



Notice of a Workshop Meeting

Council Chambers, 865 SE Barrington Drive

NOTICE IS HEREBY GIVEN that the Oak Harbor City Council will hold a Workshop Meeting on Tuesday, January 27, 2026 at 1:00 p.m. to discuss the following agenda items. This meeting will be held in the Council Chambers, 865 SE Barrington Drive.

DATED this 22nd day of January, 2026

Julie Nester, City Clerk

The City Council may meet informally in workshop sessions (open to the public) to do concentrated strategic planning, to review forthcoming programs of the City, receive progress reports on current programs or projects, or receive other similar information from the City Administrator, provided that all discussions and conclusions thereon shall be informal. Council may elect to make disposition of any item at a workshop meeting when noticed for action. Public comment is not normally allowed at workshop meetings, although Council may allow, or request participation.

**** Please note: Action is scheduled and may or may not be taken****

WORKSHOP MEETING

JANUARY 27, 2026 CITY COUNCIL AGENDA AT 1:00 PM

MAYOR

CITY ADMINISTRATOR

CITY COUNCIL

- a. ACTION ITEM: Approval of Minutes: Special Meeting — Council Retreat of January 8, 2026
- b. ACTION ITEM: 2026 Advisory Board, Commission, and Committee Re-Appointments
- c. Discussion: Draft Ordinance: Adopting Oak Harbor Municipal Code Section 2.65.140 (Nepotism) relating to Boards, Commissions, and Committees

COMMUNITY PARTNER PRESENTATIONS

- a. Oak Harbor Creative Arts Foundation - Memorandum of Understanding Proposal

FIRE DEPARTMENT

a. Comprehensive Emergency Management Plan 2026-2030

Meetings may be recorded and published to www.youtube.com/c/CityofOakHarbor. The City of Oak Harbor is committed to providing meeting access to the widest possible audience, regardless of technology or ability. If accommodations are required, please call (360) 279-4500 at least two business days prior to the meeting.

CITY OF OAK HARBOR
City Council Workshop Summary

No. a
Date: January 27, 2026

Subject: ACTION ITEM: Approval of Minutes: Special Meeting — Council Retreat of
January 8, 2026

Submitted By: Julie Nester, City Clerk

SUMMARY INFORMATION

While not verbatim, the minutes of the January 8, 2026 special meeting - Council Retreat are provided at a greater level of detail than is usual for meeting minutes in consideration of a failure in the offsite electronic recording of a portion of that meeting.

FISCAL IMPACT

N/A

PREVIOUS COUNCIL / BOARD / CITIZEN INPUT

N/A

ATTACHMENTS

1. 01.08.26 Special Meeting Minutes
2. 01.08.26 Agenda packet

Oak Harbor City Council
Special Meeting Minutes – Council Retreat
January 8, 2026

This meeting was video recorded. Due to technical difficulties with off-site recording equipment, only the first hour and twenty-eight minutes of the meeting audio recorded and therefore the meeting was not posted to YouTube following the meeting.

WELCOME

Call To Order - Mayor Wright called the special meeting – City Council Retreat to order at 9:06 a.m. The special meeting was held as previously noticed, in Room A308 at the Whidbey Island Campus of Skagit Valley College, 1900 SE Pioneer Way, Oak Harbor, WA 98277.

City Council Present:

Mayor Ronnie Wright
Mayor Pro Tem Tara Hizon
Councilmember Bryan Stucky
Councilmember Eric Marshall
Councilmember Christopher Wiegenstein
Councilmember Barbara Armes
Councilmember James P. Marrow
Councilmember Sandi Peterson

Staff Present

City Administrator Sabrina Combs
Deputy City Administrator David Goldman
Public Works Director Steve Schuller
Parks and Recreation Director Brian Smith
Community Development Director Stacie Pratschner
Human Resources Director Emma House
Police Chief Tony Slowik
City Engineer Alex Warner
Grants Administrator Wendy Horn
Communications Officer Magi Aguilar
Executive Services Coordinator Macalle Finkle
City Clerk Julie Nester

Also in attendance: City Attorney Hillary Evans
of Kenyon Disend, PLLC

1. MAYOR

a. Welcome

Mayor Wright welcomed all in attendance. He noted he was very proud of the executive team and all they do on a daily basis. He called on Communications Officer and special meeting facilitator Aguilar who noted all could help themselves to coffee, water, and snacks, including popcorn provided by Councilmember Stucky. Communications Officer Aguilar led introductions beginning with newly hired Community Development Director Pratschner.

Community Development Director Pratschner thanked all for the warm welcome and a wonderful first week. She stated she was looking forward to working with the Council, the Planning Commission, and the Mayor and City Administrator Combs. Director Pratschner noted she had been a planning director for many years and provided her background information. She noted the team at the City is great and she was excited to be here.

b. Vision and Values

Mayor Wright outlined his vision and values as follows:

- Inclusion – Taking all into consideration.
- Who We Are – We are a community and have a sense of gratitude. Our community comes together. We need to quit paying attention to the minority on social media and continue to move Oak Harbor forward.
- What We Are About – The City went through a period of little forward thinking for quite some time. We've been working to correct this and are hiring great people, like Staci, as well as obtaining the Police Regional Training Facility, and having better relationships with City partners than has been the case in decades, including synchronization with the Oak Harbor School District, Island County, and others.
- Where We Are Going – I have high expectations and want to deliver for our community. My door is always open to all, including the Council, City Directors and employees, and citizens.

Mayor Wright included the following from his vision:

- Community – Manage growth while maintaining our small-town charm and connections to who we are – a community of neighbors that care for one another.
- Partnerships – Strengthen community partnerships to grow our community, increase tourism, improve our economy for local businesses, and increase workforce housing.
- Diversity and Inclusion – Welcome everyone to our community. Learn about our differences and appreciate what makes us special.

Mayor Wright included a listing of his priorities and focus as City leaders:

- Emergency Services
- Affordable Housing
- Local Partnerships
- Increase Childcare
- Support Naval Air Station Whidbey Island
- Government Transparency

Communications Officer Aguilar noted that Mayor Wright had lunch yesterday with the City's quarterly employee award winners and it was nice to hear about the positive things in their workplace. Mayor Wright will be continuing the Wright Blend, Community Catch-up, and other activities. She noted these activities were not so much about the quantity of people attending, but rather the quality of communications with and from the community.

Upcoming dates:

- January 30, 2026 – Wright Blend – 10:00 a.m. at the Clean Water Facility Interpretive Center. Deputy City Administrator and Finance Director Goldman will be sharing information about the City's budget and budget process.
- February 27, 2026 – Wright Blend at Regency on Whidbey.
- Community Catch-ups – These are an opportunity for the City to partner with other entities such as the School District, I-COM, or highlight City departments, such as the Public Works Department, that have been held so far.

2. LEGAL

a. Governance Review – City Attorney Hillary Evans

City Attorney Evans provided the Council with a review of Council Governance as follows:

- Council Rules – Copies of which were provided. The Council Rules of Procedure were last amended on July 24, 2024.
- Roles – The City of Oak Harbor has a Mayor/Council, also known as a strong Mayor, form of government in which the City is the legislative body and the Mayor is the CEO and is responsible for staff and City Hall and City facilities and operations.
- Conduct – When appearing before others, Councilmembers must speak in terms of the majority Council opinion. If a Councilmember wishes to state their separate opinion, they should clearly state that it is their own personal opinion and is not stated as representing the Council majority.
- Council Meeting Responsibilities -
 - Attendance
 - Preparation
 - Decorum
 - Refraining from interruption
 - Adhering to Roberts Rules of Order

Public Records Act (PRA) Refresher –

Attorney Evans explained that Washington State is among the strongest in regard to the Sunshine Act and the transparency of public records. A public record is defined very broadly and can include any writing or communication in any form. As City Councilmembers there is a need to be cognizant of the difference between a request for information as opposed to a request for a public record. Attorney Evans advised the Council to refer requests to the City’s Public Records Officer (PRO) who works closely with her office. She noted there is a big difference between production and disclosure. The PRO’s job is to determine and manage a request and, when appropriate, create an exemption log for any redacted information. Searches for requested records must be documented to ensure all data is collected.

Attorney Evans noted she would be happy to provide the Council with records retention training. She recommended the Councilmembers only use their City provided devices for any City business or correspondence and to not copy any information from their City device to a personal device. She advised that if an item regarding the City were to come to a Councilmember’s personal device they should not respond and should forward it to their City device and then delete it from their personal device.

Attorney Evans explained that the Councilmembers are required to assist in searches for public records as requested by the PRO. It is the City’s job to assist the requestor.

Attorney Evans reviewed the very few common exemptions allowed by the PRA She explained there is no general privacy exemption and reminded the Council to remain concise in public emails and reviewed the costly penalties for non-compliance.

Open Public Meetings Act (OPMA) Refresher –

Attorney Evans reviewed the following:

- What is a meeting? – When a quorum gathers together. The intent of a “meeting” is for City business. Be aware of any appearance of a quorum when participating in an activity in the capacity of being a Councilmember and notify the City Clerk of your intention to attend. Do not “reply all” to emails that include other members of the Council. This can be construed to be a serial meeting.
- What is an action? – When a majority of the Council gathers to discuss any agency business.

- Social Media – Attorney Evans advised the Council to leave this to the professionals, such as the Communications Officer. If participating, Councilmembers should have personal versus professional accounts. In terms of public records, consider how these are preserved and how to search them. If you think an item should potentially be saved, screenshot it and send it to the City’s PRO.
- Ethics – Revised Code of Washington (RCW) 43.23 outlines ethics for elected officials. The City Council adopted a Code of Ethics and Conduct Policy and Procedure via Resolution 24-09 on March 19, 2024 and a subsequent Reaffirmation of the City Council’s commitment to its rules of Ethics and Conduct via Resolution 25-05 on February 18, 2025. Councilmembers should avoid any appearance of conflict with these policies. Attorney Evans noted that standards of ethics can include anti-harassment and conduct upon leaving the City. Remedies may include admonishment or reprimand by the Council.

Mayor Pro Tem Hizon thanked Attorney Evans for her presentation and requested a copy.

Communications Officer Aguilar noted Public Records Officer (PRO) Bradley was also happy to provide training. Mayor Wright observed that PRO Bradley was currently also overseeing records for the Oak Harbor Police Department for the time being and was very busy. Communications Officer Aguilar requested that if PRO Bradley sends a Councilmember a request and more time is needed to complete it that they please let her know.

3. COMMUNICATIONS

a. Staff Morale – Communications Officer Aguilar

Communications Officer Aguilar reported that the Employee Survey Committee was working on what they saw as trends, and positive, neutral, or negative comments from the recently completed 2025 Employee Survey.

She requested members of the Council read aloud some of the staff comments provided in the survey that were categorized as “Hopeful”.

As was reported to Council, the Employee Survey Committee is made up of members from various departments:

- Phillip Esqueda from Public Works
- Angela Braunstein from Fire
- Emma House from Human Resources
- Craig Lamas-Cole from Parks and Recreation
- Kim Schmal from Finance
- Magi Aguilar from Executive Administration

The Committee has met twice to analyze the survey results.

Communications Officer Aguilar asked the Council for their input on how the Hopeful comments made them feel.

Councilmember Marrow, Mayor Pro Tem Hizon, and Councilmembers Peterson, and Stucky provided their respective questions and comments.

Councilmember Marrow observed that people are reticent to be critical.

Mayor Pro Tem Hizon voiced her gratitude for the staff who show up and do the work.

Councilmember Peterson noted that prior to her election some people told her they weren't taking the survey as they felt it was not safe. They thought the incentives were not okay and felt staff were pressured to take the survey.

Councilmember Stucky felt the responses could be different between departments.

Public Works Director Schuller noted he had been with the City for four (4) years and cited the improvement in morale as wonderful and also the staff perception of the City Council. Director Schuller observed that of his 52 staff, two thirds were relatively new to their positions and that he had seen a culture change in Public Works.

Councilmember Wiegenstein inquired if there was any place where a staff member could make an anonymous comment.

City Administrator Combs explained there is an online ethics comment form and also the Mayor's comment box in the lobby of City Hall and online.

Councilmember Wiegenstein noted he thought change is good, but that not all people think that change is good.

City Administrator Combs observed that the City has seen a transition in which staff feedback is welcome and there has been a shift in staff feeling more comfortable in expressing themselves. She noted Executive Services Coordinator Finkle did a good job of finding time on she and Mayor Wright's schedule to meet with employees when they request it.

Mayor Wright noted that you are never going to make everyone happy and that a culture shift takes time. There was a toxic atmosphere when he first came into office and that change, and the perception of change doesn't happen overnight. It takes time to build trust with people.

Councilmember Stucky inquired about exit interviews with employees leaving the City.

Human Resources Director House explained there is an option to do an exit interview and the majority will do so online or in-person.

Councilmember Stucky noted it would be nice to receive a summary of these exit interviews. Human Resources Director House noted she could do so although she usually looks at them to see what Human Resources can improve upon.

Councilmember Armes observed the City is making what she termed monumental changes and that not all are comfortable with change but change needs to be made. She noted staff don't always understand why when change is made and the community doesn't always understand change.

Mayor Wright reported that some twenty (20) or more year employees are very happy. He stated that outside of public safety, employee morale and satisfaction are one of his top priorities and are taken very seriously.

Communications Officer Aguilar noted in the Council packet were other categories: Unheard or Unequal, Trust and Communication Matter, It Depends Where You Work, Stress, Workload, and Retention are Real, and noted comments regarding food as And Yes, Food Came Up. She noted that Executive Administration can't come up with solutions unless we know what is going on. She reviewed a question from the survey regarding the City Council that asked if employees felt supported by the Council. 36.7% said yes, with 52% responding neutral. She asked what actions the Council are taking or could take to make staff feel supported.

Councilmember Marshall observed the Council's role is not to engage staff. He noted as policy makers the Council shouldn't have interactions with the staff on a day-to-day basis.

Communications Officer Aguilar noted one example of where this would be appropriate was if the City posted about a project completed by staff or an upcoming project to praise staff for their work.

Councilmember Wiegenstein observed that he does not comment on social media.

Councilmember Stucky noted that when Council makes decisions they need to acknowledge the impact on staff, and to identify the tangible impacts on staff, if they are negative, and to acknowledge that.

Mayor Pro Tem Hizon observed that Council should be aware of the time spent by staff on presentations for Council meetings. As an example, she noted staff may bring an item to the Council for review and discussion as many as four or more times with no comments, but once that item is brought to the Council for a vote the Council now has tons of questions and that work by staff is undermined or must be redone.

Communications Officer Aguilar suggested Councilmembers could hold scheduled office hours at City Hall and they could also attend events such as Wright Blend, and if doing so, should let the City Clerk know in advance.

Police Chief Slowik noted that about a quarter of staff watch the City Council meetings.

Mayor Wright acknowledged Councilmember Stucky's comment about acknowledging staff, noting that saying thank you goes a long way. Mayor Wright noted staff presented information at fourteen (14) Council meetings regarding a Business & Occupation (B&O) Tax and the Marina. He stressed that much of the work needs to be done in the Council workshops.

Councilmember Peterson inquired about having a "Department of the Month".

City Administrator Combs and Mayor Wright noted these are already scheduled throughout the year.

Communications Officer Aguilar noted Council attendance at events was also a way to support staff, and to again, let the City Clerk know in advance of any planned attendance.

City Administrator Combs noted the City also recognizes Parks & Recreation Month, Public Works Month, and others by proclamation throughout the year.

Mayor Pro Tem Hizon stated she remembered there being more proclamations in years past in which the Councilmembers would have more participation but believed these may have been scaled back to reduce the length of meetings during Mayor Bob Severns' terms as Mayor. She noted proclamations are selected by the Mayor and that she would like to see more of them.

City Clerk Nester noted the City currently makes about ten proclamations per year.

Communications Officer Aguilar observed it was great to see Council members at all-staff events and that the intention of them attending goes a long way.

Councilmember Armes noted there are some things that Councilmembers don't always see in their email. She noted it would be nice to see Councilmembers at the upcoming Marina Tenant Meeting

on January 16, 2026 from 6-7 p.m. She noted the Marina is struggling and that Harbormaster Henry is going above and beyond in pulling that community back in and helping them to be less separated.

Councilmember Wiegenstein observed that calendar invitations are helpful and that he sees the ones that the City Clerk places on the Council calendars. He noted this includes ribbon cuttings and noted having a civic events calendar would be helpful too.

Councilmember Marrow noted that in regard to the employee survey, he would like to know why some answered as they did.

Communications Officer Aguilar observed tomorrow is Law Enforcement Appreciation Day. She also noted that the City archives social media and City cell phone data.

Break – Mayor Wright called for a ten-minute break at 10:40 a.m. The retreat resumed at 10:50 a.m.

4. CITY ADMINSTRATOR

a. Looking Ahead

City Administrator Combs led a discussion of three topics:

- Council Calendar Changes
- Advisory Boards
- Community Events

Council Calendar Changes – At their November 5, 2025 meeting, the Council approved their calendar for 2026. At that meeting and in the weeks since, some Councilmembers have brought up a desire to discuss potential changes to include additional meetings.

Presently, the Council holds regular meetings on the first and third Tuesdays of each month at 5:30 p.m. and workshops on the fourth Tuesday of each month at 1:00 p.m. with the exceptions being in the months of June and July during which just one regular meeting and one workshop are held.

City Administrator Combs noted the Council's first meeting in August is as a rule moved to the following evening as that first Tuesday is always designated as National Night Out in support of law enforcement, fire, and other first responders, with an event held at Windjammer Park. Councilmembers have pointed out that moving the Council meeting in this manner causes a conflict with the Oak Harbor Summer Concert Series, which are performed on Wednesdays in August. In November, the Council's first meeting is moved to the following day in honor of Election Day.

Councilmember Wiegenstein inquired whether the Council could go a month without approving accounts payable vouchers.

Deputy City Administrator and Finance Director Goldman explained this could be done but was not the best practice. Councilmember Stucky and Mayor Pro Tem Hizon believed a regular meeting was needed each month, but suggested removing the first meeting in August entirely, leaving one regular meeting and one workshop in that month.

Councilmember Peterson inquired about the time for National Night Out. Chief Slowik noted that event is held from 4:00-8:00 p.m.

Councilmember Armes observed that the problem with doing away with meetings was that the City had such a busy agenda and often had huge meeting packets. She noted it behooved the Council

Special Meeting Minutes January 8, 2026

to keep the schedule as is without eliminating meetings or to consider adding meetings, although this puts an extra burden on the staff.

Mayor Wright stated he would like to see an extra workshop added each month and felt this would help Council meetings to be shorter, with the majority of discussion occurring in workshops.

Councilmember Armes observed the Council Calendar had been kept the same way forever but the City is growing and the Council needs additional time to work on and consider items. She noted the Anacortes City Council meets weekly.

Mayor Wright noted that the Anacortes City Council does 90% of their work in committees and then presents it to the rest of the Council.

Councilmember Stucky stated he was all in favor of more meetings and observed the Council all have different levels of engagement. He reiterated the need for monthly meetings and was no in favor of having a month without meetings. He noted he plans his vacations around Council meetings and felt the public has the right to look the Council in the eye. Councilmember Stucky stated he would support more workshops and thought the more frank discussions and real work should be done in workshops.

Councilmember Marrow noted the business of the United States House of Representatives is all hammered out in committees. He stated he would favor increasing the number of meetings but was not sure about doing so during the summer observing the potential affect on staff. He noted he is retired and ready to do a sixty (60) hour work week.

Mayor Wright noted there are seven (7) Councilmembers so it would not be a problem if one of them occasionally needed to miss a meeting. He noted he would be taking some vacation time in September and Mayor Pro Tem Hizon would chair the meetings in his absence.

Councilmember Stucky noted that per the Council Rules, the Council are technically not required to attend workshops, which he felt was ridiculous.

Councilmember Wiegenstein noted he would be in favor of more workshops but observed more people viewed the Council meetings as compared to the workshops.

City Administrator Combs noted that as discussed, at times we rehash in regular meetings what was already presented and discussed in a workshop, and this delays the process.

Mayor Pro Tem Hizon stated she would support adding a workshop and keeping all on Tuesdays with the exception of the first meeting in August, which is August 4th in 2026, that should be moved to accommodate National Night Out.

Councilmember Wiegenstein inquired whether the August 4th meeting could be held earlier in the day or on Thursday of that week instead of a Wednesday.

Councilmember Peterson noted the Council has elected obligations. She suggested starting at 6:00 p.m. and inquired about the amount of time needed at the National Night Out event.

Councilmember Marshall observed the Council could not be shifting their schedule around every community event. He stated he would be the dissenting voice to adding another workshop, citing the impacts for those who work and additional time requirements for the staff. He stated he would prefer the Council hold an additional workshop as an option only and not schedule them unless

needed. Councilmember Marshall noted he would be fine with having two (2) regular Council meetings every month and one (1) workshop.

Councilmember Arnes noted that yes, people do work. She observed that when those elected decided to run for the Council they needed to be aware their life would be altered. She noted the many items on the Council schedule, including the work in progress on the Comprehensive Plan, infrastructure, and so on, as what each had signed up for. She noted she had taken three (3) days off last year but acknowledged she was retired with not a lot of things to do.

Mayor Wright observed that workshops are not as labor intensive for staff and were more a matter of staff carving out time during the workday to present work they were already doing. He noted most cities have more meetings than the Oak Harbor City Council does.

Councilmember Wiegenstein inquired how many cities the size of Oak Harbor hold evening Council meetings.

City Attorney Evans noted that all do.

Councilmember Wiegenstein noted he would prefer to keep workshops in the afternoons.

Councilmember Stucky suggested the Council add a second Tuesday workshop from 1:00-4:00 p.m.

Councilmember Marrow inquired if it would be better for one of the workshops to be held in the evening. All said it would not.

Mayor Pro Tem Hizon noted her concern about additional staff time.

