated need for coordination and support. Details on the activation levels can be found in chapter 4.3.3 Activation Levels.

2.5. Request for a Proclamation of Emergency

When a disaster exceeds the jurisdiction's capabilities, the Mayor may request the City Council to issue a proclamation of emergency. If the city council is not in session, the Mayor may issue a proclamation of emergency, subject to confirmation by the City Council at the earliest practicable time.

Request for additional assistance by the County or the State are made through the Snohomish County Department of Emergency Management (SnoCoDEM). If the disaster should exceed the capabilities of the county, the county executive may issue a proclamation of emergency and request assistance from the State of Washington.

A template for disaster declaration can be found on the following page.

Proclamation

A PROCLAMATION OF THE CITY OF LAKE STEVENS, WASHINGTON DECLARING AN EMERGENCY.

WHEREAS, The Mayor of the City of Lake Stevens has determined that the (type of event) _____ has/will cause (type of damage) _____; and

WHEREAS, due to this event persons and property are, or will be, damaged unless further efforts are taken to reduce the threat to life and property and restore order; and

WHEREAS, there is an emergency present which necessitates activation of the Lake Stevens Comprehensive Emergency Management Plan, and may require utilizations of emergency powers granted pursuant to RCW 38.52.070 in order to effectively respond to the emergency needs of the community.

NOW, THEREFORE, I, _____, Mayor of the City of Lake Stevens pursuant to Chapter 2.12 of the Lake Stevens Municipal Code, do hereby proclaim that a State of Emergency exists in the City of Lake Stevens due to (type of event) _____, and direct the plans and procedures of the City of Lake Stevens Comprehensive Emergency Management Plan be implemented.

DATED this ____ day of _____, 20____.

Mayor of the City of Lake Stevens
Lake Stevens, Washington

3. Direction, Control, and Coordination

3.1. Multi-Jurisdictional Coordination

The Snohomish County CEMP (December, 2019) Basic Plan establishes general policy and guidance for county-wide emergency response, defines a general concept of how government will respond, and assigns responsibilities to agencies and organizations.

By law, the City of Lake Stevens Mayor is responsible for disaster operations in their jurisdiction, while the county executive is the responsible official in the unincorporated areas. Thus, the City of Lake Stevens retains the authority and responsibility for direction and control within its political subdivision of its own disaster operations, use of local resources, and application of mutual aid within its own boundaries.

Large-scale disaster operations will be conducted by city and county forces, supplemented as necessary by trained auxiliaries, established cadres, and by work forces available within the local communities. Use will be made of available mutual aid from local, state, and federal agencies including, but not limited to, mutual aid agreements between existing emergency management agencies coordinated by DEM.

3.2. Horizontal Integration

The **Lake Stevens Comprehensive Plan** considers issues that will affect the city over the next 5, 10 or 20 years and adopts specific growth targets for population, housing and employment. Specifically, the plan addresses how the city will house a growing population; balance a developing employment sector and revitalize its shopping districts; while providing for public roads, utilities and other infrastructure and services; and ensuring the community continues to enjoy a clean safe environment to work and play.

3.3. Vertical Integration

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

Snohomish County Hazard Mitigation Plan. The Snohomish County Hazard Mitigation Plan (HMP) is a multi-jurisdictional plan which identifies and prioritizes actions to reduce or alleviate risks from all hazards. The HMP also enables partnering

jurisdictions and agencies to maintain eligibility for disaster-related federal grant assistance (Disaster Mitigation Act 2000). In addition, the HMP helps meet the planning requirements of the Federal Emergency Management Agency (FEMA) Community Rating System (CRS), which allows partners that participate in the CRS program to maintain or enhance their CRS classifications.

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

3.4. Unity of Effort through Core Capabilities

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



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

COMMON CORE CAPABILITIES
or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.
Operational Coordination
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

3.5. Common Prevention and Protection

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

3.6. Prevention Mission

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

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

3.7. Protection Mission

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

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

3.8. Mitigation Mission

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

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

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

3.9. Common Response and Recovery

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

3.10. Response Mission

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

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

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

3.11. Recovery Mission

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

RECOVERY CORE CAPABILITIES
Economic Recovery

RECOVERY CORE CAPABILITIES
Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health & Social Services
Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing
Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Natural & Cultural Resources
Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

4. Organization

4.1. Jurisdictional Organizational Structure

Lake Stevens operates under the Mayor-Council form of government. The city council consists of an elected Mayor and seven elected Council Members. All Council Members, including the Mayor, serve four-year terms with no term limits.

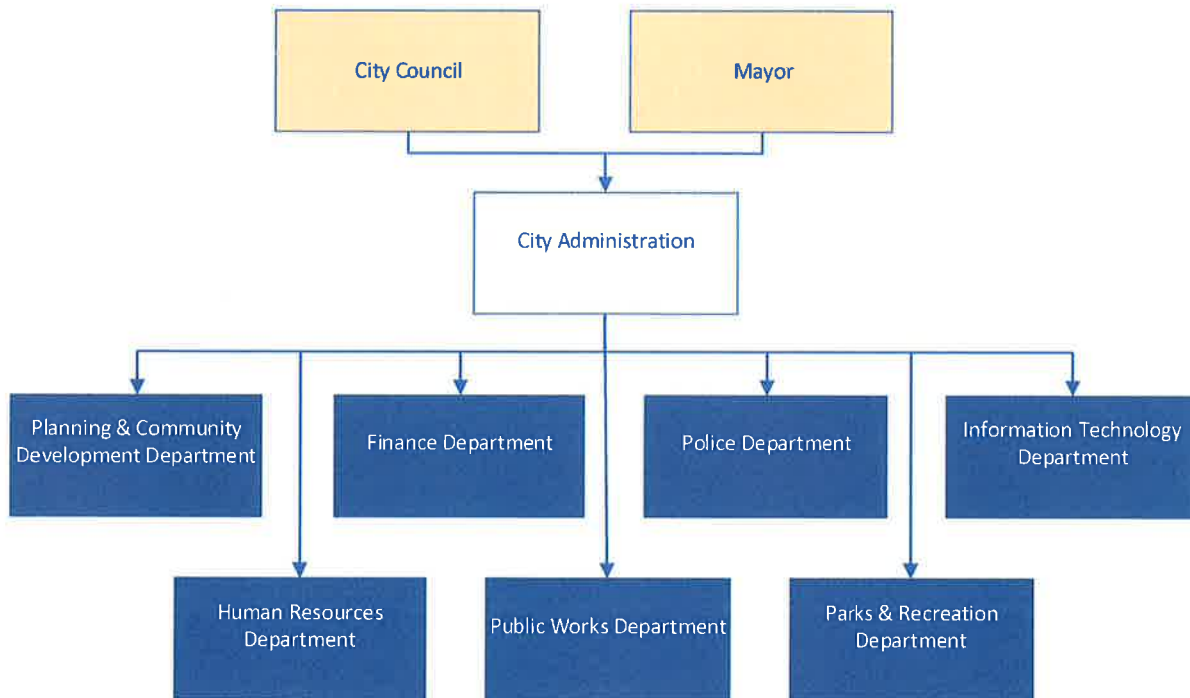


Figure 1: City of Lake Stevens Lake Stevens Organization Structure

4.2. Emergency Organizational Structure

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

Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise

subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.