City Administrator Combs observed a meeting/workshop/meeting/workshop schedule would give staff more time for presentations to the Council.

Councilmember Marrow stated he favored adding an extra workshop each month.

City Administrator Combs noted staff will revise the Council calendar to add an extra workshop on the second Tuesday of each month and would bring this back to the Council for consideration at their January 20, 2026 regular meeting.

City Clerk Nester requested clarification regarding whether this change would apply to the months of June and July in which there is currently one (1) regular meeting and one (1) workshop.

Mayor Pro Tem Hizon observed the reason for holding only one (1) meeting in June is to accommodate the Association of Washington Cities Annual Conference that is held during the third week of June. She explained the holding of one (1) meeting in July was to accommodate Council and staff vacation time.

Councilmember Marshall suggested the Council could hold two (2) regular meetings in June and not hold a June workshop.

Councilmember Wiegenstein and Mayor Pro Tem Hizon inquired whether it would be better to hold two regular and two workshop meetings throughout the year.

City Administrator Combs noted that with the City's new agenda software, departments are supposed to be adding their items in advance.

Councilmember Marshall stated he would continue to push for the move of the first regular meeting in August to Wednesday to accommodate Council attendance at National Night Out and to move the first regular meeting in November to Wednesday to observe Election Day.

City Administrator Combs noted the greater consensus she was hearing from the Council was to hold two regular meetings and two workshops each month and still accommodate the move to Wednesdays for National Night Out and Election Day.

Advisory Boards – City Administrator Combs reviewed the purpose of City advisory Boards, Commissions and Committees, their training and staff training, and their roles and staff roles. These Boards, Commissions and Committees were created to serve in an advisory capacity. They do not set policy, which is the Council’s responsibility, but do review work products and provide for community engagement. She noted a member of the Council serves on each advisory Board, Commission, or Committee as an ex-officio.

- Recognition - City Administrator Combs noted Mayor Wright would like to do more in recognition of those serving, including certificates of appreciation.
- Training – Mayor Wright will be attending meetings this year to talk with Advisory Boards about their roles in the City.
- Nepotism – City Administrator Combs noted this had come up at the January 6, 2026 Council meeting following discussion of and revision to the nepotism clause to include all elected officials in the Employee Policy Manual section 2.11 – Personal and Family Relationships (nepotism), which was adopted by the Council at their December 16, 2025 regular meeting. This was brought up during the January 6, 2026 consent agenda item for re-appointment of Advisory Board, Commission, and Committee members for 2026. Currently one (1) person serving on the Parks and Recreation Commission and one (1) person serving on the Civil Service Commission could be affected if it were determined their service could be subject to this clause. The application form for Boards, Commissions, and Committees includes a question of whether the applicant is related to anyone employed at the City, including as a contractor or vendor, or serving on City Council or on another board/commission/committee. The Council tabled the re-appointments at the January 6, 2026 meeting in order to hold further discussion at this retreat.

City Administrator Combs noted language about nepotism could be added to Oak Harbor Municipal Code, Section 2.65.005 and language regarding nepotism could be added to the governing documents for Boards, Commissions, and Committees. This has been reviewed with the City Attorney.

Councilmember Marshall noted he had brought up the question at the January 6, 2026 meeting not to have this be about the person or persons but for the discussion to be about the policy.

Councilmember Peterson asked for a reading of the current City code.

City Administrator Combs explained there is no language regarding nepotism in the City code. The Council adopted Employee Policy Manual contains language on nepotism, but not the City Code.

Councilmember Peterson observed the staff person serving as the Civil Service Secretary is the grandson of someone appointed to the Civil Service Commission. She noted she had a long discussion of this relationship with the Commission member, who had disclosed this prior to their initial appointment.

City Attorney Evans noted staff would like to have direction on this and noted it was not entirely common, especially in a smaller city versus a larger city. She explained some cities do have a nepotism policy that says that a City Councilmember cannot appoint a family member. She noted

most of the Council's appointments are to advisory Boards, Commissions, and Committees with some having additional rules, such as who may serve on the Lodging Tax Advisory Committee based on whether they are a collector or receiver. Attorney Evans observed the Council should be aware there may be conflicts within a Board, Commission or Committee and work that out. She explained that while the Council knew who the members are and could consider where their input is coming from, she could provide examples of language added to code from other cities depending on what the Council wished to accomplish and requested more information.

Councilmember Wiegenstein asked what the worst-case scenario could be.

Councilmember Marshall explained the Employee Policy Manual had made him question this. He observed the City of Kirkland has some specific language about nepotism and noted he has seen locally where two family members participate on the same Boards. He stated at some point this should be acknowledged in our town of 25,000. Councilmember Marshall observed that right now, the Council could vote to deny an appointment, but on what grounds. He found this problematic and asked if the Council should create a policy.

Attorney Evans noted that the City of Kirkland has one sentence that says a City Councilmember shall not appoint a family member to a Board, Commission or Committee.

Councilmember Stucky observed that the City of Kirkland has a weak-mayor system which is different from the City of Oak Harbor. He stated he did not think the ex-officio from the Council should serve on the same board as a family member. He noted we are begging people to serve on these advisory boards. He stated he favored guardrails but did not agree with saying no family members could serve and was not fine with that.

Councilmember Armes agreed. She noted as was the case with very few people running for City Council, there were very few applying to serve on an advisory board. She noted these were advisory boards only with the Council taking their opinions.

Councilmember Peterson inquired if a family member serves on an advisory board should the Councilmember not vote.

Councilmember Stucky explained that no Councilmember should serve as ex-officio on the same board as a family member and should not vote on their appointment. He did not see the concern for this since these boards are advisory only.

Councilmember Marrow noted the size of a city, large or small, does not matter, citing Chicago as an example of where some families take over. The felt there ought to be some policy.

Police Chief Slowik observed the Civil Service Commission is not an advisory board and that they make their own decisions.

Human Resources Director House noted there is also a staff liaison on all Boards, Commissions, and Committee and that staff person reports on any potential concerns or conflicts.

Councilmember Marshall stated he would prefer to have a blanket policy that is defensible and not arbitrary.

Police Chief Slowik noted the person serving on the Civil Service Commission is exceptionally qualified.

Councilmember Marshall observed it was better not to take appointments on a case-by-case basis.

Councilmember Stucky noted the Boards, Commissions and Committee are advisory only.

Councilmember Marshall noted he was concerned with the optics.

Councilmember Peterson noted at times members or the Council recuse themselves on other matters, and that if she had any concerns about a vote, she would recuse herself.

Councilmember Wiegenstein noted the State doesn't really have anything specific on the subject either, and that he would like to see options and a potential direction.

Councilmember Marrow stated that he supported Councilmember Marshall's position but noted that having no policy was essentially a policy.

Mayor Wright observed that the Council had tabled the 2026 re-appointments and that direction was needed.

City Attorney Evans noted that the City of Kirkland's policy is a strict prohibition. She suggested the Council could determine that no Councilmember serve on the same advisory board as a family member and could recuse themselves from voting on any appointment of a family member. This could be placed on a future agenda.

Councilmember Wiegenstein asked whether the Council could approve the re-appointments as presented at the January 6, 2026 meeting and then make a change to add that policy moving forward.

Councilmember Stucky observed this would work for those seeking re-appointment, however there are many people serving that are halfway through their terms.

Councilmember Wiegenstein suggested there could be a grace period.

Mayor Pro Tem Hizon noted that all present here today were involved for a reason, so it would not be a surprise if a family member had similar values. She stated she would hate to disqualify and entire group of volunteers because they are related to her or to another Councilmember and would not support a blanket policy against any being able to serve. Mayor Pro Tem did agree that any serving should not be on the same advisory board as a member of Council serving as the ex-officio, and that Councilmembers should recuse themselves from voting on the appointments of family members.

Councilmember Stucky asked whether if approved, this would apply to those who are in the middle of their terms.

Mayor Wright stated he would not seek to do that.

Councilmember Wiegenstein noted he is one of twenty-two (22) grandchildren and agreed with Mayor Pro Tem Hizon.

City Attorney Evans asked how broadly the Council would want to define "family"? Would this apply to spouses, children, and so on?

Councilmember Stucky noted this was not defined in the Employee Policy Manual. He noted he would favor that a family member not serve on the same board or boards as a Councilmember.

Councilmember Peterson noted if the Council was to provide direction today, and vote at the next Council meeting, how would that hold anything up?

Councilmember Wiegenstein observed what if the Council did nothing, moved forward with what re-appointments they have, and kept the status quo until further study at a workshop.

Councilmember Stucky noted there were three (3) Parks & Recreation Commission members at the January 6, 2026 Council meeting that were ready to be re-appointed and questioned how this affected their morale as volunteers.

City Attorney Evans suggested the Council could approve the slate of re-appointments as presented at the January 20, 2026 meeting and then have the topic on the January 27, 2026 workshop for further discussion, with a potential vote on a nepotism clause at the February 3, 2026 meeting.

Councilmember Peterson asked why not just provide a direction to change this? She asked whether two weeks would matter in delaying the re-appointments.

Councilmember Marshall noted most of the advisory group meetings would need to be cancelled with potential for lack of a quorum.

Councilmember Peterson noted that in that case this clause would not apply to this group of re-appointment applicants, but when the Council votes on potentially adding the clause in February, those new applicants going forward would be affected.

All acknowledged that as a correct understanding. Mayor Wright stated staff will cancel the advisory board meetings for the remainder of this month until the re-appointments are voted on for approval on January 20, 2026.

2026 Community Events – City Administrator Combs noted that City staff assist the Council with their participation in two (2) parades each year, Holland Happening, and Fourth of July. She thanked the Stucky's for decorating a City truck for the Councilmembers to ride in, and thanked City Videographer Tim Shelley for driving it in the parades. Staff coordinate providing the vehicle and signage.

Councilmember Stucky observed that his spouse did most of the decorating of the truck.

City Administrator Combs noted what is needed from the Councilmembers is confirmation of their attendance as this assists staff in coordinating with the event planners and ensures any required Notice of Attendance is issued. If members of the Council wish to participate in other community events, she advised them to let the City Clerk know in advance so that she can determine if a Notice of Attendance is warranted for the perception of a possible quorum.

WORKING LUNCH – 12:00 Noon

5. DEPUTY CITY ADMINISTRATOR

a. Budget Games – Deputy City Administrator and Finance Director Goldman explained there are tactics viewed as budget games that appear in local governments and reasons why they exist, including the scarcity of resources, competition for funding, and the practice of empire building, among others. Budget games also play a part in determining risk as people have different perceptions of what constitutes risk and how that relates to providing services or handling unplanned expenses.

Deputy City Administrator and Finance Director Goldman led a Government Finance Officers Association (GFOA) activity using cards provided for this purpose. He provided varying scenarios and asked the Councilmembers and staff to determine which card matched the scenario.

Scenarios included:

- King – The Padding Play in which you ask for more than you really need. This acts as a form of insurance against unknown costs.
- Queen – The Crisis Card – The threat that something bad will occur if funding is not provided.
- Jack 1 – Selling the Sizzle – Long on flash but short on substance and frequently includes techno babble, over confidence and over-stating of outcomes and expressing bias.
- Jack 2 – The Pet Project Play – Stretching the truth to make the project seem a priority and giving it a halo effect.
- Jack 3 – Influence Operation – An example would be a Director going outside of the Council to influence a Councilmember before a vote is taken.

Others included:

- Mandate Masquerade – Exaggeration or fabrication of facts or outcomes.
- Silent Windfall – Keeping silent about budget errors
- Client Heart Tug – “Do it for the children” with a presentation that only lists the pros and not the cons for a project.
- Waiting Game – Can obscure a department’s real needs.
- Foot in the Door Financing – Starting small to get a project going, then adding more to it.
- Return on Investment Ruse – Over promising of revenues.
- Blend and Extend – Disguising new programs in existing programs.

Deputy City Administrator and Finance Director Goldman reviewed the GFOA’s “Playbook Counterplays” with an emphasis on reducing and mitigating negatives and aiding in waste elimination. He explained general and specific ways to counter budget game ploys including providing broad targets, linking program revenue where applicable, and emphasizing results as well as examining the assumptions, and asking questions to find less costly options.

Deputy City Administrator and Finance Director Goldman reviewed the timeline for the City’s 2027-2028 biennial budget, which starts today with the discussion of the Council’s goals and priorities. He explained that having consistent and detailed direction from the Council aided in the success of the budget process.

Deputy City Administrator and Finance Director Goldman explained he will be providing a budget calendar for the Council and City Leadership and will include a budget timeline, a budget primer for newly elected Councilmember Peterson, a short video on municipal finance, and the preliminary six (6) year Capital Improvement Plan (CIP). Staff will conduct workshops on the budget leading up to September. In October the Mayor will present his abridged preliminary budget. In November Council will consider the preliminary budget adoption and hold public hearing on the budget, including public hearing on property tax levies, and then will consider budget adoption.

Councilmember Stucky asked if a biennial budget was more common than an annual budget.

Deputy City Administrator and Finance Director Goldman explained that every state is different. In Oregon and Washington biennial budgets are more common. He noted it takes a lot of effort to put the budget together and that in the second year of the biennial budget staff are making more updates based on policy and so on. He noted that all at the City have a role to play in creating the budget and doing so with trust and transparency. This includes having data to show our work and how costs are determined, the benefits, any ongoing expenses and revenues.

6. TEAM BUILDING ACTIVITY

a. Word Shuffle – Executive Services Coordinator Finkle led the activity, which provided both the Council and staff with a series of single words with which to make five-word sentences. Example of those created included, “Stronger Communication Improves Staff Morale” and “Food, Like Pizza, Motivates Staff.”

7. CITY COUNCIL PRIORITIES

- 2026 Legislative Priorities
- Review Current
- Department Priorities – these were included in the Council Packet but were not discussed individually at this retreat.
- New 2027-2028

Communications Officer Aguilar and Executive Services Coordinator Finkle noted that the Council had requested additional time at this year’s retreat to review and discuss Council priorities, so the last two and a half hours of the scheduled time would be dedicated to that.

Legislative Priorities - Executive Services Coordinator Finkle noted the Council had already adopted their 2026 Legislative Priorities and provided the Council with a copy. No discussion was requested regarding these adopted priorities. A copy is attached to these minutes.

Review of Current Priorities – Executive Services Coordinator provided copies of the Council’s adopted 2025-2026 Over-Arching Priorities and the individual priorities for each sub-section. These were shown along with whether these had been accomplished or are in progress. A copy is attached to these minutes.

New 2027-2028 Priorities – Communications Officer Aguilar led a white board exercise and asked the Council and Directors to write their top priorities on green notes and their secondary priorities on yellow notes and place them under the following eight (8) over-arching goal and priorities categories:

- Public Involvement
- Promote/Implement Housing Action Plan
- Increase Police Engagement
- Employee Morale/Staffing and Workloads/Equity
- Roadway Projects
- Park Maintenance
- Repair Utility Infrastructure
- Water Storage and Supply
- Connecting Downtown and Marina

Communications Officer Aguilar reviewed the responses for each of the above.

Public Involvement –

- More communication with the public such as monthly articles in local newspapers.
- Broader and more predictable meetings
- Public awareness of crime and risks here
- More unified council presence and possible Council office hours
- Continual good relationship with Naval Air Station Whidbey Island (NASWI)
- Address Homelessness and discuss addiction for real and measurable results.
- Work with the legislature on constraints and the need for better laws from Olympia.

Promote/Implement Housing Action Plan –

- Improve traffic flows and street development
- Design/Engineering for increased population and rezoning
- Facilitate Housing Action Plan through streamlined permitting and inspections.
- Adoption of the 2025-2045 Comprehensive Plan and periodic updates.
- No to low barrier transitional housing.
- Encourage density and mixed use.

Increased Police Engagement –

- Public Safety through vehicle traffic and human and drug trafficking enforcement
- Work with Island County on stronger behavioral health programs and facilities.
- Mental Health and behavioral staffing.
- Police Department – House Bill (H) 2015 funding changes =-Contract for our DCR's – Representative Paul is looking at cancelling the contract with the County and going out for a new contract for crisis responders.
- Revenue sharing from the new Island County Criminal Justice 0.1% Sales Tax collected within Oak Harbor.
- Emergencies – teaching residents about having proper supplies on-hand.
- Increasing Public Awareness
- Police Station Feasibility Study
- Improve Emergency Communications.
- Increasing proactive law enforcement.
- Public awareness of crime risks.

Employee Morale –

- Provide frequent awards/recognitions
- Professional development and continuing education opportunities for the Council and the staff
- Increase Councilmember public presence
- Cross training.
- Enterprise Resources Plan (ERP) implemented for all departments
- Mindfulness

City Administrator Combs noted there is an element where the administration works on framing what information to send to staff and to the Council. She provided an example of an incident at the Oak Harbor Marina and decision made from a communications standpoint to support and to minimize the impact on staff. She asked that Councilmembers always check in with Communications Officer Aguilar if they have heard a rumor and refer any response through her to ensure consistent and accurate communications.

Chief Slowik noted an example was the multi-agency response on January 1, 2026.

Communications Officer Aguilar noted one point of contact assures that the Administration Team is all in communication.

City Administrator Combs noted she and Communications Officer Aguilar, and the Mayor will sometimes split the list of those to communicate with, including the Council, to say what we know and what we don't know, and to communicate additional information when more is available.

Communications Officer Aguilar noted that Councilmembers can inadvertently cause a different narrative which equals more work for the staff, with the potential for needed corrections, etc., and provided examples of when this has occurred.

City Administrator Combs explained that the Administration wants to get in front of potential speculation and provide consistent messaging and communications.

Councilmember Peterson noted it would be better for Councilmembers to say, "I don't know" or refer them to Communications Officer Aguilar. She noted that Councilmembers could say they do not have any comment or do not have all the information and tell those inquiring to contact Communications Officer Aguilar.

Councilmember Marrow noted the Councilmembers greatly appreciate having an awareness of any issues.

Councilmember Wiegenstein noted that Communications Officer Aguilar should say to Councilmembers that "This is the City's concentrated response" in communicating with them rather than tell them what to do.

Communications Officer Aguilar noted that all communications shared by the Councilmembers need to be mindful. She observed that gossip pages are not the City's narrative and asked the Council to please send her any questions.

Roadway Projects –

- SE Pioneer Way – Redo Pioneer Way from Downtown to Harbor Point.
- Midway Boulevard Improvements (Design).
- Roadway Infrastructure – continue planned implementation of improvements.
- Realize and firm plans to increase traffic capacity on or about SR20 near Safeway
- Increase safety with traffic circles

Public Works Director Schuller noted the City plans to do a major repair of Pioneer Way when the weather is better. He noted Main Street is a separate project. Staff have a vision of connecting SR20 into the downtown area.

City Administrator Combs noted improving communications about that roadway.

Councilmember Stucky agreed and noted the Councilmembers could put out "we're aware of it" and post planning on social media.

Communications Officer Aguilar explained she is trying to get residents accustomed to going to the City's website and clicking links for information provided there.

City Engineer Warner explained the City is working with the Washington State department of Transportation (WSDOT) in several areas, an example of which is the roundabout at Fakkema Road. WSDOT agrees with the need to make changes to Swantown Road to SR20 but notes their construction costs have doubled..

Councilmember Marrow noted an enlargement of that roadway is needed and traffic was a frequently backed up.

Public Works Director Schuller observed that revenues from state gas taxes were not as expected, and this was a matter for the legislature to figure out.

City Administrator Combs noted the Council's legislative priorities would be shared with legislators in Olympia and in Washington, D.C. over the next few weeks with specific topics included. She noted she and Mayor Wright also talk with Island County and the Washington State Department of Transportation (WSDOT) to continue to push for roadway projects and improvements with legislators.

Councilmember Wiegenstein referencing local complaint sites online and observed a need to do a better job of communicating and to provide answers as quickly as possible.

Mayor Wright noted he did not advocate for engaging with those online posts.

Communications Officer Aguilar noted there have been comments made online that are derogatory to staff.

Councilmember Wiegenstein believed that regular updates can alleviate or help with that.

Parks/Maintenance -

- Sports Complex
 - Find interim solutions for fields
- Lighted Turf Fields
 - Fort Nugent Field Lights
- Recreation Center Development
- Creative Uses
- Community Engagement
- Windjammer Park Completion
 - Playground, Lagoon, Windmill
- Park Programming
- Universal Design Playground
- Improve Scheduled Park Maintenance
- Develop Pickleball, Tennis, Basketball answers, design and implement
- Memorial Stadium
 - Move School District Bus Barn to Public Works

Councilmember Marrow noted he did not want to wait until a sports complex is complete to implement fixes to courts.

Public Works Director Schuller observed the reasoning behind potentially moving the bus barn is to provide additional sports area for both the school district and City use of Memorial Stadium.

Councilmember Marshall noted this was part of a bigger conversation with Citizens for Better Schools with a design concept to purchase a larger complex to include Oak Harbor Elementary, a sports complex, etc.

Councilmember Peterson asked whether the City could put school buses on City property.

City Administrator Combs responded yes but explained that idea was on pause for now while waiting on school district planning. Mayor Wright noted it would be an interlocal agreement. Attorney Evans stated it would be considered an exchange of consideration.

In reference to the subject of a windmill, Mayor Wright noted this was a Rotary Club project. City Administrator Combs explained the City has to go through the pre-application and application process.

ess for all aspects of the proposed windmill.

Mayor Pro Tem Hizon suggested the addition of a Community Partnership category.

Break – Mayor Wright called for an approximate ten (10) minute break at 2:23 p.m. The special meeting- Council retreat resumed at 2:34 p.m.

Repair Utility Infrastructure –

- Utility and Transportation Comprehensive Planning
- Marina Dredging and Breakwater
- Inflow and Infiltration Sewer Correction Program
 - Supported by U.S. Representative Larsen
- Construction for water transmission line reserve

City Engineer Warner explained that water, sewer, stormwater, transmission, and master planning were all in process. As regards inflow, he explained that it is a \$2 million project with no public match and is under permitting and design. The Navy will be encouraged to contribute for any water transmission line repair or replacement.

Deputy City Administrator and Finance Director Goldman explained that the Navy contributes \$250 a month towards future repairs or replacement. The Navy uses between 35-40% of the water that is received from the City of Anacortes.

Mayor Wright observed there are long range plans to replace these lines in the next five (5) years. This has been delayed due to the need to complete construction projects first. The City is working with the WSDOT.

Deputy City Administrator and Finance Director Goldman noted from the Deception Pass Bridge to Oak Harbor is approximately six (6) miles. The City of Anacortes is working on their portion of the transmission lines and has a formula for costs.

Public Works Director Schuller noted concern for growth. He noted new housing and conservation have been flat for ten-fifteen (10-15) years. The City of Anacortes' plant at the Skagit River in Mount Vernon has a lot more capacity. The refineries are the biggest customers, and this keeps the costs down. He observed that the City of Anacortes is on what will be their fourth Public Works Director in five (5) years and also has a new Mayor.

Mayor Wright reported that the City has had frank conversations with the City of Anacortes and that they are not gouging the City of Oak Harbor. He noted the need to look at long range planning.

Public Works Director Schuller noted the work done on the City's Well No. 9.

Councilmember Peterson inquired whether there was any concern about any of the tribes cutting off the water supply.

Mayor Wright responded no and observed at least one of the tribes is also an Anacortes customer.

Water Storage & Supply –

- Enough, Consistent, Protected
- Plans for back-ups/emergency events
- Create more water redundancy
- SE 4th Street and Glencoe Watermain Replacement and Pavement Overlay

Councilmember Armes noted the City is fixing Well No. 9 and asked if there were plans to create more wells in the future.

Public Works Director Schuller noted staff will spend time in 2026-2027 coming back to the City Council with conversations about long range strategies.

City Engineer Warner noted that of all the City utilities, the water supply was his top priority.

Connecting Downtown & Marina –

- Complete Dredging and Replace Breakwater as soon as possible
- Marina Upland Development
 - RV Park
- Downtown Retail Occupancy Issue
- Water Taxi
- Identify with the Council specific tools to implement from the Waterfront Vision to Action Plan
- Waterfront District Master Plan
- Public/Private Partnership on downtown City-owned property

Councilmember Marrow observed the empty storefronts and noted it was difficult to find retailers to fill the vacancies.

Councilmember Armes noted the work to connect the downtown area more with the Marina, including the on-call service from Island Transit. She noted the upcoming Marina Tenants Meeting was about providing information and finding out what the tenants want.

Mayor Pro Tem Hizon asked whether the note about a public/private partnership was the same as or separate from the Bayshore/Pioneer corner. Public Works Director Schuller stated it was the same, and the note was about connecting them as it could serve as redevelopment of both the Marina and the downtown.

Community Development Director Pratschner noted there were three (3) actions to implement the specific goals of the Vision to Action Plan. Mayor Pro Tem Hizon noted the City and Council sometimes struggle with how to translate their wish list into actionable and measurable items.

Other –

- Fire/Emergency Medical Services (EMS)
- Port District
- New City Campus (City Hall/Police Station)
- Pioneer/Bayshore Corner Development
- Encourage Technology Improvements to Enhance Workplace Productivity
- Recreation Center and Sports Fields
- Emergency Situations
 - Self sufficiency and teaching residents how EMS works and about having proper supplies on hand
- Address Homeless / Drug Addition with the Legislature
 - Real, comprehensive, measurable results
- Code Work
 - Zoning to implement Comprehensive Plan
 - Flood – Community Rating System (CRS)
 - International Residential Code (IRC) and International Building Code (IBC)
 - Implementing Missing Middle Housing

Regarding Fire/EMS, Councilmember Wiegenstein noted the need to keep a list of items to improve on as we go. Mayor Wright noted staff were already addressing this by providing something tangible to share with the public. Councilmember Wiegenstein noted this needed to continue.

Councilmember Marrow noted the need to share any improvements and finding other cost-effective measures such as the EMS services interlocal agreement with Whidbey Health.

Regarding a new City campus, Mayor Pro Tem Hizon noted the need for planning. She observed the City has been saving funds for this but just being aware of the need was not enough.

City Administrator Combs reported staff are having conversations and looking at research but there were other higher priorities. She noted the City has begun earmarking funds for replacement costs of these facilities but was far behind.

Chief Slowik noted some funds were included in the budget for 2026.

In regard to Code improvements, Community Development Director Pratschner observed staff discussion of the need to enhance flexibility for some municipal code subjects, including on-going tree regulations.

Deputy City Administrator and Finance Director Goldman noted the code should address trees of the right size being in the right place, and not be specific only to Garry Oak trees.

Councilmember Wiegenstein observed that such tree regulations can cause barriers to construction.

Councilmember Armes noted many Garry Oak Trees are not maintained.

Deputy City Administrator and Finance Director Goldman observed such trees can cause a right-of-way liability and noted the Washington Cities Insurance Authority (WCIA) is asking cities to mitigate liability.

Parks and Recreation Director Smith noted this was among the items in the Urban Forestry Plan that staff will be bringing to the Council later this year.

Refining Council Priorities

Administrative Services Coordinator Finkle led a brief discussion of the process for defining the Council's over-arching priorities, noting staff can review those provided today and bring them back to the Council with any additional information.

Mayor Pro Tem Hizon noted every Council retreat has been a little different, and that sometimes an entire day has been spent only discussing Council priorities with it often taking more than one sitting to get through.

Councilmember Peterson observed the discussion today could be considered the 20,000-foot level.

Councilmember Marshall noted that the last time the Council met regarding their priorities, they numbered them and tallied each of their top ten (10).

City Administrator Combs noted it was nice to have the subheadings and groupings and to see where items connect with the budget. She noted this provides the opportunity to take the list and

think about it. Deputy City Administrator and Finance Director Goldman agreed, reiterating that this was the first step in the budget process.

Mayor Pro Tem Hizon thanked staff for providing specific actionable items from Council priorities.

Next Steps

City Administrator Combs explained staff will document and bring the list of priorities to a workshop for Council review, along with the City's current projects list.

Councilmember Marrow observed a desire for actionability and narrowing down the priorities to achieve a list to provide actionable results.

Mayor Pro Tem Hizon noted the need for both short- and long-term goals to examine when looking back at these in two (2) years at what we may have accomplished. She questioned are these the Council's categories because of those priorities or vice versa. She inquired whether staff wanted the Council to vote on priorities today.

Mayor Wright explained that staff will put the priorities noted today on a spreadsheet and bring it back to the Council for further discussion at a workshop, following which they can be narrowed down for a vote. He noted the Council's 2025-2026 overarching priorities are listed on the City's website.

Mayor Pro Tem Hizon voiced appreciation that the categories were presented as more tangible as opposed to at a higher, more generic level in the past.

Communications Officer Aguilar requested that the Council please let staff know anything in terms of feedback.

Councilmember Marrow also appreciated the tangible results, the retreat structure and having a check list.

Councilmember Marshall noted he didn't see anything listed regarding a Multi-Family Tax Exemption (MFTE).

Councilmember Wiegenstein noted that Oak Harbor's population is not yet large enough for that implementation. Community Services Director Pratschner agreed.

Councilmember Marshall inquired if the City was still paying a consultant to work on MFTE. Mayor Wright observed that work was done in the past. City Administrator Combs noted this could be addressed as a layer in the future with discussion of workforce housing.

COUNCIL TRAINING

Mayor Wright led a brief discussion of upcoming calendar events and opportunities for Council training.

Association of Washington Cities – City Action Days in Olympia January 21-22. Mayor Wright noted generally in the past that the Mayor, the City Administrator and sometimes one or two Councilmembers attended. He noted he has asked Grants Administrator Horn to attend this year. The registration date may have passed.

Association of Washinton Cities (AWC) – Annual Conference in Spokane June 23-26. Mayor Wright noted more Councilmembers generally attend this annual meeting.

National League of Cities (NLC) - Congressional Conference in Washington D.C. March 16-18. Mayor Wright noted that instead of attending the NLC conference, he, City Administrator Combs, and Grants Administrator Horn were planning a trip to Washington D.C. in February. He explained that attending with more than a small delegation is cumbersome for getting into the Capitol and the Pentagon. Deputy City Administrator and Finance Director Goldman will attend the NLC conference.

Deputy City Administrator and Finance Director Goldman reviewed the Council's budget for travel. Councilmembers are budgeted for \$1,200 per each Councilmember for in-state travel and conference attendance. A total of \$15,000 for all Councilmembers is budgeted for out-of-state travel and conferences. He noted out of state travel has averaged between \$3,000-4,500 in the past few years.

Mayor Wright noted the allotment for Council conferences and travel will be revisited in the next 2026-2027 budget cycle. He noted that Mayor Pro Tem Hizon and he were both working on their Advanced Certificate of Leadership. He asked those who wanted to attend the above listed events to please email him.

Councilmember Wiegenstein stated he would like to attend the AWC Annual Conference.

Councilmember Stucky noted those going to Washington D.C. should be those with the most knowledge of the City. He favored Mayor Pro Tem Hizon and maybe someone newer and not two newer people.

Mayor Wright noted Mayor Pro Tem Hizon was always his first choice as she has both the knowledge and experience in these meetings in Washington D.C.

Councilmembers Armes and Marrow voiced their agreement with Mayor Pro Tem Hizon attending.

Councilmember Peterson noted she has connections in Washington D.C. She explained she had some political ins and that there were people who would take her call. She stated she would appreciate going.

Mayor Pro Tem Hizon noted the need for Council to pay better attention to these dates and to let the Mayor and staff know.

Mayor Wright noted he was not dictating or mandating for any Councilmember to attend any of these events.

Deputy City Administrator and Finance Director Goldman noted that the City of Oak Harbor is featured in the latest issue of the AWC magazine.

ADJOURN

There being no further business, Mayor Wright adjourned the special meeting at 2:38 p.m.

Certified by Julie Nester, City Clerk



CITY COUNCIL RETREAT

JANUARY 8, 2026



"LISTENING IS THE MOST IMPORTANT PART OF PERFORMANCE."

— HERBIE HANCOCK

AGENDA

- 9:00 AM WELCOME**

- 9:05 AM MAYOR - VISION & VALUES**

- 9:15 AM CITY ATTORNEY - GOVERNANCE REVIEW**

- 9:45 AM COMMUNICATIONS OFFICER - STAFF MORALE**

- 10:15 AM CITY ADMINISTRATOR - LOOKING AHEAD**

- 11:30 AM *WORKING LUNCH*
DEPUTY CITY ADMINISTRATOR - BUDGET GAMES**

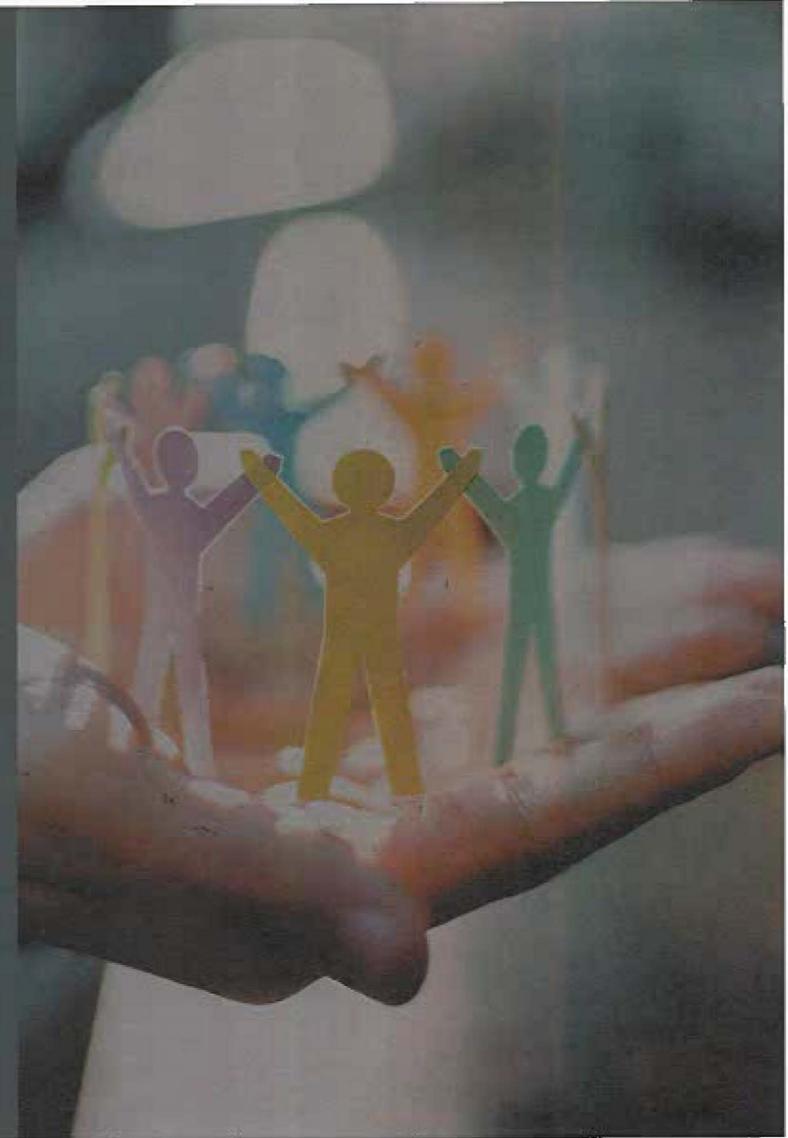
- 12:15 PM TEAM BUILDING ACTIVITY: WORD SHUFFLE**

- 12:30 PM CITY COUNCIL - PRIORITIES**

- 3:20 PM WRAP UP & NEXT STEPS**

MAYOR WRIGHT

- **VISION & VALUES**
 - **INCLUSION**
 - **WHO WE ARE**
 - **WHAT WE ARE ABOUT**
 - **WHERE WE ARE GOING**



MY VISION

COMMUNITY

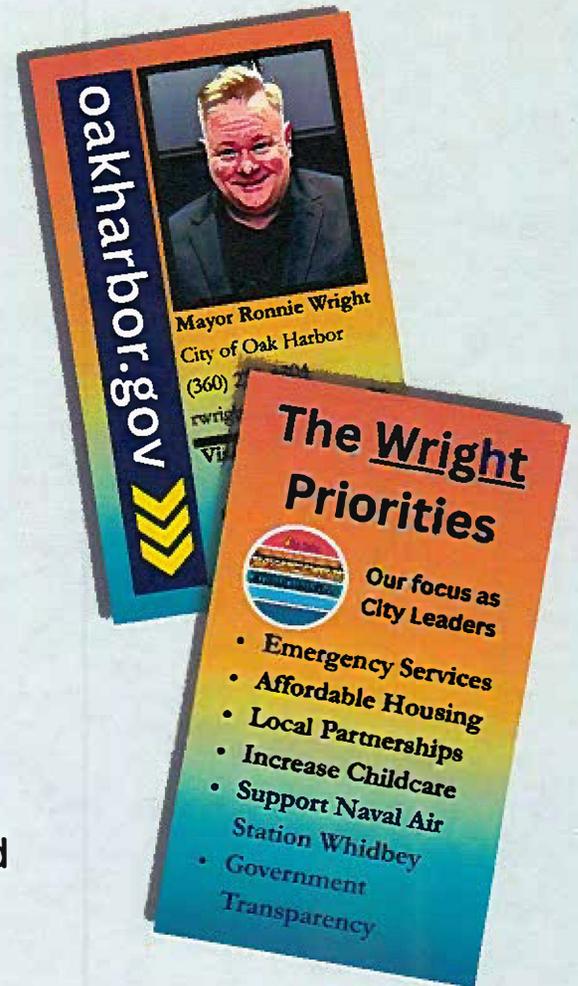
Manage growth while maintaining our small-town charm and connections to who we are - a community of neighbors that care for one another.

PARTNERS

Strengthen community partnerships to grow our community, increase tourism, improve our economy for local businesses, and increase workforce housing.

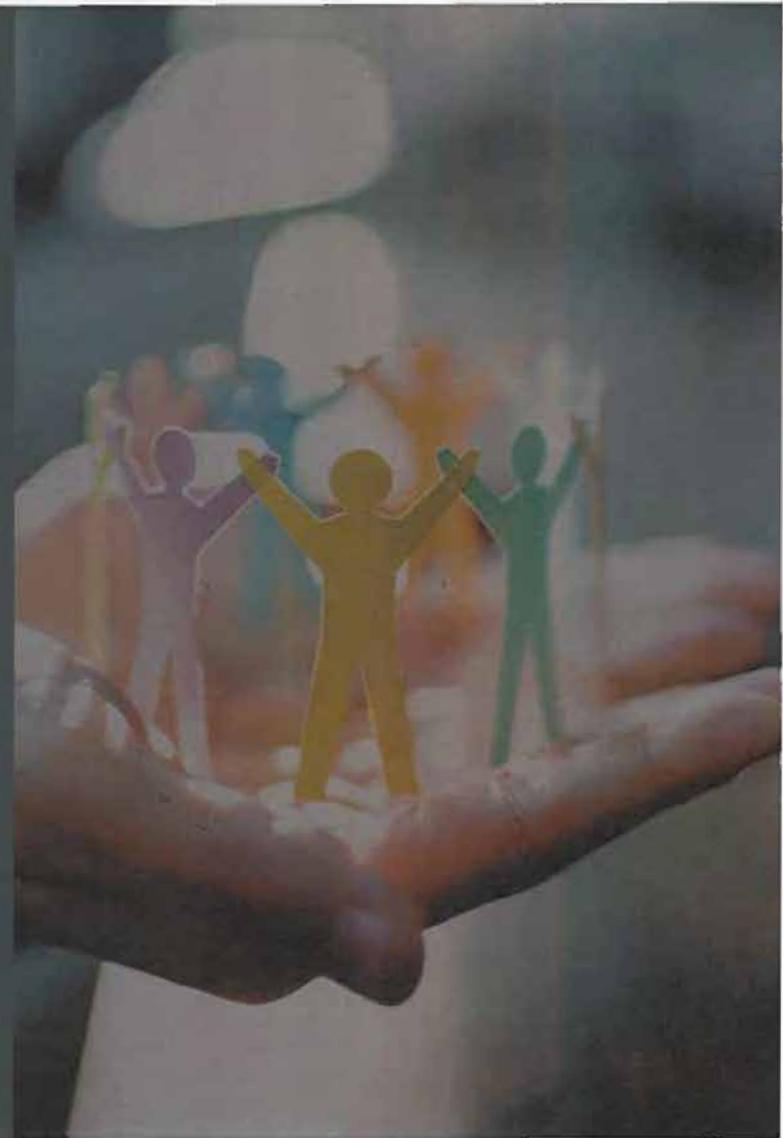
DIVERSITY AND INCLUSION

Welcome everyone to our community. Learn about our differences and appreciate what makes us special.



CITY ATTORNEY HILLARY EVANS

- **GOVERNANCE REVIEW**
 - **COUNCIL RULES**
 - **ROLES**
 - **CONDUCT**
 - **OPMA/PRA REFRESHER**



COMMUNICATIONS OFFICER MAGI AGUILAR

- STAFF MORALE



STAFF FEELINGS ABOUT MORALE.....

HOPEFUL

- "IT HAS IMPROVED TREMENDOUSLY IN THE PAST YEAR OR SO. THE TRAJECTORY HAS BEEN UPWARD."
- "STAFF I ENCOUNTER FEEL MORE VALUED AND ARE STARTING TO TRUST THAT THEIR OPINIONS CAN BE SHARED."
- "MORALE IS GENERALLY GOOD IN MY DEPARTMENT."
- "WE ARE TIRED AND STRESSED, BUT WE KEEP SHOWING UP BECAUSE WE CARE ABOUT THE WORK"

UNHEARD OR UNEQUAL

- "NOT EVERYONE IS TREATED THE SAME OR HELD TO THE SAME STANDARDS."
- "NEW EMPLOYEES GET TREATED BETTER THAN LONG-TERM EMPLOYEES."
- "NOT EVERYONE FEELS SAFE OR COMFORTABLE SHARING CONCERNS, ESPECIALLY WHEN PAST EXPERIENCES SHOW THAT SPEAKING UP DOESN'T LEAD TO CHANGE"

TRUST & COMMUNICATION MATTER

- "IT IS ALWAYS BETTER TO OVER-SHARE. LACK OF CONTEXT LEADS TO RUMORS AND LOWER MORALE."
- "EMPLOYEES ARE INFORMED, IF AT ALL, SECOND TO SOCIAL MEDIA."
- "COMMUNICATION AND RECOGNITION GO A LONG WAY."

IT DEPENDS WHERE YOU WORK

- "IT VARIES GREATLY BETWEEN DEPARTMENTS AND IS HUGEY DEPENDENT UPON THE SUPERVISOR."
- "MORALE IS GOOD DEPENDING ON THE DEPARTMENT YOU'RE IN AND WHO YOU WORK WITH."
- "SOME DEPARTMENTS ARE REALLY STRUGGLING WHILE OTHERS ARE POSITIVE PLACES."

STRESS, WORKLOAD, AND RETENTION ARE REAL

- "WE ARE STRUGGLING TO RETAIN AND HIRE GOOD EMPLOYEES."
- "WORKLOAD KEEPS INCREASING AS THE CITY GROWS."
- "MORALE IS HANGING BY A THREAD IN SOME AREAS."

.....AND YES FOOD CAME UP

- "MORE PIZZA."
- "IT REVOLVES AROUND PIZZA PARTIES."
- "MORE DOUGHNUTS."