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

The following chart show the likely organizational structure of the ECC. This chart may change depending on the nature of the incident. Only those sections, branches, and units that are needed will be activated.

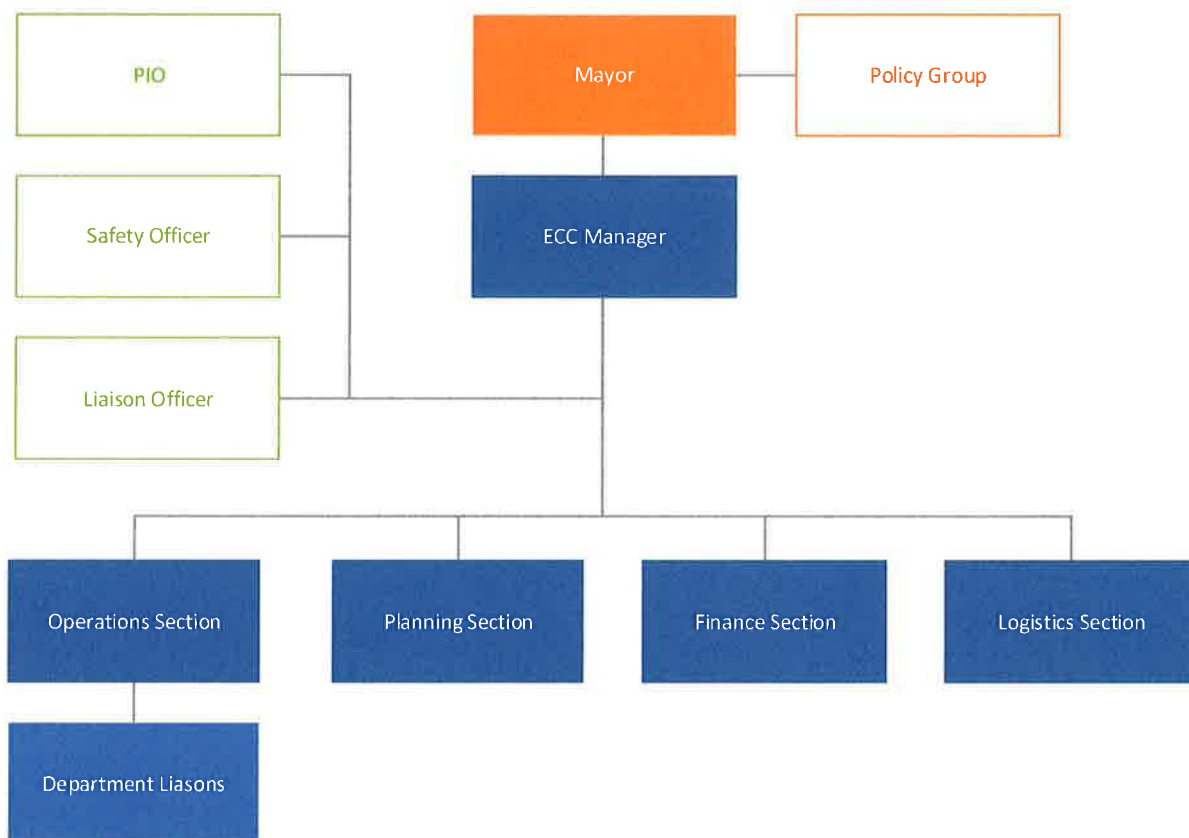


Figure 2: Lake Stevens Emergency Organization Structure

4.3. Emergency Coordination Center

The decision to activate the City of Lake Stevens Emergency Coordination Center (ECC) is made by the City of Lake Stevens Mayor or their designee. The City of Lake Stevens ECC operates at three separate levels depending on the size and complexity of the situation, as well as the anticipated need for coordination and support.

When the City ECC is activated, the Snohomish County ECC shall be notified and provided status reports as necessary.

Primary functions of ECCs, include:

- Collecting, analyzing, and sharing information.
- Supporting resource needs and requests, including allocation and tracking.
- Coordinating plans and determining current and future needs; and
- Providing coordination and policy direction.

The ECC will operate under the following principles:

- Save and protect the greatest number of people at risk.
- Ensure the safety of first responders and City employees.
- Save and protect as many residential, business and industrial properties as possible.
- Save and protect as much vital infrastructure as possible.
- Restrain the spread of environmental damage.
- Minimize human suffering and economic interruptions.
- Facilitate the recovery of Lake Stevens to get “back to normal as quickly as possible”.

4.3.1 Primary/Alternate Location

The primary City of Lake Stevens ECC is located in the Lake Stevens School District Administrative Building at 12309 22nd St NE, City of Lake Stevens, WA 98258.

An alternate City of Lake Stevens ECC is located in the Lake Stevens Police Department at 1825 S Lake Stevens Rd, Lake Stevens, WA 98258.

4.3.2 Activation Process

The City of Lake Stevens ECC will normally activate in response to:

- Intelligence data indicates the potential for an emergency that is or may grow beyond the City of Lake Stevens’ capability.
- At the direction of the City of Lake Stevens Mayor or designee.
- At the request from an on-site Incident Commander.
- At the request from a Department Director.

The decision to activate the ECC is made by the City of Lake Stevens Mayor, City of Lake Stevens City Administrator, or appropriate designee in Line of Succession as outlined in City Ordinance.

When the City ECC is activated, the Snohomish County ECC shall be notified and provided status reports as necessary.

4.3.3 Activation Levels

The ECC activation level is dependent on the situation and need for coordination and support. ECC activation levels listed below are synchronized with the levels utilized by Snohomish County ECC and the Washington State ECC:

Activation Level	Description
3 – Normal Operations / Steady-State	Minor incidents that require interdepartmental coordination but can be addressed using existing City resources. Response doesn't extend beyond normal or preplanned hours of operation. Typically, 1 to 3 staff.
2 – Enhanced Steady-State / Partial Activation	Involves incidents which have special characteristics requiring response by multiple departments and agencies. This level of activation may require support from agencies outside of City of Lake Stevens and overnight operations.
1 – Full Activation	Involves catastrophic incidents, which will require a coordinated response from all levels of government and emergency services throughout the county in order to save lives and protect property. This level activation will require extended 24/7 operations and utilization of all city personnel.

Table 2: Lake Stevens ECC Activation Levels

4.3.4 Deactivation Process

The decision to de-activate the ECC is made by the City of Lake Stevens Mayor or appropriate designee in Line of Succession. Consultation with the ECC Manager, ECC Section Chiefs, and Incident Commander is recommended.

When the ECC is deactivated, notification should include:

- All off duty ECC personnel.
- Snohomish County Department of Emergency Management.
- All other affected agencies and stakeholders.

The detailed deactivation procedures are outlined in the City's Emergency Coordination Center Standard Operating Guide.

4.4. Emergency Roles

The City of Lake Stevens organizes its resources and capabilities following the National Response Framework concept of Emergency Support Functions (ESF).