CITY ADMINISTRATOR SABRINA COMBS

- **LOOKING AHEAD**
 - **COUNCIL CALENDAR CHANGES**
 - **ADVISORY BOARDS**
 - **COMMUNITY EVENTS**

COUNCIL CALENDAR CHANGES

- Summer meeting schedule
- Discussion of other potential changes

City Council Calendar 2026

■ Holiday Observed
■ City Council Meeting
■ CC Agenda Bkgs & Presentations due
■ City Council Workshop
■ CC Workshop Summary Statements & Presentations Due
■ Other Important Dates
 2 Week Submittal Deadline for Legal Review

JANUARY							FEBRUARY						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
28	29	30	31	1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31							

MARCH							APRIL						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30		

MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
26	27	28	29	30	1	2	3	4	5	6	7	8	9
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30	1	2	3	4
31													

JULY							AUGUST						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
28	29	30	1	2	3	4	1	2	3	4	5	6	7
5	6	7	8	9	10	11	8	9	10	11	12	13	14
12	13	14	15	16	17	18	15	16	17	18	19	20	21
19	20	21	22	23	24	25	22	23	24	25	26	27	28
26	27	28	29	30	31		29	30	31	1	2	3	4

SEPTEMBER							OCTOBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
30	1	2	3	4	5	6	3	4	5	6	7	8	9
7	8	9	10	11	12	13	10	11	12	13	14	15	16
14	15	16	17	18	19	20	17	18	19	20	21	22	23
21	22	23	24	25	26	27	24	25	26	27	28	29	30
28	29	30					31						

NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	29	30	1	2	3	4	5
8	9	10	11	12	13	14	6	7	8	9	10	11	12
15	16	17	18	19	20	21	13	14	15	16	17	18	19
22	23	24	25	26	27	28	20	21	22	23	24	25	26
29	30						27	28	29	30	31		

ADVISORY BOARDS

TRAINING

- The Mayor and staff will be working with the Advisory Boards this year to provide more education of the role of staff, Council, and Advisory Boards for policy making, work product, and community engagement.

RECOGNITION

- Development of a recognition program for advisory board volunteers, such as certificates of appreciation when terms end, or an annual luncheon.



ADVISORY BOARDS

NEPOTISM

- Employee Policy Manual Section 2.11 Personal/Family Relationships (Nepotism) highlights potential conflict of interest for employees with close personal relationships and/or relatives.
- At the January 6, 2026, Council Meeting, the reappointment of advisory board members was tabled to allow for discussion of this matter at today's retreat.
- The current advisory board application requests information about the applicant's relationships.
“Are you related to anyone employed by the City (including as a contractor or vendor) or serving on City Council or another board/commission/committee?”
- Oak Harbor Municipal Code (OHMC) Section 2.65.005, Uniform Policies for Boards, Commissions, and Committees, could be amended to add language about nepotism.

2026 COMMUNITY EVENTS

- Holland Happening Parade
- Fourth of July Parade

STAFF COORDINATES

- Vehicle for Council
- Signage

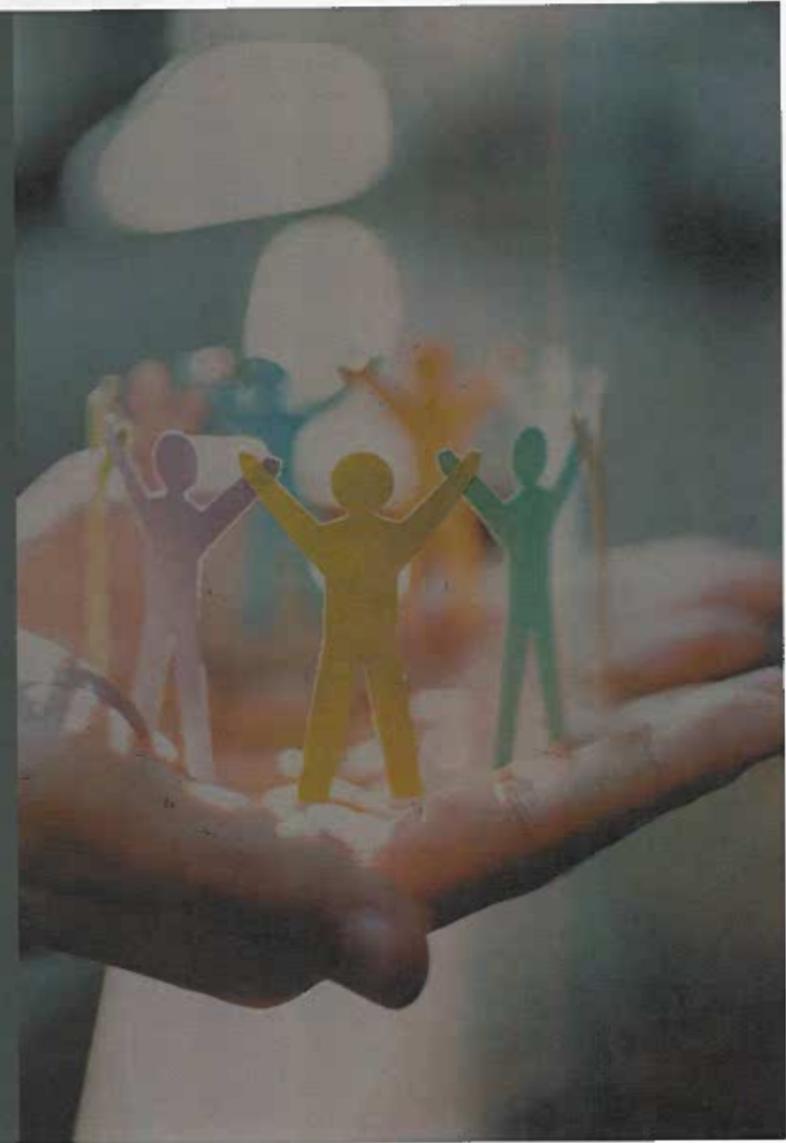
NEEDS



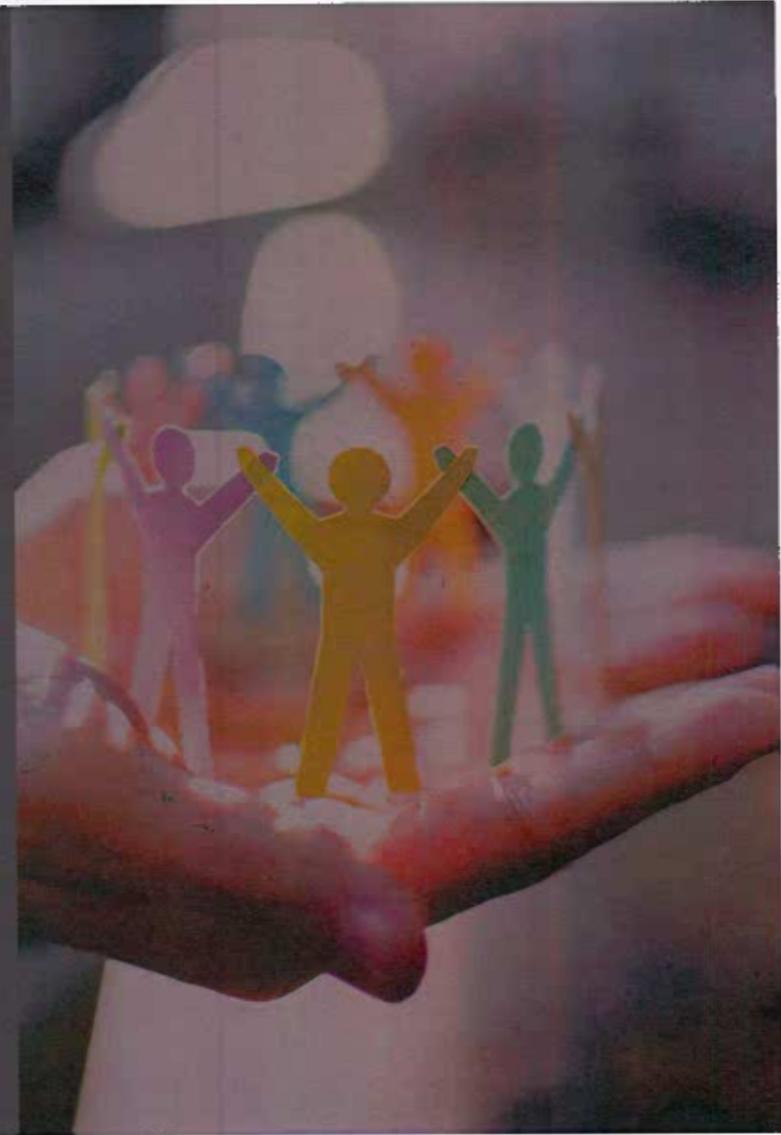
- Councilmembers' confirmation of attendance to assist in coordinating with event planners and ensure any required Notice of Attendance is issued.

DEPUTY CITY ADMINISTRATOR DAVID GOLDMAN

- **BUDGET GAMES**



TEAM BUILDING
ACTIVITY:
WORD SHUFFLE



CITY COUNCIL PRIORITIES

- 2026 LEGISLATIVE
- REVIEW CURRENT
- NEW 2027-2028



ADOPTED LEGISLATIVE PRIORITIES

2026



Legislative Priorities

Advocating for funding and legislation that will move Oak Harbor into the future



Public Safety and Health Care

Create additional funding tools and resources to improve public safety. Advocate for alternative funding or subsidies to support access to integrative health care.



Housing and Childcare Availability

Partner with Island County, State, and Federal agencies to expand workforce housing and childcare options. Pursue funding sources to support local developments and advocate for necessary code changes to address anticipated growth.



Indigent Defense Costs

Advocate for funding and incentives to increase the number of indigent defense attorneys in rural and non-metro communities and address rising cost impacts to municipalities.



Planning for Growth

Identify partners and funding to address anticipated growth to support improvements to facilities, transportation, and utility enhancements. Advocate for foot ferries for our community and increase reliable ferry service. Long-term planning for Deception Pass and water lines.



Economic Development

Advocate for changes to state regulations regarding economic development activities by encouraging public-private partnerships. Facilitate and encourage investments in development projects within the City of Oak Harbor.



Public Records Management

Advocate for legislative reforms to public records statutes that provide municipalities with flexibility and resources to manage public record requests to ease the burden on staff and rising costs of fulfilling requests. Costs could strain budgets and threaten a city financially.



Naval Air Station Whidbey Island (NASWI)

Continue NASWI joint partnerships across the island to support active duty, veterans, and their families.

CURRENT PRIORITIES

 2025-2026 PRIORITIES								
PUBLIC INVOLVEMENT	PROMOTE/ IMPLEMENT HOUSING ACTION PLAN	INCREASED POLICE ENGAGEMENT	EMPLOYEE MORALE/ STAFFING AND WORKLOADS/ EQUITY	ROADWAY PROJECTS	PARK MAINTENANCE	REPAIR UTILITY INFRASTRUCTURE	WATER STORAGE AND SUPPLY	CONNECTING DOWNTOWN AND MARINA
Foster Engagement	Create a Housing Task Force	Add Additional Shift	Address Workloads by Understanding Priorities	Annual/TBD Streets Improvements	Park Renovations and Improvements IN PROGRESS	Water System Plans and Studies	Water System Plans and Studies	Ecology Integrated Planning Grant for the CDA
Participate and Promote Community Events	Adopt a Multi-Family Tax Exemptions (MFTE) Program IN PROGRESS	Increase Outreach	Schedule Additional Staff Trainings	Implement Safe Streets and Roads for All Program	Athletic Field Renovations IN PROGRESS	Water Main and Transmission Upgrades and Replacements	Pump Station Upgrades and Improvements IN PROGRESS	Dredging
Share Project Information	Address State Laws Regarding Density IN PROGRESS	Conduct Community Survey	Negotiate Collective Bargaining Agreements IN PROGRESS	SE Pioneer Way between City Beach and SR20	Urban Forestry Management Plan IN PROGRESS		Supervisory Control and Data Acquisition IN PROGRESS	Marina Development Plan IN PROGRESS
Highlight Staff Achievements	Support Development of Affordable Housing Units IN PROGRESS		Review and Update Employee Policy Manual		Recreation Center Feasibility Study IN PROGRESS		Well Replacement IN PROGRESS	1081 & 1091 SE Pioneer Way Property Redevelopment IN PROGRESS

DEPARTMENT PRIORITIES



COMMUNITY DEVELOPMENT



2026 DEPARTMENT PRIORITIES

- **HIRE OPEN POSITIONS: CODE ENFORCEMENT OFFICER & ADMINISTRATIVE ASSISTANT**
CIVIL CODE ENFORCEMENT IS CURRENTLY UNDER THE AUTHORITY OF THE POLICE DEPARTMENT PURSUANT TO OHMC 6.25.060: SWITCH AUTHORITY TO CDS (ORD WITH COUNCIL).
UPDATE CE JOB DESCRIPTION ACCORDINGLY.
UPDATE ADMINISTRATIVE ASSISTANT JOB DESCRIPTION.
- **2025-2045 COMPREHENSIVE PLAN PERIODIC UPDATE**
CLIMATE, HOUSING, TRANSPORTATION, INFRASTRUCTURE, PARKS
- **WINDJAMMER PARK WINDMILL**
ENTITLEMENTS (SHORELINE, FLOOD, CUP AND VAR, SITE PLAN)
- **LAMA PERMIT SOFTWARE**
EVALUATE EFFICIENCY: USER-FRIENDLINESS OF ONLINE PORTAL; QUALITY OF VENDOR SUPPORT; PERMIT REPORT GENERATION.
- **WATERFRONT DISTRICT MASTER PLAN**
WORK WITH COUNCIL TO BEGIN IMPLEMENTING DESIRED TOOLS IN THE ADOPTED VISION TO ACTION PLAN:
 - POLICY
 - PROGRAMMING
 - CAPITAL IMPROVEMENTS
- **STANDARD OPERATING PROCEDURES (SOPS)**
MAP PROCESSING/PROCEDURES
- **LONG-RANGE / CODE WORK**
FLOOD UPDATES (POLICY DISCUSSIONS ON CRS)
ZONING CODE WORK TO ACCOMMODATE INFILL/MISSING MIDDLE TO ACCOMPANY PERIODIC UPDATE
BUILDING CODE UPDATES TO ALIGN WITH CURRENT IRC AND IBC

FINANCE



2026
DEPARTMENT
PRIORITIES

- 2027-28 BIENNIAL BUDGET PROCESS AND ADOPTION
- ERP (ENTERPRISE RESOURCE PLANNING) IMPLEMENTATION
- 2026 LEGISLATIVE PRIORITY SUPPORT
- COUNCIL MUNICIPAL FINANCE EDUCATION
- “LET’S TALK FINANCE” VIDEO SERIES
- LOCAL BUSINESS & OCCUPATION TAX

- **IMPLEMENT PARAMEDIC SERVICES**

ESTABLISH AND FULLY IMPLEMENT AN ADVANCED LIFE SUPPORT (ALS) PARAMEDIC SERVICE IN 2026. THIS INITIATIVE WILL ENHANCE PATIENT CARE, IMPROVE CLINICAL OUTCOMES, AND STRENGTHEN THE DEPARTMENT'S EMERGENCY MEDICAL RESPONSE CAPABILITIES, ENSURING A HIGHER LEVEL OF SERVICE FOR THE OAK HARBOR COMMUNITY.

- **OFFICER DEVELOPMENT SCHOOL**

ESTABLISH AND DELIVER AN EIGHT-WEEK OFFICER DEVELOPMENT SCHOOL DESIGNED TO PREPARE FUTURE OFFICERS FOR SUPERVISORY AND COMMAND ROLES. THE PROGRAM WILL FOCUS ON LEADERSHIP DEVELOPMENT, TACTICS AND STRATEGIES, DECISION-MAKING, POLICY APPLICATION, AND PROFESSIONAL EXPECTATIONS TO ENSURE A STRONG PIPELINE OF CAPABLE, WELL-PREPARED OFFICERS.

- **IMPROVE DATA AND ANALYTICS FOR DECISION-MAKING AND ACCOUNTABILITY**

UPGRADE THE DEPARTMENT'S DATA INFRASTRUCTURE BY UTILIZING A NEW SQL SERVER AT ICOM AND INTEGRATING FIRSTWATCH. THIS EFFORT WILL SUPPORT ACCURATE, TIMELY, AND DATA-DRIVEN DECISION-MAKING WHILE ENHANCING PERFORMANCE MEASUREMENT, GOAL TRACKING, OPERATIONAL ACCOUNTABILITY, AND LONG-TERM STRATEGIC PLANNING.

- **TRAIN AND ONBOARD NEW PERSONNEL**

SUCCESSFULLY TRAIN AND ONBOARD NEW PERSONNEL THROUGH A DEPARTMENT-LED FIRE ACADEMY. EACH MEMBER WILL OBTAIN WASHINGTON STATE FIREFIGHTER CERTIFICATION AND EMT OR PARAMEDIC CERTIFICATION, ENSURING OPERATIONAL READINESS, PROFESSIONAL COMPETENCE, AND LONG-TERM WORKFORCE SUSTAINABILITY.

- **OPEN AND OPERATIONALIZE STATION 82**

COMPLETE THE OPENING OF STATION 82, INCLUDING FINAL CONSTRUCTION AND FINISHING, FULL STATION OUTFITTING, AND THE PLACEMENT INTO SERVICE OF A NEW FIRE ENGINE. THIS PRIORITY ENSURES THE STATION IS FULLY STAFFED, PROPERLY EQUIPPED, AND OPERATIONAL TO EFFECTIVELY MEET CURRENT AND FUTURE COMMUNITY RESPONSE NEEDS.

- **STRENGTHEN EMERGENCY MANAGEMENT AND EOC PREPAREDNESS**

ENHANCE THE CITY'S EMERGENCY MANAGEMENT CAPABILITIES BY CONDUCTING REGULAR EMERGENCY OPERATIONS CENTER (EOC) TRAINING AND EXERCISES. THIS INCLUDES IMPROVING INTERAGENCY COORDINATION, REINFORCING NIMS AND ICS PRINCIPLES, VALIDATING EMERGENCY PLANS, AND ENSURING PERSONNEL ARE PREPARED TO MANAGE COMPLEX, MULTI-AGENCY INCIDENTS AND DISASTERS.

FIRE



2026 DEPARTMENT PRIORITIES

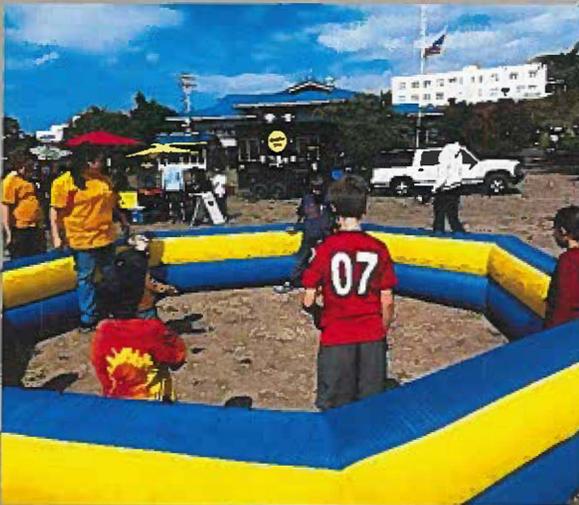
- CLASSIFICATION AND COMPENSATION STUDY FOR NON-REPRESENTED
- LABOR AGREEMENT NEGOTIATIONS FOR POLICE COMMISSIONED AND NONCOM
- ERP (ENTERPRISE RESOURCE PLANNING)-HR, TIME & PAYROLL IMPLEMENTATION
- POLICY ADMINISTRATION, MANAGEMENT, AND TRAINING
- LEARNING & DEVELOPMENT TRAINING
- WORKSAFE EMPLOYER

HUMAN RESOURCES



2026
DEPARTMENT
PRIORITIES

PARKS AND RECREATION



2026 DEPARTMENT PRIORITIES

- **MARINA DREDGING & BREAKWATER**
19/19 PERMITS SUBMITTED. 8/19 PERMITS RECEIVED. THE PROJECT IS PRESENTLY UNDERGOING NATIONAL ENVIRONMENTAL POLICY ACT (NEPA) REVIEW, SECTION 7 OF THE ENDANGERED SPECIES ACT (ESA) CONSULTATION, AND SECTION 106 NATIONAL HISTORIC PRESERVATION ACT (NHPA) REVIEW AS PART OF THE USACE PERMIT APPLICATION THAT WAS SUBMITTED ON APRIL 18, 2024. WASHINGTON STATE ENVIRONMENTAL POLICY ACT (SEPA) COMPLIANCE COMMENCED IN AUGUST OF 2025.

- **PICKLEBALL COURTS**
100% DESIGN PLANS AND PROJECT MANUAL FOR FORT NUGENT PICKLEBALL COURTS COMPLETED. ANY PERMIT REVIEW COMMENTS FROM THE GRADING & BUILDING PERMITS WILL BE INCLUDED IN THE SET BY FEBRUARY 25, 2026. RCO, WASHINGTON WILDLIFE AND RECREATION PROGRAM GRANT (\$500,000) APPLICATIONS APRIL 30, 2026 WITH AWARDS ANTICIPATED END OF YEAR.

- **RECREATION CENTER FEASIBILITY STUDY**
EXISTING DATA REVIEW, PROJECT WORK PLAN AND SCHEDULE COMPLETED. STATISTICALLY VALID SURVEY DRAFT UNDER REVIEW. IN-PERSON PROJECT KICKOFF WORKSHOP JANUARY 26, 2026. CITY COUNCIL WORKSHOP PRESENTATION JANUARY 27, 2026.

- **URBAN FORESTRY MANAGEMENT PLAN**
PROJECT WORK PLAN COMPLETED.
COMMUNITY ENGAGEMENT STRATEGY COMPLETED.
PAST AND CURRENT TREE CANOPY ASSESSMENT COMPLETED.
STAFF SURVEY COMPLETED.
URBAN FOREST BENCHMARKS DRAFT.
PUBLIC SURVEY DRAFT.
NEXT STEPS: EXTERNAL ENGAGEMENT, UFMP PRIMARY FRAMEWORK (VISION, GOALS & STRATEGIES), PLAN DEVELOPMENT, PRESENTATIONS AND ADOPTION.
COMPLETION JULY 2026.