Each ESF identifies the key activities involved in comprehensive emergency management.

For each ESF, Primary and Support Department or Agencies are designated to carry out the activities and responsibilities associated with that ESF.

A department or agency may be identified as a Primary or Support Agency for multiple ESFs.

ESF Primary Agency

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

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

ESF Support Agency

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

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

The following table gives an overview of the 15 ESF functions and responsibilities:

ESF #	Emergency Support Function	ESF Primary Responsibilities
ESF #1	Transportation	<ul style="list-style-type: none">• Aviation/airspace management and control• Transportation safety• Restoration/recovery of transportation infrastructure• Movement restrictions• Damage and impact assessment
ESF #2	Communications	<ul style="list-style-type: none">• Coordination with telecommunications and information technology industries• Restoration and repair of telecommunications infrastructure• Protection, restoration, and sustainment of national cyber and information technology resources• Oversight of communications within the Federal incident management and response structures
ESF #3	Public Works and Engineering	<ul style="list-style-type: none">• Infrastructure protection and emergency repair• Infrastructure restoration• Engineering services and construction management• Emergency contracting support for life-saving and life-sustaining services
ESF #4	Firefighting	<ul style="list-style-type: none">• Coordination of Federal firefighting activities

ESF #	Emergency Support Function	ESF Primary Responsibilities
		<ul style="list-style-type: none"> Support to wildland, rural, and urban firefighting operations
ESF #5	Information and Planning	<ul style="list-style-type: none"> Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management
ESF #6	Mass Care, Emergency Assistance, Temporary Housing, and Human Services	<ul style="list-style-type: none"> Mass care Emergency assistance Disaster housing Human services
ESF #7	Logistics	<ul style="list-style-type: none"> Comprehensive, national incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF #8	Public Health and Medical Services	<ul style="list-style-type: none"> Public health Medical Mental health services Mass fatality management
ESF #9	Search and Rescue	<ul style="list-style-type: none"> Life-saving assistance Search and rescue operations
ESF #10	Oil and Hazardous Materials	<ul style="list-style-type: none"> Oil and hazardous materials (chemical, biological, radiological, etc.) response Environmental short- and long-term cleanup
ESF #11	Agriculture and Natural Resources	<ul style="list-style-type: none"> Nutrition assistance Animal and plant disease and pest response Food safety and security Natural and cultural resources and historic properties protection and restoration Safety and well-being of household pets
ESF #12	Energy	<ul style="list-style-type: none"> Energy infrastructure assessment, repair, and restoration Energy industry utilities coordination Energy forecast
ESF #13	Public Safety and Security	<ul style="list-style-type: none"> Facility and resource security Security planning and technical resource assistance Public safety and security support Support to access, traffic, and crowd control

ESF #	Emergency Support Function	ESF Primary Responsibilities
ESF #14	Cross-Sector Business and Infrastructure	<ul style="list-style-type: none"> • Social and economic community impact assessment • Long-term community recovery assistance to States, local governments, and the private sector • Analysis and review of mitigation program implementation
ESF #15	External Affairs	<ul style="list-style-type: none"> • Emergency public information and protective action guidance • Media and community relations • Congressional and international affairs • Tribal and insular affairs

Table 3: Emergency Support Functions

MISSION AREA	P – Primary S – Support C – Coordinating	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
	CORE CAPABILITIES															
PREVENTION	Planning			S		C										P
	Public Information & Warning		P			S										S
	Operational Coordination			S		S										P
	Intelligence & Information Sharing													P		
	Interdiction & Disruption													P		
	Screening, Search, & Detection				P						P			S		
	Forensics & Attribution													P		
PROTECTION	Planning															
	Public Information & Warning		S											S		P
	Operational Coordination					S								P		
	Intelligence & Information Sharing					S								P		
	Interdiction & Disruption													P		
	Screening, Search, & Detection													P		
	Access Control & Identity Verification													P		
	Cybersecurity													P		
	Physical Protective Measures			S	S	C		S						P		
	Risk Management for Protection Programs	S		S		C										
	Supply Chain Integrity & Security	S						P				S			S	
MITIGATION	Planning			S	S	P		S		S				S		
	Public Information & Warning					P								S		
	Operational Coordination		S	S		C								P		
	Community Resilience					C									S	P
	Long-term Vulnerability Reduction														P	
	Risk & Disaster Resilience Assessment					P										
	Threats & Hazards Identification	S	S	S		P					S	S	S	S		
RESPONSE	Planning			S		P								S		
	Public Information & Warning					C								S		P
	Operational Coordination			S		P								S		
	Infrastructure Systems			S											P	
	Critical Transportation	P		S												

MISSION AREA	P – Primary S – Support C - Coordinating	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
	CORE CAPABILITIES															
	Environmental Response/Health & Safety				S						P					
	Fatality Management Services								P							
	Fire Management & Suppression				P											
	Logistics & Supply Chain Management							P								
	Mass Care Services						P									
	Mass Search & Rescue Operations									P				S		
	On-scene Security, Protection, & Law Enforcement													P		
	Operational Communications		P													
	Public Health, Healthcare, & EMS								P							
	Situational Assessment					P										
RECOVERY	Planning					S									P	
	Public Information & Warning					S										P
	Operational Coordination														P	
	Infrastructure Systems														P	
	Economic Recovery														P	
	Health & Social Services								P			S				
	Housing														P	
	Natural & Cultural Resources											P				

Table 4: Assignment of Emergency Roles per Core Capability

5. Responsibilities

This section describes the responsibilities of City departments and other partners throughout the national Preparedness Goal mission areas. The responsibilities may vary depending on the nature of the incident so departments should be flexible where possible and focus efforts on addressing the needs of a situation. The goal is to work together, reviewing plans, agreements, and operational initiatives to ensure the whole community can build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

5.1. Elected/Appointed Officials

All Mission Areas	Jurisdictional chief executives are responsible for the public safety and welfare of the people of their jurisdiction. These officials provide strategic guidance and resources across all five mission areas. Chief elected, or appointed, officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities to make decisions regarding resources and operations during an incident, as needed. Lives may depend on their decisions. Elected and appointed officials also routinely shape or modify laws, policies, and budgets to aid preparedness efforts and improve emergency management and response capabilities.
Prevention	<p>The Mayor</p> <ul style="list-style-type: none">• Establish policy and make major decisions.• Conduct public hearings and/or meetings and take action to inform the public and identify emergency needs. <p>City Council</p> <ul style="list-style-type: none">• Adopt and enact ordinances/resolutions and appropriate revenue.
Protection	<p>The Mayor</p> <ul style="list-style-type: none">• Inform and warn public.
Response	<p>City Council</p> <ul style="list-style-type: none">• Issues Proclamation of Emergency.• Fills vacancies of elected officials.• Provide for the continuity of government and temporarily fill any vacancies of an elected official by appointment.• Appropriates funds to meet the needs of the emergency. <p>The Mayor</p> <ul style="list-style-type: none">• Order Evacuations as necessary.• Ensure the implementation of emergency response and recovery plans.