- **PARKS AND RECREATION OPEN SPACE MASTER PLAN**
RFP SPRING 2026.

- **ATHLETIC FIELD RENOVATIONS**
FORT NUGENT FOOTBALL TURF FIELD AND LIGHTS. RCO YOUTH ATHLETIC FACILITIES GRANT APPLICATION APRIL 2026.
SOFTBALL IN-FIELD AND DUGOUTS EARLY SPRING 2026.

- **WINDJAMMER PARK IMPROVEMENTS- UNIVERSAL DESIGN PLAYGROUND**
PLANNING AND PERMITTING FOR LAGOON IMPROVEMENTS IN 2026-2027. NON-PERMITTED INSTALLATIONS LATE SPRING 2026.

- **WINDJAMMER WINDMILL (ROTARY CLUB PROJECT)**
PLAN REVIEW AND PERMITTING.
DONATION AGREEMENT DRAFTING 2026.
INSTALLATION/RIBBON CUTTING 2026/2027?

GOAL 1: STRENGTHEN STAFFING AND WORKFORCE READINESS

OBJECTIVE: ENSURE THE POLICE DEPARTMENT IS FULLY STAFFED, RESILIENT, AND POSITIONED TO MEET CURRENT AND FUTURE PUBLIC SAFETY DEMANDS.

FILL ALL VACANT COMMISSIONED AND PROFESSIONAL STAFF POSITIONS. REDUCE RELIANCE ON OVERTIME BY RESTORING MINIMUM STAFFING LEVELS. SUPPORT RECRUITMENT, ONBOARDING, AND RETENTION EFFORTS TO MAINTAIN OPERATIONAL CONTINUITY. PRIORITIZE STAFFING ASSIGNMENTS THAT DIRECTLY IMPACT PATROL COVERAGE, INVESTIGATIONS, AND COMMUNITY SAFETY.

GOAL 2: COMMISSION AND OPERATIONALIZE THE PUBLIC SAFETY TRAINING CENTER

OBJECTIVE: MAXIMIZE THE CITY'S INVESTMENT IN TRAINING INFRASTRUCTURE WHILE ENHANCING REGIONAL PUBLIC SAFETY PARTNERSHIPS.

FULLY COMMISSION THE OAK HARBOR PUBLIC SAFETY TRAINING CENTER FOR OPERATIONAL USE. EXECUTE USER AGREEMENTS WITH REGIONAL LAW ENFORCEMENT AGENCIES. EXPAND TRAINING OPPORTUNITIES FOR OAK HARBOR OFFICERS, INCLUDING FIREARMS, DEFENSIVE TACTICS, AND SCENARIO-BASED TRAINING. POSITION OAK HARBOR AS A REGIONAL TRAINING HUB TO OFFSET COSTS AND STRENGTHEN INTERAGENCY COLLABORATION.

GOAL 3: ENHANCE REGIONAL DRUG ENFORCEMENT CAPABILITY

OBJECTIVE: STRENGTHEN EFFORTS TO DISRUPT ILLEGAL DRUG ACTIVITY THROUGH REGIONAL COLLABORATION. FILL THE VACANT OAK HARBOR POLICE DEPARTMENT DRUG OFFICER POSITION ASSIGNED TO THE SKAGIT COUNTY INTERLOCAL DRUG ENFORCEMENT UNIT (SCIDEU). RESTORE OAK HARBOR'S FULL PARTICIPATION IN COUNTYWIDE NARCOTICS INVESTIGATIONS. IMPROVE INVESTIGATIVE CAPACITY RELATED TO FENTANYL, METHAMPHETAMINE, AND OTHER CONTROLLED SUBSTANCES IMPACTING THE COMMUNITY.

GOAL 4: MODERNIZE EVIDENCE STORAGE AND FIREARMS SAFEKEEPING

OBJECTIVE: IMPROVE EVIDENCE SECURITY, COMPLIANCE, AND PUBLIC SAFETY THROUGH FACILITY UPGRADES. COMPLETE CONSTRUCTION AND IMPLEMENTATION OF THE SAFEKEEPING FIREARMS GRANT PROJECT. UPDATE AND MODERNIZE EVIDENCE STORAGE INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS. IMPROVE EFFICIENCY, ACCOUNTABILITY, AND COMPLIANCE WITH EVIDENCE HANDLING BEST PRACTICES. ENHANCE PUBLIC TRUST THROUGH SECURE AND TRANSPARENT PROPERTY MANAGEMENT PROCESSES.

GOAL 5: IMPROVE EMERGENCY COMMUNICATIONS AND INTEROPERABILITY

OBJECTIVE: ENSURE RELIABLE, REDUNDANT COMMUNICATIONS DURING CRITICAL INCIDENTS. ADD A SECOND POLICE RADIO FREQUENCY CHANNEL DEDICATED TO CRITICAL EVENTS AND MAJOR INCIDENTS. IMPROVE OPERATIONAL COORDINATION DURING EMERGENCIES, ACTIVE INCIDENTS, AND MULTI-AGENCY RESPONSES. REDUCE RADIO CONGESTION AND ENHANCE OFFICER SAFETY DURING HIGH-RISK OPERATIONS. STRENGTHEN INTEROPERABILITY WITH REGIONAL PUBLIC SAFETY PARTNERS.

GOAL 6: IMPROVE TRANSPARENCY AND PUBLIC ACCESS THROUGH TECHNOLOGY

OBJECTIVE: ENHANCE COMMUNICATION WITH THE COMMUNITY BY MODERNIZING DIGITAL PLATFORMS. UPDATE AND REDESIGN THE OAK HARBOR POLICE DEPARTMENT WEBSITE. IMPROVE ACCESSIBILITY TO INFORMATION SUCH AS SERVICES, REPORTING OPTIONS, RECRUITMENT, AND COMMUNITY RESOURCES. ENSURE TIMELY AND ACCURATE PUBLIC INFORMATION SHARING. SUPPORT TRANSPARENCY, COMMUNITY ENGAGEMENT, AND TRUST THROUGH IMPROVED ONLINE PRESENCE.



POLICE

2026 DEPARTMENT PRIORITIES

PUBLIC WORKS

- **WATER SYSTEM PLAN UPDATE (2026–2027)**

LAST COMPLETED IN 2014
OVERSEEN BY THE DEPARTMENT OF HEALTH

- **SEWER COMPREHENSIVE PLAN UPDATE (2026–2027)**

LAST COMPLETED IN 2008
OVERSEEN BY THE DEPARTMENT OF ECOLOGY

- **STORMWATER COMPREHENSIVE PLAN UPDATE (2026–2027)**

LAST COMPLETED IN 2020
SOME PREVIOUSLY RECOMMENDED PROJECTS PROPOSED FOR CANCELLATION
OVERSEEN BY THE DEPARTMENT OF ECOLOGY

- **TRANSPORTATION COMPREHENSIVE PLAN UPDATE (2026–2027)**

LAST COMPLETED IN 2016
REQUIRED UNDER THE GROWTH MANAGEMENT ACT

- **WATERFRONT DISTRICT MASTER PLAN (2026–2027)**

VISION TO ACTION PLAN ADOPTED UNANIMOUSLY BY CITY COUNCIL IN 2025

- **INFLOW AND INFILTRATION (I&I) SANITARY SEWER CORRECTION PROGRAM (CONSTRUCTION 2026–2027)**

SUPPORTED BY U.S. REPRESENTATIVE RICK LARSEN
ONE OF ONLY SIX INFRASTRUCTURE AWARDS IN THE 2ND CONGRESSIONAL DISTRICT

- **SE 4TH AVENUE & GLENCOE STREET WATER MAIN REPLACEMENT AND PAVEMENT OVERLAY (CONSTRUCTION 2026)**

FUNDED BY TRANSPORTATION BENEFIT DISTRICT (TBD) AND WATER FUNDS

- **MIDWAY BOULEVARD IMPROVEMENTS – DESIGN & PERMITTING (2026–2027)**

FUNDED BY ISLAND REGIONAL TRANSPORTATION PLANNING ORGANIZATION (FEDERAL GRANT)

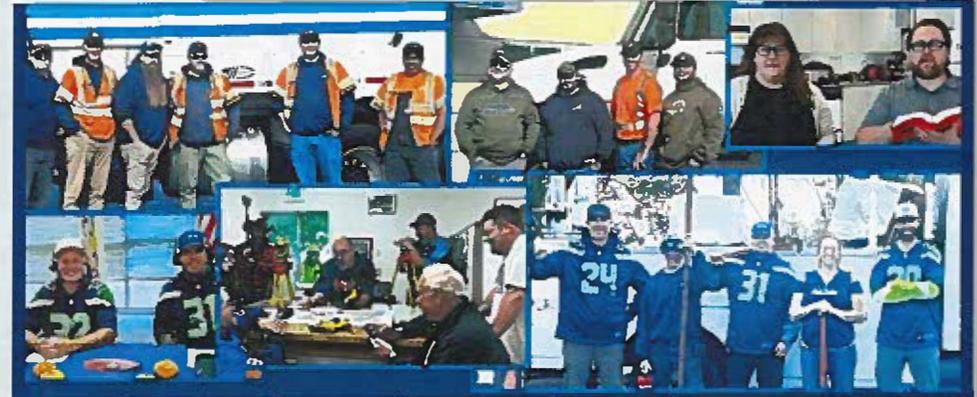
- **WATER SYSTEM SCADA UPGRADES (INSTALLATION 2025–2026)**

EXISTING SYSTEM RELEASED IN 2009 AND NEARING OBSOLESCENCE
WILL CONNECT TEN KEY WATER FACILITIES

- **STAFFING IMPROVEMENTS – A MILESTONE WORTH CELEBRATING**

ABOUT TWO-THIRDS OF THE DEPARTMENT'S STAFF ARE NEW TO THE CITY OR IN NEW LEADERSHIP ROLES

THANK YOU TO THE TEAM FOR THEIR DEDICATION AND TRANSITION EFFORTS



2026 DEPARTMENT PRIORITIES

2027-2028 COUNCIL PRIORITIES

OBJECTIVE

To achieve a clear and concise list of the City Council's top priorities to aid staff in preparing the 2027-2028 Biennial Budget and Capital Improvements Plan.

OVER-ARCHING GOALS

1. Public Involvement
2. Promote/Implement Housing Action Plan
3. Increased Police Engagement
4. Employee Morale/Staffing and Workloads/Equity
5. Roadway Projects
6. Park Maintenance
7. Repair Utility Infrastructure
8. Water Storage and Supply
9. Connecting Downtown and Marina



THANK
YOU

Subject: ACTION ITEM: 2026 Advisory Board, Commission, and Committee Re-Appointments
Submitted By: Julie Nester, City Clerk
Macalle Finkle, Executive Services Coordinator

RECOMMENDED ACTION

City Council confirmation of the Mayor's re-appointments to the Art Commission, Historic Preservation Commission, Lodging Tax Advisory Commission, Marina Advisory Commission, Parks and Recreation Advisory Commission, Planning Commission, and Police Community Advisory Board for the term January 1, 2026, to December 31, 2027.

BACKGROUND / SUMMARY INFORMATION

At their January 6, 2026 regular meeting, it was moved, seconded and approved to table the 2026 re-appointments pending further discussion at the City Council's January 8, 2026 Council Retreat and to move the item forward to the January 20, 2026 regular meeting. At their January 20, 2026 regular meeting, it was moved, seconded and approved to move this item to the January 27, 2026 workshop for further discussion and potential action.

The City adopted ordinance amendments effective January 1, 2024, which realigned the terms of office for advisory boards to make member tracking and the appointment process more consistent. Section 2.65.100 of the Oak Harbor Municipal Code provides for two-year terms with expiration dates on December 31 of each year. Even-numbered positions expire in even years, and odd-numbered positions expire in odd years. The terms of existing board members in odd-numbered positions at the time of the ordinance amendment were reset to January 1, 2024 through December 31, 2025.

Staff solicited new applications as well as member re-appointments ahead of the December 31, 2025, term-end dates. The attached list sets forth the members selected for reappointment for the term January 1, 2026 through to December 31, 2025.

LEGAL AUTHORITY

Oak Harbor Municipal Code Chapter 2.65, Uniform Policies for Boards, Commissions, and Committees

FISCAL IMPACT

N/A

PREVIOUS COUNCIL / BOARD / CITIZEN INPUT

January 6, 2026 City Council Meeting discussion.
January 20, 2026 City Council Meeting discussion

ATTACHMENTS

1. 2026 Advisory Board Reappointments

2026 Advisory Board Reappointments

Advisory Board	Position	Name	Term Start	Term End	Term Notes
Arts Commission	Position 1	VACANT	1/1/2026	12/31/2027	
Arts Commission	Position 3	Robert Sanders	7/1/2025 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Arts Commission	Position 5	Cynthia Mason	1/1/2024 1/1/2026	12/31/2025 12/31/2027	First Term Second Term
Arts Commission	Position 7	VACANT	1/1/2026	12/31/2027	
Community Police Advisory Board (CAB)	Position 1	Melinda Buchanan	4/2/2024 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Community Police Advisory Board (CAB)	Position 3	VACANT	1/1/2026	12/31/2027	
Police Community Advisory Board (CAB)	Position 5	Martin Malloy	5/21/2024 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Police Community Advisory Board (CAB)	Position 7	VACANT	1/1/2026	12/31/2027	
Historic Preservation Commission	Position 1	Gideon Cauffman	1/1/2024 1/1/2026	12/31/2025 12/31/2027	First Term Second Term
Historic Preservation Commission	Position 3	Nick Hamden	1/1/2024 1/1/2026	12/31/2025 12/31/2027	First Term Second Term
Historic Preservation Commission	Position 5	VACANT	1/1/2026	12/31/2027	
Historic Preservation Commission	Position 7	VACANT	1/1/2026	12/31/2027	
Lodging Tax Advisory Committee	Collector 1	VACANT	1/1/2026	12/31/2027	
Lodging Tax Advisory Committee	Collector 3	VACANT	1/1/2026	12/31/2027	
Lodging Tax Advisory Committee	Receiver 1	Allenda Jenkins	5/7/2024 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Lodging Tax Advisory Committee	Receiver 3	VACANT	1/1/2026	12/31/2027	
Marina Advisory Commission	Position 1	Cathy Proses	7/1/2025 1/1/2026	12/31/2025 12/31/2027	First Term Second Term
Marina Advisory Commission	Position 3	J.J. Jones	1/1/2024 1/1/2026	12/31/2025 12/31/2027	First Term Second Term
Marina Advisory Commission	Position 5	Mike Bobeck	1/1/2026	12/31/2027	First Term
Marina Advisory Commission	Position 7	Louie Foster	4/2/2024 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term

Parks and Recreation Advisory Commission	Position 1	Carrie Stucky	12/1/2022 1/1/2024 01/01/2026	12/31/2023 12/31/2025 12/31/2027	Unexpired Term First Term Second Term
Parks and Recreation Advisory Commission	Position 3	Natalia Talo	11/18/2025 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Parks and Recreation Advisory Commission	Position 5	Tom Jones	5/1/2023 01/01/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Parks and Recreation Advisory Commission	Position 7	Vicki Biggs	4/2/2024 1/01/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Planning Commission	Position 1	Jeffrey Ward	9/16/2025 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Planning Commission	Position 3	Cody Bakken	12/2/2025 1/1/2026	12/31/2025 12/31/2027	Unexpired Term First Term
Planning Commission	Position 5	VACANT	1/1/2026	12/31/2027	
Planning Commission	Position 7	VACANT	1/1/2026	12/31/2027	

rev. 1/2/2026

Subject: Discussion: Draft Ordinance: Adopting Oak Harbor Municipal Code Section 2.65.140 (Nepotism) relating to Boards, Commissions, and Committees
Submitted By: Julie Nester, City Clerk
Hillary Evans, City Attorney

SUMMARY INFORMATION

The Council has recently discussed whether there should be any prohibition on nepotism with regard to appointees to advisory boards, commissions, and committees. Council discussed this topic at their regularly scheduled January 6, 2026 meeting and at their Council Retreat on January 8, 2026.

At the regularly scheduled City Council meeting on January 20, 2026, the Council voted to postpone action on board and commission re-appointments to their January 27, 2026 workshop. They asked that staff include in that workshop a discussion of a potential ordinances related to section regarding nepotism as relates to service on the City's advisory boards, commissions, and committees by members of a City Councilmember's family.

City Attorney Hillary Evans has prepared two potential options for a draft ordinance for Council discussion. If, following discussion, the Council determines that they wish to move forward, an item for Council action may be placed on the February 3, 2026 regular meeting agenda.

If the Council wishes to pursue an ordinance related to nepotism, the Council may also wish to consider its effective date - whether it would go into effect immediately (potentially impacting the ability for sitting members to continue their current terms), beginning the next terms for each board or committee member, or some alternate date in the future to allow the City time to seek replacements for boardmembers impacted by the ordinance.

FISCAL IMPACT

N/A

PREVIOUS COUNCIL / BOARD / CITIZEN INPUT

January 6, 2026 City Council Regular Meeting
January 8, 2026 City Council Special Meeting — Council Retreat
January 20, 2026 City Council Regular Meeting

ATTACHMENTS

1. Draft Ordinance Adopting OHMC Section 2.65.140 Option 1
2. Draft Ordinance Adopting OHMC Section 2.65.140 Option 2

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF OAK HARBOR, WASHINGTON ADOPTING SECTION 2.65.140 OF THE OAK HARBOR MUNICIPAL CODE RELATED BOARDS, COMMISSIONS, AND COMMITTEES; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the City of Oak Harbor has adopted uniform policies for its boards, commissions, and committees, codified in Chapter 2.65 of the Oak Harbor Municipal Code (“OHMC”); and

WHEREAS, the City Council believes that adopting a nepotism policy related to boards, commissions, and committees is in the best interest of the City;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF OAK HARBOR do ordain as follows:

Section One. Adopting OHMC 2.65.140 (Nepotism). Oak Harbor Municipal Code Section 2.65.140 entitled “Nepotism” is hereby amended to read as follows:

2.65.140 Nepotism.

- (1) The city council will not appoint or confirm appointment of relatives of city council members to boards, commissions, committees, or other appointed positions.
- (2) “Relative” means spouse or domestic partner, child, step-child, parent, step-parent, parent-in-law, grandparent, grandchild, sibling, aunt, uncle, niece, nephew, son- or daughter-in-law, brother- or sister-in-law.

Section Two. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid, the remainder or the Ordinance or the application of the provision to other persons or circumstances is not affected.

Section Three. Effective Date. This Ordinance shall be in full force and effect five (5) days after publication.

ADOPTED by the City Council this _____ day of _____, 2026.

THE CITY OF OAK HARBOR

By _____
Ronnie Wright, Mayor

Dated: _____

Attest:

Julie Nester, City Clerk

Approved as to Form:

Hillary Evans, City Attorney

Published: _____

DRAFT

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF OAK HARBOR, WASHINGTON ADOPTING SECTION 2.65.140 OF THE OAK HARBOR MUNICIPAL CODE RELATED BOARDS, COMMISSIONS, AND COMMITTEES; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the City of Oak Harbor has adopted uniform policies for its boards, commissions, and committees, codified in Chapter 2.65 of the Oak Harbor Municipal Code (“OHMC”); and

WHEREAS, the City Council believes that adopting a nepotism policy related to boards, commissions, and committees is in the best interest of the City;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF OAK HARBOR do ordain as follows:

Section One. Adopting OHMC 2.65.140 (Nepotism). Oak Harbor Municipal Code Section 2.65.140 entitled “Nepotism” is hereby amended to read as follows:

2.65.140 Nepotism.

- (1) No city councilmember shall serve on the same advisory board as a relative.
- (2) No city councilmember may vote on the appointment or to confirm appointment of a relative on any board, commission, or committee.
- (3) The city council will not appoint or confirm appointment of relatives of city council members to the Salary Commission or the Civil Service Commission.
- (4) “Relative” means spouse or domestic partner, child, step-child, parent, step-parent, parent-in-law, grandparent, grandchild, sibling, aunt, uncle, niece, nephew, son- or daughter-in-law, brother- or sister-in-law.

Section Two. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid, the remainder or the Ordinance or the application of the provision to other persons or circumstances is not affected.

Section Three. Effective Date. This Ordinance shall be in full force and effect five (5) days after publication.

ADOPTED by the City Council this _____ day of _____, 2026.

THE CITY OF OAK HARBOR

By _____
Ronnie Wright, Mayor

Dated: _____

Attest:

Julie Nester, City Clerk

Approved as to Form:

Hillary Evans, City Attorney

Published: _____

DRAFT

CITY OF OAK HARBOR
City Council Workshop Summary

No. a
Date: January 27, 2026

Subject: Oak Harbor Creative Arts Foundation - Memorandum of Understanding Proposal
Submitted By: Hillary Evans, City Attorney
Julie Nester, City Clerk

SUMMARY INFORMATION

The Oak Harbor Creative Arts Foundation is seeking to establish a framework for cooperation in supporting the arts in Oak Harbor and in the development of a performing arts center and makers space. This MOU would also establish a process for obtaining Washington State's designation of a Creative Arts District.

FISCAL IMPACT

N/A

PREVIOUS COUNCIL / BOARD / CITIZEN INPUT

Creative Arts Foundation Presentation to the Arts Commission 12.11.25

ATTACHMENTS

1. MOU Draft as reviewed by legal hje
2. Presentation - Oak Harbor Creative Arts Foundation

MEMORANDUM OF UNDERSTANDING

Between the City of Oak Harbor and the Oak Harbor Creative Arts Foundation

This Memorandum of Understanding (MOU) is entered into on _____, 2026, by and between the Oak Harbor Creative Arts Foundation ("OHCAF") and the City of Oak Harbor ("the City"), collectively referred to as the "Parties," to establish a framework for cooperation in supporting the arts in Oak Harbor and in the development of a performing arts center and makers space. This MOU will also establish a process for obtaining Washington State's designation of a Creative Arts District.