	<ul style="list-style-type: none"> • Issue a Proclamation of Emergency and Request for Assistance as needed. • Request additional assistance on behalf of the City through the Snohomish County Department of Emergency Management. • Preserve continuity of government. • Direct emergency operations and provide liaisons as necessary. • Suspend local ordinances when necessary to support emergency operations. • Provide consistent public information in coordination with the Snohomish County DEM and the County Joint Information Center (JIC).
--	---

5.2. City Departments

All Mission Areas	Department and agency heads collaborate with the emergency manager during the development of local emergency plans and provide key response resources. These department and agency heads (and their staff) develop, plan, and train on internal policies and procedures to meet response needs safely. They also participate in interagency training and exercises to develop and maintain necessary capabilities.
Prevention	<ul style="list-style-type: none"> • Coordinate prevention resources and capabilities with neighboring jurisdictions, the state, and the private and nonprofit sectors.
Mitigation	<p>All Departments</p> <ul style="list-style-type: none"> • Establish procedures to ensure the preservation of essential records and data and maintain the continuity of essential services. • Determine internal chain of command and succession authority to ensure continuity of leadership and operations. • Establish policies and procedures for tracking disaster operations, overtime and other associated costs. • Designate primary and alternate locations from which to establish internal direction and control of activities. • Maintain current SOPs. <p>Public Works Department</p> <ul style="list-style-type: none"> • Maintain and/or repair major thoroughfares for emergency vehicles. • Keep storm water systems operational. • Provide information on current road conditions. • Provide barricades and other traffic control equipment as needed.

	<p>Police Department</p> <ul style="list-style-type: none"> • Alert and warn the public.
Response	<p>All Departments</p> <ul style="list-style-type: none"> • Make staff available, when requested by the City Lake Stevens Emergency Management Coordinator for appropriate training, planning, exercise design and emergency assignments, such as ECC operations. • Provide staffing to support the ECC operations, damage assessments and/or liaison with other agencies and organizations when requested by the ECC manager. • When indicated, activate internal emergency operational procedures. This includes internal communications, conducting roll-call and accountability of personnel, conducting damage assessment, evaluating needed resources, and continually communicating this and related information to the ECC. <p>Police Department</p> <ul style="list-style-type: none"> • Mobilize and deploy law enforcement and traffic control operations. • Provide damage assessment surveys and report into ECC. • Enforce laws and apprehend offenders. • Provide animal control services. • Assist the Snohomish County Coroner's office with temporary morgue management. • Collect and evaluate information about the incident and forward to the Emergency Operation Center (ECC) as appropriate. • Use suitable crowd and traffic control procedures to limit access to the disaster area and/or provide on scene perimeter control. • Assist in warning and carryout the evacuations. • Provide field Incident Commander for: <ul style="list-style-type: none"> – Traffic Accident – Civil Disturbance – Major Electrical Outage – Terrorism – Bomb Threat • Carry out search and rescue missions. • Provide mutual aid as available. <p>Finance Department</p>

	<ul style="list-style-type: none"> • Ensure disaster related expenditures are made in accordance with applicable laws, regulations, and accounting procedures. <p>Public Works Department</p> <ul style="list-style-type: none"> • Provide refuse and/or debris removal or disposal. • Conduct windshield surveys within City limits. • Provide equipment and operators to assist in emergency situations. • Provide damage assessment reports. • Assist with search and rescue operations. • Assist with establishing emergency power (hook up generators) to city facilities. • Provide equipment and operators to assist other agencies/departments with disaster responsibilities. • Assist in the City of Lake Stevens ECC as requested. <p>City Clerk</p> <ul style="list-style-type: none"> • Remove and secure public records as necessary.
Recovery	<p>All Departments</p> <ul style="list-style-type: none"> • Process any applicable forms needed for personal or real property claims. • Conduct a post-disaster analysis of departmental emergency activities and make necessary revisions to internal emergency operations plan. <p>Public Works Department</p> <ul style="list-style-type: none"> • Assess post-event serviceability of facilities and structures.

5.3. Regional Organizations

Prevention	<p>Snohomish County Department of Emergency Management</p> <ul style="list-style-type: none"> • Warn the public of impending disasters and provide adequate instructions before, during, and after emergencies.
Mitigation	<p>Snohomish County Department of Emergency Management</p> <ul style="list-style-type: none"> • Coordinate emergency activities of local participating cities in preparing for disasters Provide public information and education as it pertains to disaster preparedness and response. • Maintain current suggested operating procedures for Snohomish County Department of Emergency Management.

	<ul style="list-style-type: none"> • Coordinate Emergency Alert System (EAS) messaging and activation in the event of impending disasters and/or emergencies. <p>Williams Pipeline and BP Olympic Pipeline</p> <ul style="list-style-type: none"> • Notify the Lake Stevens Fire District or ECC of a natural gas or gasoline leak if discovered in the response area. <p>Snohomish Regional Fire and Rescue</p> <ul style="list-style-type: none"> • Maintain current suggested operating guidelines for the department's disaster responsibilities.
Response	<p>Snohomish County Department of Emergency Management</p> <ul style="list-style-type: none"> • Act as the sole contact point for requesting disaster assistance from other governmental agencies, except for mutual aid. • Coordinate the use of all available resources. • Send out regular countywide situational reports as it pertains to the incident and subsequent emergency support function activities. • Coordinate Countywide State and FEMA Public and Private Assistance programs. • Provide reconnaissance and field operations teams. • Provide communications coordination for response agencies during a disaster. <p>Public Utility District of Snohomish County</p> <ul style="list-style-type: none"> • Restore Electrical Power on a priority basis. • Repair damaged generating facilities and equipment. • Remove downed electrical lines from roadways and other dangerous areas. • Restore water services in its area of responsibility. • Maintain communications and provide situational reports which will be sent to cities via Snohomish County DEM. <p>Williams Pipeline and BP Olympic Pipeline</p> <ul style="list-style-type: none"> • Contain or shut down the pipeline as expeditiously as possible in the event of a rupture or leak. • Maintain communications and provide situational reports to Lake Stevens ECC when requested. <p>Snohomish Regional Fire and Rescue</p> <ul style="list-style-type: none"> • Provide direction and leadership to department staff while fulfilling emergency management responsibilities. • Mobilize and deploy fire resources for the protection of life, property, and the environment.

	<ul style="list-style-type: none"> • Prevent and suppress fires and mitigate hazardous material incidents. • Assist with search and rescue operations. • Conduct windshield survey within City limits. • Provide mutual aid, if requested and available. • Assist Police with alerting and warning, evacuation efforts, and traffic and crowd control as needed. • Collect and evaluate information about the incident and forward to the Emergency Coordination Center (ECC). • Provide on-scene medical assistance. • Provide the field Incident Commander for: <ul style="list-style-type: none"> – Fire – Flood – Hazardous Materials – Earthquake – Downed Aircraft – Radiological Incidents – Industrial Accidents – Severe Weather • Provide damage assessment reports to the ECC. • Maintain current suggested operating guidelines for the department's disaster responsibilities.
--	--

5.4. Private Sector

All Mission Areas	Private sector entities operate in all sectors of business, commerce, private universities, and industry that support the operation, security, and resilience of global trade systems. Owners and operators of private sector entities and infrastructure should maintain situational awareness and take actions on a continuous basis to promote and build capabilities.
Mitigation	<ul style="list-style-type: none"> • Create business continuity plans in order to facilitate their ability to recover from incidents that impact their personnel and facilities. • Collaborate with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help. • Develop and exercise emergency plans before an incident occurs. • When appropriate, establish mutual aid and assistance agreements to provide specific response capabilities. • Provide damage assessment reports to the ECC.