WHEREAS, the mission of the City and the Oak Harbor Arts Commission is to:

- Foster arts and cultural programs that enrich the City and its residents.
- Promote the development of a local arts community and support the success of individual artists.
- Coordinate and strengthen both new and existing arts organizations, while building partnerships with regional entities.
- Develop a public art program, including identifying funding sources.
- Further the vision of Oak Harbor as a vibrant and progressive community.

WHEREAS, OHCAF was established to create spaces and opportunities for creative learning and expression, with the goal of building a thriving arts district in Oak Harbor, where artistic spaces and year-round programs contribute to discovery, economic growth, and community well-being.

WHEREAS, the City is committed to fostering a vibrant community by supporting the arts which emphasizes the importance of the arts in enhancing quality of life, health, and well-being of the population, and in driving economic development.

WHEREAS, the Parties recognize that the arts play a key role in enhancing the community's economy by attracting visitors, creating local jobs, and fostering a robust local economy. The arts also contribute to public health by providing spaces for creative expression, reducing stress, improving mental health, and increasing social connectivity, all of which enhance the overall well-being of residents.

WHEREAS, the Parties share a common mission to serve the community by providing quality arts experiences that enhance health, well-being, and the overall vibrancy of Oak Harbor, while contributing to both the economic vitality and public health of the area.

NOW, THEREFORE, in consideration of the mutual goals and objectives set forth herein, the Parties agree as follows:

1. PURPOSE AND SCOPE

This MOU establishes the foundation for collaboration between the Parties in supporting arts initiatives and advancing the opening of a Makers Space and the construction of a Performing Arts & Events Center in Oak Harbor. This MOU serves as the framework for future agreements and projects

related to the sustainability and growth of the local arts community.

2. OBJECTIVES

The Parties will work together to achieve the following objectives:

- Support and promote the arts community in Oak Harbor.
- Develop and advocate for the creation of a Performing Arts & Event Center that will serve as both a cultural hub and an economic driver for the community.
- Foster partnerships with local, regional, and national arts organizations.
- Encourage public participation in arts and cultural activities to improve social cohesion, mental health, and community well-being.
- Explore funding opportunities for arts programs and facilities that will enhance economic opportunities, such as tourism, job creation, and local business growth.

3. RESPONSIBILITIES AND OBLIGATIONS OF THE PARTIES

- **City's Responsibilities.** The City will provide support for the arts as outlined by the City and its Parks & Recreation & Arts Commissions, assist in identifying potential locations for the Performing Arts Center, and engage in fundraising and community outreach efforts. The City will also highlight the economic and health benefits of arts-related initiatives in Oak Harbor, including creating jobs, attracting tourists, and improving residents' quality of life.
- **OHCAF:** OHCAF will lead the initiative in opening a Makers Space and Performing Arts & Events Center and spearhead the application process for the Creative Arts District designation. OHCAF will also lead efforts to demonstrate the arts' positive impacts on mental, emotional, and social well-being while advocating for the economic advantages of these arts programs. Both Parties will collaborate to ensure the successful execution of these initiatives.

4. AMENDMENT OR CANCELLATION OF THIS MOU

This MOU may be amended or canceled by mutual written consent of both Parties. Any amendments shall be incorporated into this MOU as necessary.

5. GENERAL PROVISIONS

- Both Parties will act in good faith and cooperate to achieve the shared goals outlined in this MOU.
- Any official agreements or contracts resulting from this MOU will be executed separately and in accordance with applicable laws.

6. INDEMNIFICATION

Each Party agrees to indemnify and hold harmless the other from any claims, damages, losses, and costs, including but not limited to attorney's fees, arising from negligence or willful misconduct related to this MOU. Both Parties waive immunity under Title 51 of the Revised Code of Washington for claims brought by their agents or employees against the other Party.

7. LIMITATION OF LIABILITY

Neither Party will be liable for any damages or losses arising from this MOU, except in cases of gross negligence or willful misconduct.

8. GOVERNING LAW

This MOU will be governed by the laws of the State of Washington. Any disputes arising from this MOU will be resolved in Island County, Washington.

9. ASSIGNMENT

Neither Party may assign or transfer its rights or obligations under this MOU without the prior written consent of the other Party, which shall not be unreasonably withheld.

10. ENTIRE UNDERSTANDING

This MOU constitutes the entire understanding between the Parties regarding the subject matter herein. Any future agreements between the Parties shall supersede any conflicting provisions of this MOU.

11. ADDITIONAL PROVISIONS

The Parties acknowledge and agree to the following:

- Both Parties will engage in periodic review meetings to assess progress and address any challenges.
- Future initiatives may include joint fundraising, grant applications, and other strategies to ensure the successful realization of the arts center and related programs.
- The Parties will collaborate on promoting the benefits of the arts, emphasizing the role of the arts in economic development, tourism, job creation, public health, and the overall well-being of Oak Harbor residents.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as of the date last signature hereon.

City of Oak Harbor:

The Oak Harbor Creative Arts Foundation

By:

By:



Oak Harbor Creative Arts Foundation



Board of Directors

Cynthia Mason PRESIDENT

Larry Mason VICE PRESIDENT

Lisa Sanchez SECRETARY

Cathy Rockwell TREASURER

Tiffany Scribner DIRECTOR

Lynn Goebel DIRECTOR

Anna Edwards DIRECTOR

Greg Goebel DIRECTOR

Margaret Croom DIRECTOR





Mission

Our mission is to create space and opportunities to learn and share, fostering growth in creative expression.



Vision

We see the future of the Oak Harbor area as a thriving holistic arts district. Creative people, artistic spaces and year-round opportunities, promote discovery, economic growth and the well-being of our community.





Value Proposition

Oak Harbor Creative Arts Foundation is building an environment that ensures access to the arts, while partnering and collaborating with our community.



Impact of the Arts

“...Arts activity creates thousands of direct and indirect jobs and generates billions in government and business revenues.

The arts also make our cities destinations for tourists, help attract and retain businesses, and play an important role in the economic revitalization of cities and the vibrancy of our neighborhoods.”

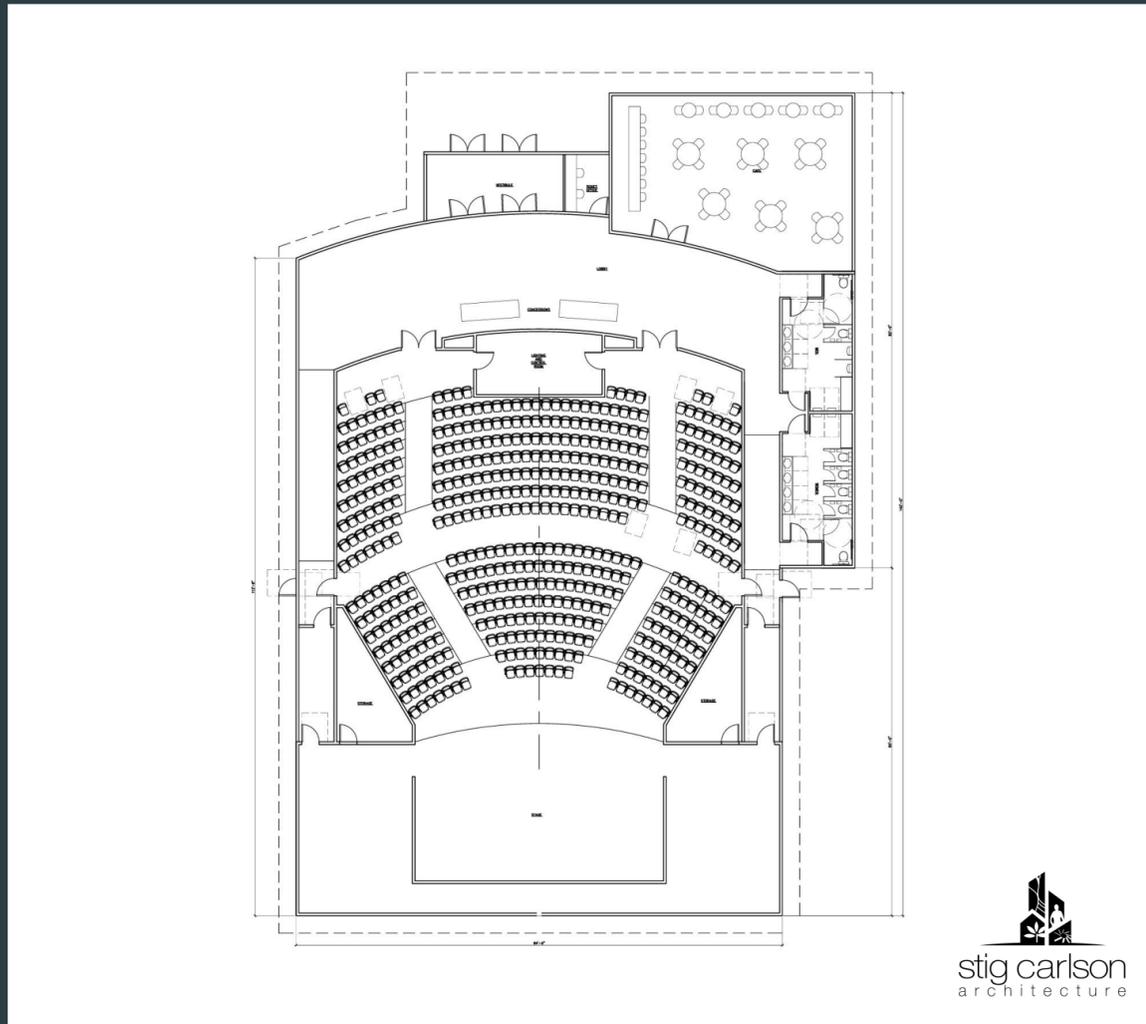
- Mary Hillary Schieve, Mayor, Reno, Nevada



Performing Arts Center Design Concept



Performing Arts Center Design Concept



Maker Space Design Concepts





Feasibility Study

Capital Campaign raised
\$35K for Phase 1





Align Missions for Greater Impact



The arts are not an accessory to a
strong community
— they are a driver of one.



The mission of the City of Oak Harbor and this Arts Commission is to:

1. Foster arts and cultural programs
2. To coordinate and strengthen new and existing arts organizations
3. To build meaningful partnerships with regional entities.



Our mission aligns with yours.

To create spaces and opportunities for creative learning and expression — and ultimately to build a thriving arts district in Oak Harbor, where artistic spaces and year-round programming fuel discovery, economic growth, and community well-being.



As the Arts Commission, you are focused on enhancing quality of life, supporting health and well-being, and driving local economic development.



Our partnership gives you the tools to do exactly that — with measurable outcomes, verifiable economic impact, job creation, and tangible improvements in community well-being.



Together we can achieve more
than any of us could
independently.

Let's make our visions a reality.



Subject: Comprehensive Emergency Management Plan 2026-2030
Submitted By: Travis Anderson, Fire Chief

SUMMARY INFORMATION

State law requires the City of Oak Harbor to establish and maintain a local emergency management organization and to develop, maintain, and submit a Comprehensive Emergency Management Plan (CEMP) that is consistent with the State of Washington’s Comprehensive Emergency Management Plan. The CEMP is required by state law to be reviewed and updated every five years to ensure continued compliance and alignment with state requirements.

The Emergency Management Plan prepared by the Director of Emergency Management and promulgated by the Mayor serves as the City’s official emergency management plan. This plan must be maintained, filed with the Office of the City Clerk, and distributed to appropriate City departments to ensure coordinated and effective emergency preparedness, response, and recovery across the organization.

FISCAL IMPACT

None

PREVIOUS COUNCIL / BOARD / CITIZEN INPUT

Fire Chief Anderson presented an overview of Emergency Management at the March 25, 2025 City Council Workshop. During the presentation, Chief Anderson discussed the State of Washington requirement to submit an updated Comprehensive Emergency Management Plan (CEMP) every five years and noted that the City of Oak Harbor’s CEMP update was required to be completed by January 2026.

The presentation also included discussion regarding the shared use of an Emergency Operations Center (EOC) with Island County. Chief Anderson outlined challenges associated with operating under differing EOC organizational structures and managing potential conflicts between separate Comprehensive Emergency Management Plans during multi-agency incidents.

ATTACHMENTS

1. COH_CEMP revised 2025 011326 ab
2. CEMP 2026



**CITY OF OAK HARBOR
COMPREHENSIVE EMERGENCY
MANAGEMENT PLAN
AND
IMPLEMENTING PROCEDURES
2026 – 2030**

*This document has been reviewed and approved by the
State of Washington Military Department Emergency Management Division
as required under Title 38.52.070 RCW.*

*The City of Oak Harbor Comprehensive Emergency Management Plan
addresses lawful requirements, is consistent with the Washington State CEMP,
and incorporates industry best practices.*

***This document is to be updated and submitted
to the State EMD for review in 2030.***

*Additional information and assistance are available through the
EMD's planning section at EMDCEMPPREVIEW@mil.wa.gov*

LETTER OF PROMULGATION

This document is adopted as the City of Oak Harbor’s Comprehensive Emergency Management Plan (CEMP), as approved by the City Council. It serves as the City’s official emergency plan, developed in recognition of the increasing risks and impacts of natural, human-caused, and technological hazards. The CEMP establishes roles, responsibilities, and coordination among City Departments, and other jurisdictions and agencies to ensure effective preparation for, response to, and recovery from emergencies and disasters. It is written in compliance with applicable federal and state regulations as well as Chapter 1.10 of the Oak Harbor Municipal Code.

The CEMP is an all-hazards plan, designed for use in any situation that exceeds the capacity of routine departmental response. A primary objective of this plan is to maximize the effective use of City resources during emergency operations.

This plan supersedes all previous versions of the City’s Comprehensive Emergency Management Plan and is effective immediately upon adoption.

Signed:

Submitted by:

Ronnie Wright
Mayor

Travis Anderson
Fire Chief/Director of Emergency Services

Date

Date

DISTRIBUTION LIST

CITY DEPARTMENTS	ADDRESS	INITIAL / DATE
Mayor Wright		
City Administrator		
Fire Chief		
Police Chief		
Public Works Director		
Finance Director		
City Attorney		
Dir. of Development Services		
Parks and Recreation Director		
Harbormaster		
Human Resources Director		
City Clerk		
ORGANIZATION / AGENCY	ADDRESS	INITIAL / DATE
Island County Dept. of Emergency Services	Island County Courthouse PO Box 5000 · 1 NE 6th Street 679-7370	
Dept. of Emer. Management Naval Air Station Whidbey	3730 N. Charles Porter Ave. Oak Harbor, WA 98278 (360) 257-3337	
WA State Military Department Emergency Management Div.	Camp Murray, WA 98430	
American Red Cross NW Chapter	2111 King St Bellingham WA 98225 360) 733-3290	
Whidbey Health	101 N. Main Street Coupeville, WA 98239 (360) 678-5151	
SCHOOLS	ADDRESS	INITIAL / DATE
Superintendent Oak Harbor School Dist. #201	350 South Oak Harbor St. Oak Harbor, WA 98277 (360) 679-5800	
Oak Harbor Christian School	675 East Whidbey Ave. Oak Harbor, WA 98277 (360) 675-2831	

CITY OF OAK HARBOR COMPREHENSIVE EMERGENCY MANAGEMENT PLAN
TABLE OF CONTENTS

[PROMULGATION](#) iii
[CHANGE RECORD](#) i
[DISTRIBUTION LIST](#) ii

BASIC PLAN

I. [INTRODUCTION](#) 1
 Mission 1
 Purpose 1
 Scope 1
 Concept of Lifeline 2
 Organization 3
II. [EMERGENCY POWERS](#) 6
 Authorities 6
 Assignment of Responsibilities 6
 Limitations 18
III. [EMERGENCY SITUATION](#) 14
 Emergency/Disaster Conditions and Hazards 14
 Planning Assumptions 14
IV. [CONCEPT OF OPERATIONS](#) 15
 General 20
 Emergency Management Concepts 22
 Whole Community Involvement 22
 Direction and Control 23
 Facilities 25
 Mitigation Activities 25
 Preparedness Activities 26
 Response Activities 26
 Recovery Activities 26
 Logistics 27
V. [RESPONSIBILITIES](#) 23
VI. [FINANCE](#) 24
VII. [ON-GOING PLAN MANAGEMENT AND MAINTENANCE](#) 25

APPENDICES

Appendix 1 [EMERGENCY OPERATIONS PLAN](#) 26
 [Action Checklists](#) 47 - 72
 [Emergency Activation Notification Guide](#) 73
Appendix 2 [Direction and Control](#) 76
Appendix 3 [Continuity of Government](#) 80
 [Lines of Succession](#) 82
Appendix 4 [Public Information](#) 83

Appendix 5	References	87
Appendix 6	Definitions and Abbreviations	89
Appendix 7	Administration and Records	97
Appendix 8	Emergency Fiscal Procedures and Records	99
Appendix 9	Training, Educational Services, and Exercises	104
Appendix 10	Proclamation of Local Emergency	107
Appendix 11	Community Lifelines- ESF Crosswalk and Status Summary	

ESF ANNEX GUIDE

ESF-1	Transportation	111
ESF-2	Communications	128
ESF-2.1	CyberSecurity	
ESF-3	Public Works and Engineering	134
ESF-4	Firefighting	134
ESF-5	Emergency Management	138
ESF-6	Emergency Assistance, Housing, and Human Services	147
	Mass Care (Part 1)	147
	Individual Assistance (Part 2)	151
	Shelter Sites	153
ESF-7	Logistics Management and Resource Support	154
	Human Resources	159
ESF-8	Public Health and Medical Services	163
ESF-9	Search and Rescue	170
ESF-10	Oil and Hazardous Materials Response	175
ESF-11	Agriculture and Natural Resources	179
ESF-12	Energy	183
ESF-13	Public Safety and Security	187
ESF-14	Long-Term Community Recovery	190
ESF-15	External Affairs	197
ESF-16	<i>Reserved</i>	200
ESF-17	<i>Reserved</i>	201
ESF-18	<i>Reserved</i>	202
ESF-19	<i>Reserved</i>	203
ESF-20	<i>Reserved</i>	204
ESF-21	Evacuation & Movement	205
ESF-22	Damage Assessment	208
ESF-23	Religious and Voluntary Agency Affairs	211
ESF-24	Animal Care	213

BASIC PLAN

I. INTRODUCTION

A) Mission

1. The City of Oak Harbor is dedicated to protecting lives, property, and environment of its citizens through preparedness and mitigation activities, and by responding in an effective manner to emergencies and disasters and coordinating and participating in the recovery efforts following such events.

B) Purpose

1. This plan describes:
 - a. The legal basis for emergency actions by the City government during and following a disaster;
 - b. The most likely disaster hazards faced by the City;
 - c. The City's management, policies, and operational responsibilities during times of emergency;
 - d. The City's planned actions and responsibilities for the four commonly accepted phases of emergency operations:
 - i. Mitigation
 - ii. Preparedness
 - iii. Response
 - iv. Recovery
 - e. The City's organizational mechanism for emergency planning; and
 - f. Operational relationships between the City of Oak Harbor government and other agencies which provide emergency response resources to the City.

C) Scope

1. This plan applies to the government of the City of Oak Harbor. Where other agencies and institutions are mentioned, the plan describes understandings or agreements about their expected roles and actions.
2. The City of Oak Harbor Director of Emergency Services (DES) coordinates efforts within the City to prepare for, respond to, recover from and mitigate against the threat of disasters and relies on close partnerships with City employees, departments, outside entities, and the community as a whole to meet the mission of emergency services.
3. For the purposes of this plan, the term "emergency" means a set of circumstances that demand immediate action to protect life, preserve public health or essential services, or protect property. A "disaster" means the situation is beyond the capabilities of the responding organizations or

jurisdiction. In general, the term "disaster" will be used in this plan to refer to either an "emergency" or a "disaster" that is covered under this plan.

4. The plan provides guidance to the City of Oak Harbor government for the following:
 - a. Prevention, protection, mitigation, preparedness, response and recovery policy;
 - b. Disaster and emergency responsibilities and procedures;
 - c. Training and public education activities; and
 - d. Emergency planning requirement of Title III of the Superfund Amendments and Reauthorization Act of 1986 (also known as EPCRA).
5. This plan integrates elements of the National Response Framework (NRF) and the National Incident Management System (NIMS), including the Incident Command System (ICS)-the emergency management method required by State and Federal law. Since NIMS/ICS is the fundamental operating platform, the City of Oak Harbor has formatted this plan to reflect the NIMS/ICS operational structure and incorporates FEMA's Community Lifelines as a framework for assessing and prioritizing stabilization of critical community functions during response and recovery operations.
6. In all emergencies, City of Oak Harbor response efforts will proceed according to these priorities:
 - a. eliminate major threats to life and safety
 - b. maintain essential governmental authority
 - c. eliminate major threats to property and the environment
 - d. Stabilize and restore Community Lifelines-including Safety and Security, Food, Water, Sheltering, Health and Medical, Energy, Communications, Transportation, and Hazardous Materials—to ensure critical services are sustained
 - e. restore essential systems and services
 - f. restore normal community and governmental operations
 - g. provide timely and accurate information to the public.

D) Concept of Lifelines

1. The Community Lifelines framework provides a standardized method to assess and communicate the impact of an incident on critical community functions. The City of Oak Harbor uses this framework, consistent with the National Response Framework (NRF) and National Incident Management System (NIMS), to evaluate operational priorities, allocate resources, and track progress toward stabilization.
2. During emergency operations, the Emergency Operations Center (EOC) and Incident Command will evaluate the status of each lifeline to determine where the greatest risks to life, health, and safety exist. Response and

recovery efforts will focus on stabilizing the following seven Community Lifelines:

- a. Safety and Security – Law enforcement, fire/rescue, and search and rescue operations necessary to protect life and property.
 - b. Food, Water, Sheltering – Delivery of potable water, food supplies, and sheltering to sustain the affected population.
 - c. Health and Medical – Emergency medical services, hospital and public health operations, and patient movement.
 - d. Energy (Power and Fuel) – Provision and restoration of electrical power, natural gas, and fuel resources.
 - e. Communications – Restoration of 911, public alerting, and other critical communication systems.
 - f. Transportation – Accessibility and operability of roadways, bridges, ports, and transit systems for response and logistics.
 - g. Hazardous Materials (Management) – Containment and mitigation of chemical, biological, radiological, or environmental hazards.
3. By incorporating the Community Lifelines into the City’s response framework, Oak Harbor ensures that decision-making and resource coordination are focused on the systems that have the greatest impact on community stability, safety, and recovery. Lifeline status will be tracked and reported during EOC operations to support situational awareness, guide policy decisions, and coordinate with regional and state partners.

E) Organization

1. The Mayor is the administrative head of City government during periods of emergency. Oak Harbor Municipal Code (OHMC) Chapter 1.10 provides the Mayor with the authority to make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by disaster. Such orders must be confirmed at the earliest practicable time by the City Council as set forth in OHMC 1.10.090.
2. Per Chapter 1.10 OHMC, the Director of Emergency Services is authorized to coordinate all emergency management functions. The Chief of Oak Harbor Fire Department serves in this role. In the Mayor's absence, the Director may assume emergency powers subject to OHMC 1.10.095.
3. The Emergency Preparedness Council is established to review, recommend, and advise the City Council on matters related to emergency preparedness. The Preparedness Council is composed of all City of Oak Harbor department heads or their deputies, the City Administrator, with the Mayor serving as Chair and the Director of Emergency Services serving as Vice Chair.

4. The City Council passes emergency ordinances, resolutions and laws governing the City in a disaster event.
5. The City will use the NIMS/ICS to manage the disaster response.

EMERGENCY PREPAREDNESS COUNCIL

The Emergency Preparedness Council oversees and provides policy recommendations to the City Council before and after emergency periods and provides direction for the development and maintenance of the CEMP.

OAK HARBOR POLICY GROUP

The Oak Harbor Policy Group is an executive-level body that provides strategic policy guidance and support for disaster response. This group focuses on high-level decision-making and the overall direction of the response, rather than on-the-ground tactical operations. The Oak Harbor Policy Group shall provide recommendations and direction to the Director of Emergency Services during major emergencies.

Membership:

- Mayor of Oak Harbor
- Oak Harbor City Council
- Oak Harbor City Administrator
- Oak Harbor Finance Director
- Oak Harbor City Attorney
- Oak Harbor Police Chief
- Oak Harbor Fire Chief
- Oak Harbor Public Works Director
- Oak Harbor City Clerk

MULTIAGENCY COORDINATION (MAC) GROUP

The City of Oak Harbor and Island County both have limited resources and personnel available to fill operational and leadership roles during a disaster. In certain situations, it may be beneficial to combine resources and establish a MultiAgency Coordination (MAC) Group to manage large-scale incidents that impact both the City and the County.

The determination to establish a MAC Group will be made by the Mayor, in coordination with the Oak Harbor Emergency Services Director, and in partnership with the Island County Board of Commissioners. This collaborative decision will be based on the scope and scale of the incident and whether such a structure would enhance regional coordination and resource management.

When established, the MAC Group will replace the Oak Harbor Policy Group for disasters that significantly affect Oak Harbor as well as other Island County jurisdictions. As defined by the National Incident Management System (NIMS), the MAC Group provides policy-level coordination and resource allocation support across agencies during major incidents.

The MAC Group offers executive-level, strategic guidance for disaster response, focusing on high-level decision-making, prioritization of scarce resources, and overall response direction rather than tactical field operations.

The MAC Group will provide recommendations and direction to the Emergency Operations Center (EOC) Manager—who shall be a qualified individual from either Oak Harbor or Island County Emergency Services. The EOC Manager is responsible for implementing MAC Group guidance, coordinating operations, and ensuring an effective, unified response across all participating agencies.

DIRECTOR OF EMERGENCY SERVICES

The Director of Emergency Services (DES) provides direction and coordination for CEMP development and ongoing maintenance and related activities within the City. The DES provides coordination with outside agencies and organizations involved in emergency planning. The DES manages the EOC during activation and interacts with outside agencies to coordinate emergency support activities. The DES recommends emergency planning policy and procedure to the Emergency Preparedness Council.

EMERGENCY OPERATIONS CENTER (EOC) TEAM

The team shall be comprised of key operations and management personnel from each City Department. Each Department Head/Director will designate personnel to serve on the team. In addition, outside professional and volunteer organizations that are identified as having key roles in preparedness, planning, response and recovery activities will be identified and may be asked to participate. Members of the EOC Team will staff the EOC as necessary during activation and coordinate the activities in their respective areas or divisions of responsibility during major emergencies and disasters.

Each department will have at least three representatives rostered on the EOC Team. During a full or partial activation, each department will ensure their rostered representatives are available to staff the EOC. The nature of the event will determine the level of participation needed.

During a multijurisdictional disaster, if a MAC Group is established, the EOC will operate under the direction of the MAC Group and follow guidance from the designated EOC Manager. The

EOC Manager shall be a qualified individual from either Oak Harbor or Island County Emergency Services.

The EOC Manager is responsible for implementing MAC Group direction, coordinating overall response operations, and ensuring an effective, unified effort across all participating agencies. The EOC team will consist of Oak Harbor employees, Island County representatives, and any professional or volunteer organizations identified as having essential roles in the response effort.

II. EMERGENCY POWERS

A) Authority

The City of Oak Harbor CEMP is developed under the authority of the following local, state, and federal statutes and regulations.

1. RCW 38.52.050(3)(b) and (d), RCW 38.52.070, RCW 38.52.091, RCW 35.33.081 and RCW 35.33.101.
2. Washington Administrative Codes 118-30.
3. Disaster Relief Act of 1974, USC Title 42, Sec 5121-5202, as amended; the Federal Civil Defense Act of 1950, USC Title 50, Sec 2251-2303, as amended; and the Improved Civil Defense Program 1980, USC Title 50A, Sec 2301-2303.
4. Title III Superfund Amendment and Reauthorization Act of 1986.
5. Oak Harbor Municipal Code, Chapter 1.10.
6. City of Oak Harbor Ordinance No. 1295, January 2002.

B) Assignment of Responsibilities

1. Mayor
 - a. Member of the Oak Harbor Policy Group.
 - b. Prepares and signs Proclamation of Emergency.
 - c. Signs Mutual Aid Agreements on behalf of the City.
 - d. Declares special emergency orders as prepared by the Director Emergency Services, i.e. curfews, street use, etc.
 - e. Provides for the accompaniment of visiting officials from other jurisdictions and levels of government.
 - f. Provides leadership to the community and makes announcements to the media.
 - g. Serves as Chair of the Emergency Preparedness Council.
2. City Council
 - a. All members of the Oak Harbor Policy Group.

- b. Approves Proclamation of Emergency.
 - c. Appropriates funds to meet emergency needs.
 - d. Maintains continuity of government.
 - e. Provides visible leadership to the community.
 - f. Provides direction and control through the Mayor and the Emergency Preparedness Council.
3. Director of Emergency Services (Fire Chief).
- a. Member of the Oak Harbor Policy Group.
 - b. Provides overall direction and control of emergency operations during disasters and emergencies.
 - c. Serves as Vice-Chair of Emergency Preparedness Council.
 - d. Requests assistance when necessary from Island County Department of Emergency Management, State Emergency Operations Center (SEOC), and the Federal Emergency Management Agency (FEMA).
 - e. Provides for emergency preparedness, mitigation, response, and recovery activities to be carried out within the City.
 - f. Appoints a Public Information Officer (PIO) to coordinate preparation and dissemination of information to the public and the media during emergency events, who shall work with the City's Public Information Officer.
 - g. Develops Emergency Operational Procedures for Emergency Preparedness office and assists other departments in their development; develops training materials and drills to test the plan.
 - h. Coordinates the development and maintenance of the City's CEMP.
 - i. Facilitates the development of associated documents and Emergency Operational Procedures which support the CEMP.
 - j. Coordinates the preparation of disaster assistance paperwork and submits to the appropriate agencies.
 - k. Provides for public information and education on emergency preparedness on an on-going, routine basis.
 - l. Documents emergency preparedness activities and costs.
 - m. Other duties as assigned.
4. Office of the City Attorney
- a. Member of the Oak Harbor Policy Group.
 - b. Reviews departmental Emergency Operational Procedures as outlined in Section IV, Concept of Operations, as appropriate.
 - c. Provides legal advice to City Departments, Mayor and City Council as it pertains to disaster response and recovery.
 - d. Reviews all contracts for emergency work.
 - e. Provides legal review of emergency plans and supporting documents to ensure compliance with local, state, and federal laws.

- f. Provides for identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
 - g. Other duties as assigned.
- 5. Office of Risk Management – Finance Department
 - a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations, as appropriate.
 - b. Coordinates, as appropriate, mitigation and preparedness activities within the City as they relate to risk management.
 - c. Develops and is responsible for City facility emergency and evacuation plans.
 - d. Reviews emergency contracts for City liability considerations.
 - e. Coordinates the purchase of appropriate insurance policies for the City.
 - f. Provides for identification and preservation of essential Risk Management records (as listed in departmental Emergency Operational Procedures).
 - g. Provides documentation and claims information to the Director of Emergency Services and the City’s insurance carriers following a disaster.
 - h. Other duties as assigned.
- 6. Finance Department
 - a. Member of the Oak Harbor Policy Group (Finance Director).
 - b. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
 - c. Assists in identifying sources of disaster funds if departmental budgets are exceeded and any budget adjustments that may be required.
 - d. Provides information and direction to City Departments on requirements for the identification and preservation of essential City records.
 - e. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
 - f. Coordinates disaster-related purchases and expenditures.
 - g. Coordinates and reviews the compilation of disaster related financial information.
 - h. Documents activities and costs.
 - i. Other duties as assigned.
- 7. Information Technology Division

- a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
 - b. Provides computer support to the EOC.
 - c. Coordinates the recovery operations of the City's computer systems following disaster situations.
 - d. Provides City Departments with guidance and direction for the protection of computer hardware, software, and data.
 - e. Provides for the identification and preservation of essential division and Citywide electronic records (as listed in departmental Emergency Operational Procedures).
 - f. Provides City Departments with guidance and direction for the protection of City telephone systems.
 - g. Documents activities and costs.
 - h. Other duties as assigned.
8. Developmental Services – Planning Division
- a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
 - b. Coordinates the establishment of Disaster Assistance Centers to support community recovery efforts.
 - c. Assists permit processing during recovery.
 - d. Aids Human Resources in employee notification, support, feeding, and shelter programs.
 - e. Develops plans to deal with land use, environmental impact, and related mitigation issues before and following disasters.
 - f. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
 - g. Documents activities and costs.
 - h. Other duties as assigned.
9. Fire Department
- a. Member of the Oak Harbor Policy Group (Fire Chief).
 - b. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
 - c. Provides command and control for disaster or emergency operations through established incident command systems.
 - d. Provides basic life support with coordination of transportation to medical facilities as appropriate.
 - e. Provides fire suppression services.
 - f. Provides light and limited heavy rescue. Provide expertise on Urban Rescue.
 - g. Provides hazardous materials incident response and radiological monitoring. Coordinate with outside agencies as appropriate.

- h. Provides “windshield survey” and initial City-wide damage assessment as appropriate.
- i. Provides initial damage assessment for department facilities and support in City-wide structural damage assessment.
- j. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
- k. Provides support in the dissemination of emergency warning information to the public.
- l. Provides direction and control for evacuation efforts as appropriate (coordinate with Police Department).
- m. Provides Public Information and Press relations support to the PIO and EOC, upon request.
- n. Provides support to utility restoration efforts as appropriate.
- o. Coordinates the re-establishment of E-911 service if disrupted.
- p. Document activities and costs.
- q. Other duties as assigned.

10. Parks and Recreation Department

- a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
- b. Develops plans for and coordinates the utilization of City facilities for temporary emergency shelters.
- c. Coordinates the use of City parks for staging areas for disaster operations, mass casualty care and temporary housing.
- d. Provides support in debris removal, traffic control, road closures and protection of property, if requested.
- e. Develops plans and provides limited temporary shelter for Access and Functional Needs individuals.
- f. Develops plans and coordinates volunteer groups to assist Access and Functional Needs individuals in their homes.
- g. Provides initial damage assessment for department facilities.
- h. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
- i. Document activities and costs.
- j. Other duties as assigned.

11. Human Resources Department

- a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
- b. Develops plans for employee notification and support during disaster activities; coordinates City of Oak Harbor Family Area Network information.

- c. Develops plans and coordinates emergency feeding and shelter for City staff during disaster activities.
- d. Coordinates the registration of emergency workers and volunteers.
- e. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
- f. Document activities and costs.
- g. Other duties as assigned.

12. Public Works Department

- a. Member of the Oak Harbor Policy Group (Public Works Director).
- b. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
- c. Provides debris removal, emergency protective measures, emergency and temporary repairs and/or construction.
- d. Provides for command and control for disaster operation through established Incident Command Systems as appropriate.
- e. Provides light and heavy equipment and supplies.
- f. Provides damage assessment of City infrastructure and emergency restoration of department facilities.
- g. Performs or contracts for major recovery work for City facilities.
- h. Provides barricades for road closures, traffic control measures and operational control of traffic signals within the City.
- i. Provides damage assessment of transportation routes and identifies alternates.
- j. Provides support to City wide evacuation planning and assists in evacuation efforts as appropriate (coordinates with Police/Fire).
- k. Provides field communications support through existing communications equipment.
- l. Provides support in hazardous material incident response to City sewers, streets, waterways, and storm drains.
- m. Assists in streamlining the Public Works permit process for disaster recovery efforts.
- n. Provides for monitoring of rain gauges and other flood warning equipment.
- o. Provides information and recommendations on traffic routes during flooding situations.
- p. Provides for monitoring of water levels in City storage tanks and the water distribution system.
- q. Provides for the monitoring and maintenance of the City sewer infrastructure.
- r. Provides telecommunications support to the EOC.

- s. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
- t. Document activities and costs.
- u. Other duties as assigned.

13. Development Services – Building Division

- a. Develops divisional Emergency Operational Procedures as outlined in Section IV Concept of Operations as appropriate.
- b. Aids in damage assessments of City infrastructure and emergency restoration of department facilities.
- c. Provides initial damage assessment for residential, commercial, and public assembly structures within the community as assigned.
- d. Determines building safety and recommends evacuation as appropriate (coordinates with the EOC).
- e. Conducts a drive-by ‘windshield’ assessment of damage(s), as appropriate.
- f. Provides expertise and recommendations for construction, demolition, and mitigation before and after a disaster.
- g. Assists in major recovery work for City facilities.
- h. Streamlines the Building Department permit process for disaster recovery efforts.
- i. Provides for emergency approval of trades people for use in recovery.
- j. Provides for identification and preservation of essential division records (as listed in departmental Emergency Operational Procedures).
- k. Documents activities and costs.
- l. Other duties as assigned.

14. Police Department

- a. Member of the Oak Harbor Policy Group (Police Chief).
- b. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
- c. Provides law enforcement activities within the City.
- d. Provides for command and control for disaster operations through established incident command systems as appropriate.
- e. Provides for assistance in urban search and rescue activities.
- f. Provides “windshield survey” and initial City-wide damage assessment, as assigned.
- g. Provides emergency traffic control.
- h. Provides direction and control for evacuation efforts as appropriate (coordinates with Fire and Public Works).
- i. Provides support in the dissemination of emergency warning information to the public.

- j. Assists in recommendations for EOC communications equipment.
 - k. Provides explosive device identification, handling, and disposal, or coordinate this activity with the appropriate agency.
 - l. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
 - m. Document costs and activities.
 - n. Other duties as assigned.
15. Parks and Recreation - Marina
- a. Develops Emergency Operational Procedures as outlined in Section IV, Concept of Operations as they relate to the department.
 - b. Provides for command and control for disaster operations through established incident command systems as appropriate.
 - c. Provides an initial damage assessment to marina facilities and reported findings to the EOC.
 - d. Develops a transportation plan including marine vessel and float plane operations to evacuate citizens and the transportation of supplies to support emergency operations.
 - e. Assists in recommendations for EOC communications equipment.
 - f. Provides for the identification and preservation of essential department records (as listed in departmental Emergency Operational Procedures).
 - g. Document costs and activities.
 - h. Other duties as assigned.
16. Public Works – Engineering Division
- a. Provides engineering services for City properties and projects.
 - b. Develops Citywide evacuation plans to include transportation, transportation routes, and coordination with supporting agencies and surrounding jurisdictions.

C) Limitations

The information and procedures outlined in this plan are based on the best data, planning assumptions, and resources available at the time of its development. However, no plan can guarantee a perfect or complete response to every major emergency or disaster. During such events, response resources may become depleted or unavailable, and critical systems may be rendered inoperable. The City will make every reasonable effort to respond effectively within the constraints of the situation, utilizing the information and resources available at the time.

The City does not have, nor can it reasonably maintain, sufficient supplies and equipment to sustain short- or long-term operations during a significant or catastrophic incident affecting the City or Island County. The arrival of contracted

services or state and federal assistance may be delayed for several days following the onset of such an event.

Due to these potential limitations, the City may collaborate with neighboring towns, cities, or Island County to obtain and share necessary resources, services, and equipment. This regional approach, which may include the use of a centralized EOC, enhances the overall response and recovery capabilities of all jurisdictions on Whidbey Island.

The disaster response and reliefs efforts by the City may be impacted by:

1. Inability of the citizens to be self-sufficient for more than 5 – 7 days.
2. The lack of police, fire, emergency medical services, public works, sanitation due to damage to facilities or infrastructures.
3. The shortage of critical drugs and medical facilities.
4. The shortage of trained personnel and equipment to respond to requests for assistance.
5. Damage to roads, bridges, power transmission equipment, water mains and other vital service needs.

The City will make every reasonable effort to respond effectively during a disaster; however, available resources and staffing are limited.

III. EMERGENCY SITUATION

A) Emergency/Disaster Conditions and Hazards

Emergencies and disasters have occurred in Oak Harbor and will likely occur again in the future. Through the development of the Hazard Vulnerability Analysis, it has been determined the City is vulnerable to numerous technological and natural hazards. These hazards include: storms (wind, rain, snow, and lightning), earthquake, flood, landslide, common and private carrier accident (vehicular, marine, and aircraft), search and rescue emergencies, civil disturbance, tsunami, terrorist activity including cyber, explosion, structural collapse, hazardous material incidents, major fire (including wild land and urban interface fires) and energy and utility system failure.

In addition to these hazards, the potential exists for emergencies occurring outside of the jurisdiction that may affect our jurisdiction negatively. Coordination for response will be critical to the successful implementation of any detailed plans formulated to respond to situations identified in the Vulnerability Analysis.

B) Planning Assumptions

Emergency situations could create significant property damage, injury, loss of life, panic of the populace, and disruption of essential services, both inside and outside the City.

These situations may also create significant financial, psychological and sociological impacts on the City and its residents.

It is assumed that some incidents will occur with sufficient warning to allow for timely notification and a degree of preparedness. However, other disasters may strike without any advance notice.

It is also assumed that a major, widespread catastrophe could isolate the City, limiting access to outside assistance. Significant support from neighboring communities, Island County, or state and federal agencies may not be available for 72 hours or longer following the onset of the disaster. During this time, the City will need to rely on its own resources, as well as support from private organizations, businesses, and residents, to manage the initial response and sustain essential operations.

Additionally, the City may be called upon to provide mutual aid or other forms of support-including personnel, equipment, and sheltering-to neighboring jurisdictions during emergencies or disasters that do not directly impact the City.

IV. CONCEPT OF OPERATIONS

A) General

1. It is the policy of the City to conduct emergency and disaster preparedness and mitigation activities to reduce and minimize the effects of a major emergency or disaster.
2. It is the policy of the City that each City Department or division (as appropriate) takes an active role in emergency planning. The planning efforts include the formation of Emergency Operational Procedures for each department that is coordinated in this plan. It is the responsibility of the head of each City Department to:
 - a. Provide a designee and alternate(s) assigned as members of the EOC Team to actively participate in the preparation and maintenance of the City's overall Emergency Operations Plan.
 - b. Establish a departmental line of succession to activate and carry out emergency and disaster responsibilities.
 - c. Develop the capability to continue operations during an emergency or disaster and to carry out the responsibilities outlined in this plan.
 - d. Develop departmental Emergency Operational Procedures which provides the following:

- i. System for identification and preservation of essential records.
 - ii. Departmental chain of command.
 - iii. Location for managing departmental emergency operations.
 - iv. Departmental responsibilities, capabilities and resources to include: personnel, facilities, fuel, and equipment.
 - v. Information needed to manage the department during emergency operations and means of communications for obtaining that information.
 - vi. How the department will coordinate with the EOC.
 - vii. Methods to ensure that all department staff are aware of Emergency Operational Procedures and of the concepts of the Comprehensive Emergency Management Plan.
- 3. It is the policy of the City that City Departments make staff and resources available at the request of the Director of Emergency Services for training activities and emergency operations assignments.
- 4. When a major emergency or disaster occurs, City Department management shall use the following general checklist as a basis for managing disaster operations:
 - a. Report to the pre-determined site to manage department operations.
 - b. Assess damages to facilities and resources.
 - c. Assess personnel and resources available.
 - d. Assess problems and needs.
 - e. Report situation, damages and capabilities to the EOC.
 - f. Send designated representatives to the EOC to participate as members of the EOC Team.
 - g. Carry out departmental responsibilities and assigned tasks.
 - h. Continue assessment of department resources, needs and actions.
 - i. Timely updates to the EOC regarding actions, problems, needs, damages, etc.
 - j. Keep detailed and accurate records, document actions, costs, situations, etc.
 - k. Maintain day-to-day normal activities as much as practicable.
- 5. The EOC may be activated by the Fire Department at the request of the Mayor, the Director of Emergency Services, or any City Department Head (or their designee) when the level of operations warrants such action. Designated staff will report to the EOC to coordinate response activities and support field operations. The EOC may be activated fully or partially depending on the nature, scope, and severity of the incident.
- 6. The Oak Harbor Policy Group is responsible for assessing the situation and determining whether a Proclamation of Emergency by the Mayor is

warranted. This recommendation and coordination will be facilitated by the Director of Emergency Services.