	<ul style="list-style-type: none"> Participate in state and local preparedness activities by providing resources (donated or compensated) through local public-private emergency plans, or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives
Response	<ul style="list-style-type: none"> Provide for the welfare of their employees in the workplace. Provide assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process. Provide damage assessment reports to the ECC.
Recovery	<ul style="list-style-type: none"> Participate in coordination opportunities during pre-disaster planning processes. Maintain communication with the recovery officials about the status of operations and supply chains, as well as restoration challenges and timelines. Provide assistance (including volunteers) to support local emergency management and throughout the recovery process.

5.5. Nongovernmental/Volunteer and Community Organizations

All Mission Areas	Nongovernmental Organizations include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. All these groups provide opportunities for sharing information and promoting collective action by fostering the development and organizational capacity to act toward a common goal.
Protection	<ul style="list-style-type: none"> Understand the threats and hazards in their locales.
Mitigation	<ul style="list-style-type: none"> Represent communities in mitigation policy discussions. Identify strategic mitigation options. As able, promote and implement mitigation activities without necessarily holding a formal position of authority within a jurisdiction. May provide training and education to communities, including how-to guides
Response	<ul style="list-style-type: none"> Possess the knowledge and understanding of the vital roles for delivering important services. Support managing the influx of volunteers and donations to voluntary agencies before, during, and after an incident
Recovery	<ul style="list-style-type: none"> Foster relationship building with local emergency management organization.

	<ul style="list-style-type: none"> • Maintain access to extended networks through local offices and chapters of the organization. • Play a critical role in the implementation of an inclusive, locally led recovery process. • May provide experience and subject matter expertise.
--	---

5.6. Individual Community Members

All Mission Areas	<p>Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness. Each can be better prepared in the immediate aftermath of a disaster if they:</p> <ul style="list-style-type: none"> • Build an emergency kit that includes food, water, battery powered communication devices, and other essential needs. • Prepare emergency plans, with family members who have access and functional needs, to addresses evacuation, sheltering-in-place, and sheltering needs; include medical needs; provisions for their animals, including household pets or service and assistance animals; prepare for the essential needs of their children and ensure children know the family emergency plan. • Volunteer with emergency organizations. • Complete emergency response training courses.
Protection	<ul style="list-style-type: none"> • Understand the threats and hazards in their locales • Take risk-informed protective actions based on this knowledge
Mitigation	<p>Mitigation begins with individual awareness and action; informed decisions facilitate actions that reduce risk and enable individuals, families, and households to better withstand, absorb, or adapt to the impacts of threats and hazards and quickly recover from future incidents. Homeowners who have adequate hazard and flood insurance coverage and take steps to protect their property from hazards common to their area, reduce the impacts of an incident and are less reliant on external assistance to repair or rebuild their homes.</p> <ul style="list-style-type: none"> • Stay aware of and participate in disaster preparedness efforts in their community • Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations • Take actions and the basic steps to prepare themselves for emergencies <ul style="list-style-type: none"> ○ Reduce hazards in and around their homes through efforts such as raising utilities above flood level or

	securing unanchored objects against the threat of high winds
Response	<ul style="list-style-type: none"> • Prepare to take care of themselves and their neighbors until assistance arrives (prepare for 14 days) • Monitor emergency communications and follow guidance and instructions provided by local authorities
Recovery	<ul style="list-style-type: none"> • After suffering losses, survivors can: <ul style="list-style-type: none"> – Maximize any benefits from insurance coverage – Pursue additional funding through any available personal or loan-based resources – Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available • Get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process

6. Communications

Communications utilized during emergency and disaster operations will include all systems now in use by all response agencies and emergency support units, provided they are available. Agency two-way radio communications will be the primary means of communication used to direct, control and coordinate emergency operations. Telephones and amateur radio systems will be used to support communications, when necessary and available.

6.1. Interoperable Communications Plans

National Emergency Communications Plan (NECP)

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

The Alert and Warning Center (AWC)

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

Information Management Systems

Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety

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

- State Radio Amateur Civil Emergency Services (RACES) Plan
- State Telecommunications Service Priority (TSP) Planning Guidance
- Statewide Communications Interoperability Plan (SCIP)
- Washington Statewide AMBER Alert Plan
- Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15

Central Puget Sound Public Alert & Warning Plan

This plan covers the dissemination of emergency information and warnings to the public in the Central Puget Sound (CPS) Area. The plan may be activated on a 24-hour-a-day basis in response to local emergencies/disasters using an alerting system. The plan contains policies and procedures for government officials and local broadcasters to transmit emergency information to the public using the Emergency Alert System (EAS), Local Relay Network (LRN), and the Wireless Emergency Alerts (WEA) system.

Information Sharing Systems

Snohomish County Department for Emergency Management utilizes Microsoft Teams as the primary communication platform for information sharing and resource requests if internet services are not interrupted. City representatives are enrolled in the various SnoCo DEM Teams channels which will be utilized to coordinate preparedness, response, and recovery activities.

6.2. Community Communications Plans

The City's communication plan is integrated into ESF2 – Communications. Its purpose is to provide rapid warning to key officials and the public in the event of an impending or occurring emergency.

Upon activation of the Lake Stevens ECC the Public Information Officer is the primary point of contact for City messaging.

Primary methods for community emergency notification are the Emergency Alert System (EAS), Wireless Emergency Alerts (WEAs), SNO911, and NOAA Weather Radio. Snohomish County and Snohomish County 911 (Sno911) maintain a license for alert and warning technology capable of sending ETN, IPAWS (including EAS and WEA).

Supplemental information can be disseminated through various City managed social media platforms such as Facebook, X (Twitter), and the City's website.

Other methods of communication include City reader boards and door-to-door notification.

Limited English Proficiency

There is no data available that identifies the presence of significant population segments of limited English proficiency (LEP) within the jurisdiction of the City of Lake Stevens. 2021 data for Snohomish County provided by the Washington State Office of Financial Management suggest the presence of a Spanish speaking population with limited English proficiency within the county.

Primary form of emergency communication with LEP communities is through the Wireless Emergency Alert System (WEA) activated through Sno911 or Snohomish County. The WEA has the capability to disseminate messages to cell phones in Spanish language.

In addition, the city promotes the use of the following public alert resources that have the capability to disseminate information in various languages:

- SnoCoAlerts
- GovDelivery
- Smart911

Technological barriers include the requirement for residents to opt into WEA notifications on the individual cell phones as well as the necessity to sign up for public alert systems such as Smart911 or SnoCoAlerts.

To increase the number of LEP residents that sign up for individual emergency alert notifications an outreach campaign that is tailored to the needs of the population segment is suggested. For an outreach campaign to be successful, it should be developed by someone that has the language and cultural competencies of the population segment.

The effectiveness of the communication to life safety information is evaluated through the After-Action Reporting Process described in section 10.3.

6.3. Information Collection and Dissemination

The accurate and timely collection, analysis, and sharing of information is critical in developing situational awareness during an emergency or disaster. This collation of information should result in creating a Common Operating Picture (COP) of the emergent situation from which appropriate responses can be formulated.

Information collection and sharing format will normally be by Situation Report (SITREP), which is the standard established by the Washington State Emergency Management Division. Other formats may be used when appropriate.

The following table lists information requirements, sources, and reporting frequency common to emergencies and disasters. The list should not be considered all-inclusive as other information may be required based on the situation.

Information Collection Matrix – General Requirements			
What is Needed	When Needed	Comes From	Reported To
Incident Summary	Immediately	Incident Commander(s)	Department Operations Center to Municipal ECC to County ECC
Incident Needs	Immediately	Incident Commander(s)	Department Operations Center to Municipal ECC to County ECC
Major Issues/Activities	Immediately	Incident Commander(s)	Department Operations Center to Municipal ECC to County ECC
Personnel Accountability	Within first two hours; Once each operational period thereafter	Department Head or Designee	To Municipal ECC to County ECC
Communications System Status	Within first two hours; Once each operational period thereafter	Department Head or Designee	To Municipal ECC to County ECC
Evacuation or Relocation	Within first two hours; Once each operational period thereafter	Incident Commander(s); Public	To Municipal ECC to County ECC
Facility Damage Assessment	Within first four hours; Once each operational period thereafter	Department Head or Designee	To Municipal ECC to County ECC
Utility Status	Within first four hours; Once each operational period thereafter	Public Works, PUD, Public	To Municipal ECC to County ECC
Transportation & movement damage assessment	Within first four hours; Once each operational period thereafter	Public Works, Public	To Municipal ECC to County ECC
Department Continuity of Operations	Within first six hours; Once each operational period thereafter	Department Head or Designee	To Municipal ECC to County ECC
Shelter Requirements	Within first six hours; Once each operational period thereafter	Incident Commander(s); Red Cross; Public	To Municipal ECC to County ECC
Causality Summary (deceased, missing, injured)	Within first six hours; Once each operational period thereafter	Fire; Police; Incident Commander(s); Public	To Municipal ECC to County ECC
Status of disaster or emergency declarations	As soon as possible	Chief Elected Official	To County ECC

Table 5: Information Collection Matrix

7. Administration

All organizations with disaster responsibilities should establish and maintain files of disaster related directives and forms. These files include, but are not limited to:

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

7.1. Documentation

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

7.2. Retention

Document retention must follow the Local Government Common Records Retention Schedule (CORE) Version 4.2 (August 2021), chapter 1.7 Emergency Planning, Response, Recovery.

7.3. Preservation

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

8. Finance

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

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

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

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

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

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

8.1. Incurred Costs Tracking

Audits of the cities' and towns' disaster-related emergency expenditures will be conducted in the course of normal audits of state and local records. Audits of projects approved for funding with federal disaster assistance funds are necessary at project completion to determine the propriety and eligibility of the costs claimed by the applicant. The state and federal governments conduct these audits.

8.2. Cost Recovery

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

8.2.1 Federal Assistance Programs

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

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

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

8.2.2 State Assistance Programs

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

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

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

8.2.3 Reimbursement Process for General Public and Private Businesses

Federal and State Individual Assistance programs are coordinated through Snohomish County and Washington State Departments of Emergency Management. The City of Lake Stevens will provide support in disseminating information about assistance availability to the public if necessary.

Applications for individual assistance following a presidential disaster declaration can be made through directly through FEMA, either online, through the FEMA App, by phone, or in person at disaster recovery centers (if established).

Businesses can apply for loans directly online with the Small Business Administration (SBA).

Figure 3 outlines the delivery pathways of the various individual assistance programs.



Figure 3: Sequence of Individual Disaster Delivery. Source: FEMA FP 104-009-03, May 2021

9. Logistics and Resource Management

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

9.1. Resource Typing

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

9.2. Emergency Worker Program/Liability Protection

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

9.3. Procurement Methodology

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

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

Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not

request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

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

Specialized Resources needs are met through interlocal agreements with neighboring jurisdictions and the County, or through Emergency Management Assistance Compact.

Lake Stevens directs all specialized resource request outside of ILAs to Snohomish County Department of Emergency Management. The process is facilitated through the EMAC Operations System (EOS).

9.4. Resource Gaps

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

10. Development and Maintenance

Any department or agency with assigned responsibilities under the CEMP may propose a change to the plan. The City of Lake Stevens Emergency Management Coordinator is responsible for coordinating all proposed modifications to the CEMP with primary and support agencies and other stakeholders, as required.

After coordination has been accomplished, including receipt of the necessary signed approval supporting final change language, The City of Lake Stevens Emergency Management Coordinator will issue an official Notice of Change.

Once published, the change will be considered part of the CEMP for operational purposes pending a formal revision and reissuance of the entire document.

10.1.Revision Process

The City of Lake Stevens Comprehensive Emergency Management Plan will be updated every 4 years or as needed to incorporate new directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events.

The City of Lake Stevens Emergency Management Coordinator is responsible for coordinating full reviews and updates of the CEMP. The review and update will consider lessons learned and best practices identified during exercises and responses to actual events and incorporate new information technologies.



Figure 4:CEMP Review Cycle

10.2.Training & Exercise Program

The City of Lake Stevens in coordination with Snohomish County DEM shall develop and initiate local training and education programs, exercise, and drills for executives, local government, emergency response personnel, school districts, emergency workers, private businesses and the general public.

The special training programs should address the specific hazards of the jurisdiction.

This plan or portions of this plan will be exercised annually to provide controlled practical experience to those individuals who have disaster response and recovery responsibilities. At a minimum, the exercise schedule and type will comply with state and federal requirements.

10.3.After-Action Reporting Process

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

10.4.Corrective Action Plan

The planning needs, staffing requirements, process refinement, equipment shortages, training needs, and other gaps identified in the AAR process should be combined into an improvement plan. The plan prioritizes objectives and assigns corrective actions to the relevant organizations. The Comprehensive Emergency Management Plan will be revised based on the Corrective Action Program.

The current revision of the CEMP will be accessible for the public through the City's website.

11. Authorities and References

The City of Lake Stevens Comprehensive Emergency Management Plan has been developed and is maintained under the following authorities:

- Federal Civil Defense Act of 1950, as amended.
- Public Law 93-288, "Disaster Relief Act of 1974" as amended by PL 100-707, "Robert T. Stafford Disaster Relief and Emergency Assistance Act".
- Public Law 96-342, "Improved Civil Defense".
- Public Law 99-49, "Superfund Amendments and Reauthorization Act of 1986".
- RCW 38.52.070, Local Organizations and Local Organizations authorized-establishment, operation, emergency powers, and procedures.
- National Response Framework, dated October 2019.
- 44 CFR Emergency Management and Assistance.
- State of Washington CEMP, dated May 2019.
- Snohomish County CEMP, dated December 2019.
- Revised Code of Washington (RCW) Chapter 38.52, "Emergent Management"
- Washington Administrative Code (WAC) Chapter 118-04 WAC, "Emergency Worker Program".
- Washington Administrative Code (WAC) Chapter 118-30-60 WAC, "Emergency Plans".
- Snohomish County Code (SCC) Chapter 2.36, Emergency Management.
- Lake Stevens Municipal Code (LSMC) Chapter 9.68, "Mayor's Emergency Powers"

MAYOR'S EMERGENCY POWERS Sections:

9.68.010 Proclamation of Civil Emergency

9.68.020 Action Which May be Taken

9.68.030 Delivery to News Media

9.68.40 Violation - Penalty

9.68.10 Proclamation of Civil Emergency.

Whenever riot, unlawful assembly or insurrection or the imminent threat thereof, or manmade or natural disaster occurs in the City and results in, or threatens to result in the death or injury of persons or the destruction of property to such extent as to require, in the judgment of the Mayor, extraordinary measures to protect the public peace, safety and welfare, the Mayor shall forthwith proclaim in writing the existence of a civil emergency.

9.68.20 Action Which May Be Taken.

Upon the proclamation of a civil emergency by the Mayor, and during the existence of such civil emergency, the Mayor or designee may make and proclaim any or all of the following orders.

- A. An order imposing a general curfew applicable to the City as a whole, or to such geographical area or areas of the City and during such hours as he/she deems necessary, and from time to time to modify the hours such curfew will be in effect and the area or areas to which it will apply;
- B. An order requiring any or all business establishments to close and remain closed until further order;
- C. An order requiring the closure of any or all bars, taverns, liquor stores and other business establishments where alcoholic beverages are sold or otherwise dispensed; provided, that with respect to those business establishments which are not primarily devoted to the sale of alcoholic beverages and in which such alcoholic beverages may be removed or made secure from possible seizure by the public, the portions thereof utilized for the sale of items other than alcoholic beverages may, in the discretion of the Mayor, be allowed to remain open;
- D. An order requiring the discontinuance of the sale, distribution or giving away of alcoholic beverages in any or all part of the City;
- E. An order requiring the discontinuance of the sale, distribution or giving away of firearms and/or ammunition for firearms in any or all parts of the City;
- F. An order requiring the discontinuance of the sale, distribution or giving away of gasoline or other liquor flammable or combustible products in any container other than a gasoline tank properly affixed to a motor vehicle;
- G. An order requiring that sale of gasoline be limited to emergency vehicles for preservation of human life or protection of property;
- H. An order requiring the closure of any or all business establishments where firearms and/or ammunition for firearms are sold or otherwise dispensed; provided, that with respect to those business establishments which are not primarily devoted to the sale of firearms and/or ammunition and in which such firearms and/or ammunition may be removed or made secure from possible seizure by the public, the portions thereof utilized for sale of items other than firearms and ammunition may, in the discretion of the Mayor, be allowed to remain open;
- I. An order closing to the public any or all public places, including streets, alleys, public ways, schools, parks, beaches, amusement areas and public buildings;

J. An order prohibiting the carrying or possession of firearms or any instrument which is capable of producing bodily harm and which is carried or possessed with the intent to use the same to cause such harm; provided, that any such order shall not apply to peace officers or military personnel engaged in the performance of their official duties;

K. Such other orders as are imminently necessary for the protection of life and property; provided, however, that any such orders shall, at the earliest practicable time, be represented to the City Council for ratification and confirmation, and if not so ratified and confirmed shall be void.

9.68.030 Delivery to News Media.

The Mayor or designee shall cause any proclamation issued by him/her pursuant to the authority of this chapter to be delivered to all news media within the City and shall utilize such other available means, including public address systems, as shall be necessary, in his/her judgment, to give notice of such proclamations to the public.

9.68.40 Violation - Penalty.

It is unlawful for anyone to fail or refuse to obey any such order proclaimed by the Mayor. Anyone convicted of a violation of this chapter shall be guilty of a misdemeanor. (Ord. 432, 1993: Ord. 15, 1961)
(Chapter 9.68 renumbered from 9.40, Ord. 448, Sec. 2, 1994)

Appendix 1 – Definitions

Biological Agents: The FBI WMD Incident Contingency Plan defines biological agents as microorganisms or toxins from living organism that have infectious or noninfectious properties that produce lethal or serious effects in plants and animals.

Chemical Agents: The FBI WMD Incident Contingency Plan defines chemical agents as solids, liquids, or gases that have chemical properties that produce lethal or serious effects in plants and animals.

Common Program Control Broadcast Station: An element of the Emergency Broadcast System. A primary broadcast station in each operational (local) area assigned the responsibility for coordinating the operations for the broadcasting of the common programming for the operational area.

Consequence Management: FEMA defines consequence management as measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism.

Crisis Management: The FBI defines crisis management as measures to identify, acquire and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

Damage Assessment: Estimation of damages made after a disaster has occurred which serves as the basis of the City administrator's request to the Governor for a declaration of emergency or major disaster.

Disaster Analysis: The collection, reporting and analysis of disaster related damages to determine the impact of the damage and to facilitate emergency management of resources and services to the impacted area.

Disaster Assistance Center: A center set up in the disaster area where individual disaster victims may receive information concerning available assistance and apply for the programs for which they are eligible. The Disaster Assistance Center will house representatives of the federal, state, and local agencies that deal directly with the needs of the individual victim.

Emergency: "Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster." (Public Law 93-288)

Emergency Alert System: Consists of broadcasting stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies.

Emergency Protective Measures: Those efforts to protect life and property against anticipated and occurring effects of a disaster. These activities generally take place after disaster warning, if any, and throughout the incident period.

Emergency Management: The preparation for and the carrying out of all emergency functions, other than functions for which military forces are primarily responsible, to minimize injury and repair damage resulting from disasters caused by natural or human caused.

Comprehensive Emergency Management Plan: A Plan prepared by city, county, municipal government, or a business owner in advance and in anticipation of disasters for the purpose of assuring effective management and delivery of aid to disaster victims, and providing for disaster prevention, warning, emergency response, and recovery.

Emergency Worker: Any person who is registered with a state or local emergency management organization and holds an identification card issued by the state or local emergency management director for the purpose of engaging in authorized emergency management, or who is an employee of the State of Washington or any political subdivision thereof who is called upon to perform emergency tasks.

Individual Assistance: Financial or other aid provided to private citizens to help alleviate hardship and suffering and intended to facilitate resumption of their normal way of life prior to disaster.

Major Disaster: "Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm drought, fire, explosion of other 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 under PL 93-288, above and beyond emergency management by the federal government, to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby." (Public Law 93-288)

Standard Operating Procedures: A ready and continuous reference to those roles, relationships and procedures within an organization which are used for the accomplishment of broad or specialized functions which augment the Comprehensive Emergency Management Plan.

Terrorist Incident: The FBI defines a terrorist incident as a violent act, or an act dangerous to human life, in violation of the criminal laws of the United States or of any State, to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.

Tsunami: A wave caused by a submarine disturbance, such as an earthquake or volcanic eruption.

Utility: Structures or systems of any power, water storage, supply and distribution, sewage collection and treatment, telephone, transportation, or other similar public service.

Voluntary Organization: Any chartered or otherwise duly recognized tax-exempt local, state, national organization or group which has provided or may provide services to the state, local governments, or individuals in a major disaster or emergency.

Appendix 2 – Acronyms

ACCESS	A Central Computerized Enforcement Service System
ARC	American Red Cross
BPA	Bonneville Power Administration
CAP	Civil Air Patrol
CEMC	City Emergency Management Coordinator
CEMO	City Emergency Management Office
CEMP	Comprehensive Emergency Plan
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CMNET	Comprehensive Emergency Management Network
COE	Corp of Engineers
CP	Command Post
CPCS	Common Program Control Station
CTED	Community Trade and Economic Development - Washington State
DAC	Disaster Assistance Council or Center
DHS	Department of Homeland Security
DEM	Department of Emergency Management - Snohomish County
DNR	Department of Natural Resources
DRC	Disaster Recovery Center
EAS	Emergency Alert System
EM	Emergency Management
EMD	Emergency Management Division of Washington State
EMC	Emergency Management Coordinator
EMO	Emergency Management Office
EMS	Emergency Medical Services
ECC	Emergency Coordination Center
ESCA	Emergency Services Coordinating Agency, South Snohomish County
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FRP	Federal Response Plan
HAZMAT	Hazardous Material
HIVA	Hazardous Identification and Vulnerability Assessment
IC	Incident Commander
ICS	Incident command System
JFO	Joint Field Office
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
MAST	Military Assistance to Safety and Traffic
MSCA	Military Support to Civil Authorities
NAWAS	National Warning System
NOAA	National Oceanic and Atmospheric Administration

PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Service
RCW	Revised Code of Washington
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SITREP	Situation Report
SOP	Standard Operating Procedure
WAC	Washington Administrative Code
WMD	Weapons of Mass Destruction
USAR	Urban Search and Rescue

ANNEX A

Washington State Department of Emergency Management Lake Stevens CEMP Review 2024 Review



STATE OF WASHINGTON
MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION

MS: TA-20; Building 20
Camp Murray, Washington 98430-5122
Phone: (253) 512-7000 ■ FAX: (253) 512-7200
Website: <http://www.mil.wa.gov>

April 24, 2024

Maximilian Roth, Emergency Manager
City of Lake Stevens
1812 Main Street
Lake Stevens, WA 98258

Re: City of Lake Stevens Comprehensive Emergency Management Plan

Dear Mr. Roth:

Thank you for submitting the City of Lake Stevens' Comprehensive Emergency Management Plan (CEMP) for our review as required under Title 38.52.070 RCW. Congratulations on completing this significant accomplishment.

The enclosed documents provide a compilation of recommendations for your next planning and review cycle to meet the requirements of RCW 38.52 and WAC 118.30. Addressing the lawful requirements category will ensure your CEMP's continued consistency with the State CEMP and incorporate industry best practices. The Washington Emergency Management Division (EMD) looks forward to receiving the next iteration of the City of Lake Stevens' CEMP in five years.

To better incorporate the use of core capabilities while also making the CEMP a more operational document, CEMP development in Washington has changed significantly. If you would like additional information or assistance, please contact EMD's Planning Section at emdcmreview@mil.wa.gov.

Sincerely,

A blue ink signature of Robert Ezelle, written in a cursive style.

Robert Ezelle
Director

Enclosures (2)
EMD CEMP Evaluation Checklist 2023 – City of Lake Stevens
CEMP Review and Recommendations 2023 – City of Lake Stevens

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)			
Section Title	Tier III - Required	Tier II - Suggestions	Tier I - Optional
Basic Plan			
Introductory Documentation	88%	82%	0%
Purpose, Situation, & Assumptions	100%	100%	100%
Concept of Operations	100%	73%	59%
Direction, Control, & Coordination	100%	62%	75%
Organization	100%	50%	100%
Responsibilities	100%	70%	75%
Communications	100%		19%
Administration	100%		100%
Finance	100%	67%	100%
Logistics	100%	100%	100%
Development & Maintenance	100%	100%	24%
Annexes			
Population Protection	61%	66%	
ESF 4		56%	59%
ESF 5		65%	73%
ESF 6		59%	68%
ESF 8		88%	81%
ESF 9		63%	78%
ESF 10		50%	90%
ESF 13		80%	60%
ESF 15		58%	70%
Resource Management	61%	69%	
ESF 7		50%	70%
ESF 11		43%	44%
Critical Infrastructure	54%	62%	
ESF 1		20%	37%
ESF 2		86%	64%
ESF 3		50%	47%
ESF 12		86%	60%
TIER TOTALS*	82%	66%	62%

*Each Tier Total is the sum of all elements that have been addressed across all sections in the column and displayed in a percentage
Cells that are grayed out do not contain elements that are reviewed for that tier.

Five Fundamental Plan Review Criteria:		Rating:
Rating System: 1 = Missing All of the specified characteristics 2 = Minimally addresses the specified characteristics 3 = Addresses Some of the specified characteristics 4 = Addresses Most of the specified characteristics 5 = Addresses All of the specified characteristics		4
ADEQUACY	A plan is adequate if:	4
	The scope and concept of planned operations identify and address critical tasks effectively;	4
	The plan can accomplish the assigned mission while complying with guidance;	4
	The plan's assumptions are valid, reasonable, and comply with guidance.	4
FEASIBILITY	A plan is feasible if:	4
	The organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan;	4
	The organization allocates available resources to tasks and tracks the resources by status;	3
	Available resources include internal assets and those available through mutual aid or through existing state, regional, or Federal assistance agreements.	3
	Specifically, the jurisdiction should complete a capability estimate that:	
	Identifies the current status of resources arrayed to support the plan;	4
	Analyzes the required resources based on the courses of action in the plan;	4
ACCEPTABILITY	Identifies the most supportable courses of action and ways to reduce the impact of resource deficiencies.	3
	A plan is acceptable if:	4
	It meets the requirements driven by a threat or incident;	4
	It meets decision maker and public cost and time limitations;	4
	It is consistent with the law;	4
	It can be justified in terms of the cost of resources;	4
COMPLETENESS	Its scale is proportional to mission requirements.	4
	A plan is complete if it:	3
	Incorporates all tasks to be accomplished;	3
	Includes all required capabilities;	3
	Integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations;	2
	Provides a complete picture of the sequence and scope of the planned response operation;	3
	Makes time estimates for achieving objectives;	3
COMPLIANCE	Identifies success criteria and a desired end-state.	4
	The Plan should align with guidance and doctrine to the maximum extent possible because these provide a baseline that facilitates both planning and execution.	4