7. All City Departments are expected to fulfill their respective roles and responsibilities as outlined in this plan, exercising sound judgment and maintaining close coordination with other departments. The Oak Harbor Policy Group may be requested by the Mayor to serve in an advisory capacity to address issues arising from the disaster and to assist in coordinating the overall response. Coordination will occur through the EOC.
8. During major emergencies or disasters, City Departments and responding organizations are expected to organize their operational areas into manageable units, assess damages, and identify resource needs. If department or agency resources are insufficient, additional assistance may be requested through established mutual aid agreements or the EOC. Following a Proclamation of Emergency, resource deployment will typically be coordinated through the EOC. Resources supporting City operations may be staged until specific assignments are made.
9. If an incident exceeds the City's capabilities-including resources available through mutual aid,-the Mayor may request additional support from Island County or the State of Washington through the Island County Department of Emergency Management.
10. In the event the Oak Harbor Primary EOC is impacted, any City facility may act as a backup EOC until coordination can be established from the Oak Harbor Fire Department EOC. In addition, each may serve as a staging area, triage area, communications center or in any other functional capacity appropriate for the situation as assigned.
11. The documentation of registration for emergency workers and other volunteers will be coordinated through the Human Resources Department.

B) Emergency Management Concepts

1. The basic concepts of comprehensive emergency management deal with mitigation, preparedness, response, and recovery. These four elements are inherent in the City of Oak Harbor Emergency Preparedness organization and serve as a guideline regarding activities. To assist with the Emergency Management Concepts, refer to Item A above.

C) Whole Community Involvement

1. The "Whole Community" includes individuals, families, and households; communities; the private and non-profit sectors; faith-based organizations; and local, tribal, state and Federal governments. The "Whole Community" is defined in the National Preparedness Goal as follows:

- a. “focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of federal, state and local governmental partners in order to foster better coordination and working relationships.”
2. Involving the “Whole Community” is a means by which City residents, businesses, non-profit organizations, emergency management practitioners, community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The “Whole Community” approach attempts to engage the full capacity of the public, private and non-profit sectors. This includes businesses, faith-based and disability organizations, and the general public including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA) and people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, state and federal government partners.
3. While the City currently does not meet the minimum requirements for LEP persons, the City can contact translators should the need arise.
4. The term Access and Functional Needs (AFN) has replaced “special needs” “vulnerable”, “high-risk” and other similar terms. People with access or functional needs are those who may have additional needs before, during and 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 LEP or who are non-English speaking, or who are transportation disadvantaged.
5. The Pets Evacuation and Transportation Standards (PETS) Act ensures state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency. PETS becomes operational upon a presidential disaster Proclamation. ESF 6 and ESF 11 address pets, service animals and livestock.

D) Direction and Control

1. The Director of Emergency Services has overall responsibility for directing and controlling emergency management activities. During disaster operations, control will be organized into three levels:

- a. Policy Group: The Oak Harbor Policy Group is an executive-level body that provides strategic policy guidance and support for disaster response. This group focuses on high-level decision-making and the overall direction of the response, rather than on-the-ground tactical operations. It provides guidance to the Director of Emergency Services and, when appropriate, to the City Council to inform them of their actions.
 - b. EOC Team: The EOC Team staffs the EOC, coordinates disaster resources, monitors the evolving situation, and reports regularly to the Policy Group. The team ensures that information flows efficiently between field operations and executive decision-makers.
 - c. Command Posts: Command Posts operate in field locations to direct and coordinate on-scene disaster operations. The EOC supports these posts by providing coordination for resource requests and situational updates. Department heads or their designated representatives staff Command Posts and are authorized to make day-to-day operational decisions for their respective departments.
2. Overall direction, control and coordination will be conducted through the EOC to support the overall community response to the disaster and to best coordinate efforts with county, state, and federal agencies (see [Basic Plan, Appendix 2](#) and [Appendix 3](#)).
 3. The primary EOC is located at Oak Harbor Fire Station 81, second floor east wing, and is equipped with alternate power supplies for use during general system failures.
 4. Recommendations for EOC activation may come from any level deemed appropriate for the level of disaster. It will be staffed by members of the EOC Team and necessary support staff as required. Initial establishment of the EOC following activation will be the responsibility of the Director of Emergency Services, or other staff as assigned by the Director.
 5. Individual City Departments may designate alternate locations for coordinating individual department operations. The individual in charge of the coordination shall be responsible for keeping the EOC informed of their situation and activities and shall act in coordination with and under the direction of the EOC.
 6. The following list of management priorities, in order of importance, is provided to guide policy decisions during a disaster of major magnitude.
 - a. Protect life.
 - b. Protect public and private property as it relates to the economic base.

- c. Develop and disseminate public information through the assigned Public Information Officer.
 - d. Restore essential services.
 - e. Minimize economic disruption to the community.
 - f. Preserve existing institutions and organizations.
 - g. Document decisions, costs, lessons learned, etc.
 - h. Ensure feedback mechanisms are in place for the community.
7. Communications during an emergency or disaster will be through communications systems currently established within the City organizations. The Island County Dispatch Center (ICOM) has the equipment and personnel to establish emergency communications with partner agencies. ICOM has redundant back-up systems in the event of a catastrophic failure of their system. The City’s EOC has base radio stations with the capabilities to utilize the CEMNET radio system. The EOC can utilize VHF and UHF radio systems. Back-up and supporting communication activities will be provided by organized volunteer radio operators.
 8. Emergency public information will be communicated to citizens via local media through designated Public Information Officer(s), the Island County Emergency Alert System, and the Public Cable Television Civil Emergency Alert System (CEAS), cable channel 10.
 9. RCW 42.14.050 establishes provisions for the continuation of government in the event its leadership is incapacitated. Chapter 35.22 RCW and RCW 35A.12.050 provide for the filling of vacancies. OHMC 1.10.040 also references the Continuity of Government.

E) Facilities

BUILDING LOCATIONS

1. CITY HALL..... 865 SE Barrington Drive
2. OAK HARBOR POLICE DEPT. 860 SE Barrington Drive
3. PUBLIC WORKS 1400 NE 16th Avenue
Streets, Water, Solid Waste, Parks,
Equipment Rental Departments, Storm Water,
4. CLEAN WATER FACILITY.....1501 SE City Beach St
5. OAK HARBOR FIRE DEPT..... 855 East Whidbey Avenue
6. PARKS AND RECREATION – THE CENTER..... 51 SE Jerome Street
7. PARKS AND RECREATION - MARINA..... 1401 SE Catalina Drive

F) Mitigation Activities

1. Review hazards and risk analysis.
2. Develop capabilities and resources to enhance the City's ability to respond to disasters, whether identified or not in the hazard analysis.
3. Develop contingency plans and Emergency Operational Procedures in support of the All-Hazards Comprehensive Emergency Management Plan and Implementing Procedures.
4. Coordinate with other local, county, state, and federal agencies to assure cohesive working relationships and compatible plans are in place.
5. Conduct mitigation activities to protect City supplies, services, and property.
6. Conduct public education to enhance citizen and business survivability in disasters.
7. Provide guidance to policy makers on legislation needed in the areas of land use, building, and fire codes where mitigation would address disaster potentials.

G) Preparedness Activities

1. Conduct training activities with City government, outside agencies, and the public.
2. Coordinate volunteer organizations to assure cohesive working relationships and coordinated responses.
3. Provide timely input to the budget process on an annual basis.
4. Conduct public education to enhance citizen and business survivability.
5. Alert City workers and public as to types of warnings they may receive.

H) Response Activities

1. Initiate actions necessary to preserve life and property and the environment utilizing available resources.
2. Make appropriate notifications and initiate actions to place emergency plans into effect.
3. Activate and staff the EOC as required for the situation.

4. Disseminate emergency warning, as appropriate.
5. Carry out initial damage assessment and evaluate situation.
6. Coordinate response and support functions with outside agencies and volunteer organizations.
7. Coordinate operations, logistics, planning, and finance functions.
8. Compile event status information and provide timely reports.
9. Prepare and maintain detailed documentation of events and activities.
10. Provide public information and additional warnings as appropriate.
11. Prepare Proclamation of Disaster as appropriate.

I) Recovery Activities

1. City personnel shall carry out damage assessment functions and assess community needs.
2. EOC Team shall prioritize recovery projects and assign functions accordingly.
3. EOC team shall coordinate recovery efforts and logistical needs with supporting agencies and organizations.
4. Prepare documentation of events, including logs, cost analyses and estimated recovery costs.
5. Facilitate the establishment of disaster assistance offices to assist private business and residents with individual recovery.
6. Assess special community needs and provide information and assistance where appropriate.
7. Incorporate the City of Oak Harbor short term and long-term community plans into recovery and reconstruction activities.

J) Logistics

1. The Mayor or the Director of Emergency Services, following a Proclamation of Emergency, has the authority to commandeer the services and equipment of residents as necessary in response to the disaster. Those individuals are entitled to all privileges, benefits and immunities provided for emergency works under state and federal

emergency management regulations. RCW 38.52.110 and Chapter 1.10 OHMC.

2. The Mayor or the Director of Emergency Services is authorized to contract with any person, firm, corporation or entity to provide construction work on an agreed upon cost basis during emergency or disaster response operation. RCW 38.52.390.
3. It is the policy of the City of Oak Harbor that all City Departments prepare and maintain an up-to-date list of all personnel, facilities and equipment resources as part of their Standard Operating Procedures. Any or all of these resources may be called upon during disaster or emergency situations. OHMC 1.10.090.
4. The City of Oak Harbor may, during times of disaster, establish areas within the City or at City owned facilities to use as Logistics Staging Areas and/or Points of Distribution for response and relief supplies. Additional information on Staging Areas can be found in [Emergency Support Function \(ESF\) 7 – Resource Support](#).
5. Additional governmental resources may be requested from mutual aid agreements, Island County Department of Emergency Management or the State of Washington Emergency Operations Center.

V. RESPONSIBILITIES

- A) Effective administrative records are essential when recovering from disasters. Each City Department will assign personnel to be responsible for documentation of disaster costs and utilize effective administrative methods to keep accurate detailed records distinguishing disaster operational expenditures from day-to-day expenditures (see [Appendix 8](#)).
- B) RCW 38.52.070, 35.33.081, and 35.33.101 provide for disaster expenses being incurred from currently appropriated local funds. The Mayor, City Council, and Finance Director will be responsible for identifying other sources of funds to meet disaster related expenses if departmental budgets are exceeded (see [Appendix 8](#)).
- C) State and Federal requirements mandate agencies submit reports on disaster situations with information concerning: nature, magnitude, and impact, for use in evaluating and providing appropriate response resources and services. These reports include, but are not limited to:
 1. Situation Reports
 2. Proclamation of Emergency
 3. Requests for Assistance

4. Damage Assessment

- D) The Director of Emergency Services will be responsible for coordinating the preparation and submission of all required reports and will ensure their delivery to the appropriate agencies in a timely manner.
- E) In instances where emergency work is performed to protect life and property, requirements for environmental review and permits may be waived or orally approved as provided in the State Environmental Policy Act, Hydraulics Act, Forest Practices Act, Shoreline Management Act, and Flood Control Zones.
- F) Repair and restoration of damaged facilities may require an environmental impact permit prior to final project approval, requiring compliance with the State Environmental Policy Act, Forest Practices Act, Shoreline Management Act and Flood Control Act.
- G) Properties of historic significance and archeological sites are protected by law. Non-time critical missions and recovery actions affecting these sites will be coordinated with the State Office of Archeology and Historic Preservation.
- H) No services or assistance will be denied based on race, color, national origin, religion, sex, economic status, age or disability. No special treatment over and above what would normally be expected in the way of City services will be extended to any individual or group in a major emergency or disaster situation.
- I) Local activities pursuant to the Federal/State Agreement for major disaster recovery will be carried out in accordance with RCW 49.60 – Discrimination – Human Rights Commission and Title 44, CFR 205.16 – Nondiscrimination. Federal disaster assistance is conditional upon compliance with this code.
- J) Additional governmental resources may be called upon for assistance using existing mutual aid agreements and through the Island County Department of Emergency Services Department of Emergency Management and the Washington State Division of Emergency Management.
- K) The Director of Emergency Services, or their designee, shall complete an After-Action report of all incidents. Those reports shall include but not limited to: the type of incident, what activities were performed well, what areas / deficiencies need to be improved upon, how those improvements shall be accomplished, and the projected time frame to indicate any changes in the policy / procedure process. The After-Action report shall be made available to all stakeholders as requested.

VI. FINANCE

- A) Emergency expenditures are not normally integrated into the bi-annual budgeting process for the City. However, events occur on a periodic basis requiring potential / substantial and necessary unanticipated obligations and expenditures. The City may

request reimbursement through established funding sources including County, State and Federal grant processes.

- B) The City, in conjunction with the State of Washington's Military Department, Emergency Management Division, may request assistance with the Public Assistance Program to assist with mitigation after a major disaster has occurred.
- C) The City will also seek assistance from the State Emergency Management Division with Individual Assistance / Other Needs Assistance as necessary to provide for the safety of our population.

VII. ON-GOING PLAN MANAGEMENT AND MAINTENANCE

- A) The Director of Emergency Services, or their designee, will coordinate with all City Departments, and if required Island County DEM, for the development of policy, planning, training, equipping and other preparedness activities. The Director of Emergency Services shall plan, as a minimum, one (1) in-depth training exercise annually. That training shall encompass areas of the CEMP and include elected officials as required.
- B) The City's CEMP will be reviewed on an annual basis to confirm it meets the requirements of Washington State Law, (RCW / WAC) and Federal Requirements. Should changes in the plan be required such changes shall be logged on the Record of Changes form.
- C) The City shall submit this CEMP to the Washington State Emergency Management Division on a five (5) year cycle for review.

APPENDIX 1

EMERGENCY OPERATIONS PLAN

OPERATIONS GUIDELINES FOR THE EMERGENCY OPERATIONS CENTER (EOC)

Emergency Operations Plan Table of Contents

[Introduction](#).....29

[Purpose](#)29

[Scope](#)29

[Priorities](#)29

[Emergency Operations Center \(EOC\)](#)31

[Activation](#)31

Examples of Activation31

[Incident Command System \(ICS\) Emergency Organization Chart](#)34

[The Emergency Organization](#)35

[Continuity of Government](#)37

[Emergency Powers](#)37

[Legal Immunities](#)38

[Emergency Communications](#).....38

[Other Organizations](#)39

[Chart of Responsibilities by Function/Title](#)41

[List of Basic Responsibilities by Major ICS Title](#).....41-46

Action Checklists47-68

[Director of Emergency Services](#)47

[Public Information Officer](#).....48

[Liaison](#)49

[Safety](#)50

[Legal](#)51

[Operations Section](#).....52

[Fire](#)53

[Police](#)54

[Public Works](#)55

[Utilities](#)56

[Health/Welfare](#)57

[Planning Section](#).....58

[Resources](#)59

[Situation](#)60

[Documents](#)61

[Demobilization](#)62

[Logistics Section](#)63

[Supply](#).....64

[Facilities](#)65

[Transport](#)66

[Communication](#).....67

[Food](#)68

[Finance Section](#)69

[Time](#)70

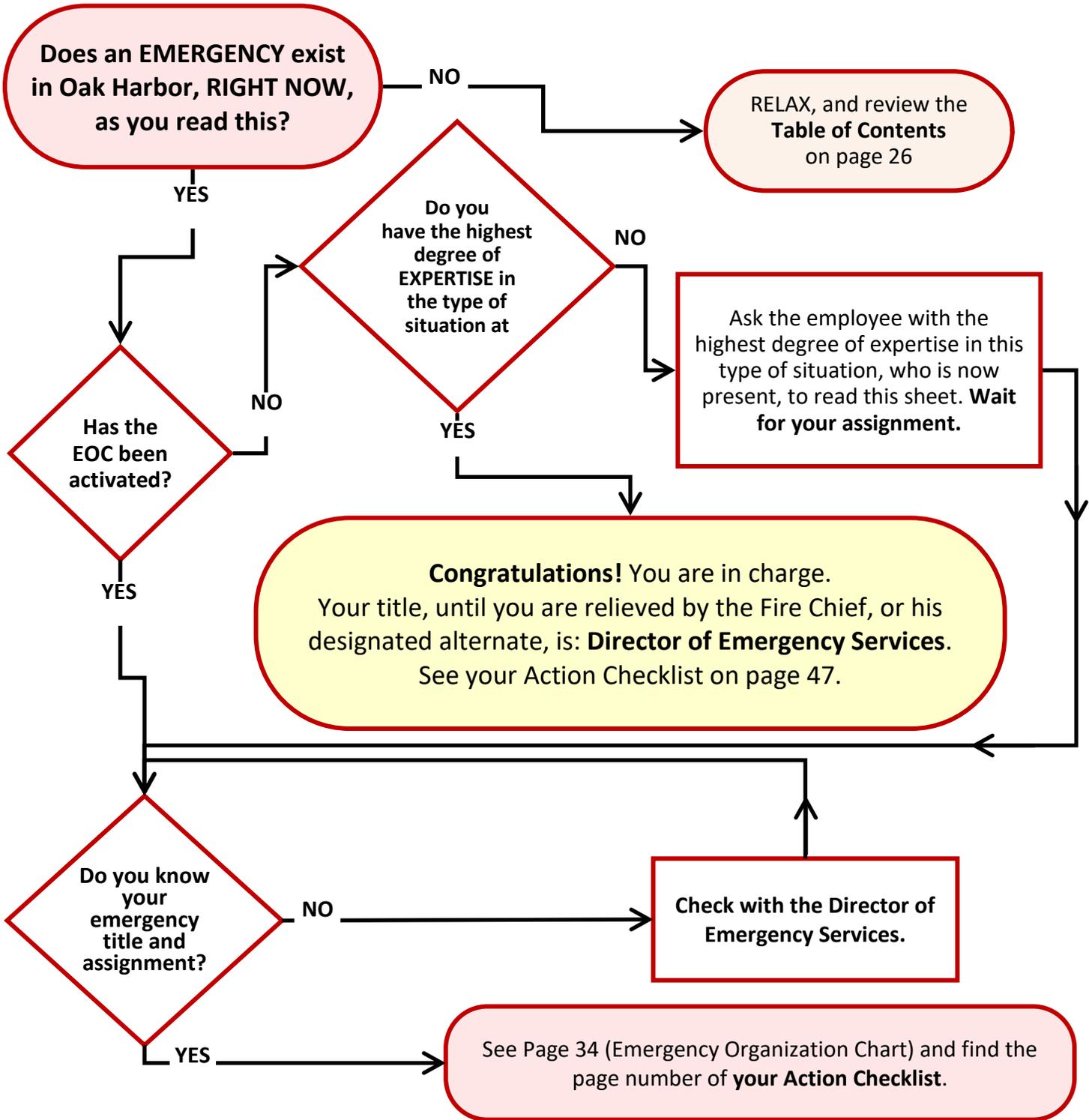
[Comp/Claims](#).....71

[Costs](#).....72

[Emergency Activation Notification Guide](#)73

READ THIS FIRST

EMERGENCY: A SITUATION THAT REQUIRES IMMEDIATE ACTION BEYOND THE SCOPE OF NORMAL CITY OPERATIONS.



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I. INTRODUCTION

The City of Oak Harbor is located in a relatively isolated area and has historically experienced a low risk of disaster. However, awareness in the Northwest has increased regarding the possibility of a catastrophic earthquake, which could significantly impact our community, its way of life, and its continued growth. In addition to earthquake hazards, the City faces the potential for other events that could severely affect its operations and residents. These hazards are outlined in the Basic Plan and the separately published Hazard Vulnerability Analysis.

The possibility of a major disaster is real, and the City takes seriously its responsibility to provide timely information to citizens, minimize damage and injury, and ensure effective communication and delivery of services during emergencies. Our responsibilities extend beyond immediate response; the City's ability to recover and operate effectively in the weeks, months, or even years following a disaster depends directly on the level of preparedness achieved beforehand.

When a disaster occurs, an emergency organization must be mobilized without delay. This plan is designed to enable the City to respond quickly, efficiently, and effectively when such mobilization is required.

This document is a supplement to the CEMP and its Annexes.

II. PURPOSE OF THIS DOCUMENT

This document is intended to serve as a guide for the City of Oak Harbor during emergencies. Its purposes include:

1. Clarifying the chain of command and answering the questions, "Who's in charge?" and "What should I do?"
2. Ensuring that critical tasks are identified and completed efficiently during emergencies.
3. Supporting continuity of government operations in times of crisis.
4. Helping personnel and stakeholders understand the structure and function of Oak Harbor's Emergency Preparedness organization.
5. Providing guidance for disaster education, training, and preparedness activities.
6. Offering references and direction to more detailed information as needed.

III. SCOPE

This document is intended for use by all City of Oak Harbor departments in any emergency situation. While the text provides a concise overview, more detailed guidance is available through:

- Action checklists included within this document,
- Reference materials located at each workstation in the Emergency Operations Center (EOC), and
- Additional documents cited via references or footnotes.

IV. PRIORITIES

During an emergency, response efforts should be assigned based on the following priorities, which align with the FEMA Community Lifelines framework to ensure the most critical services and needs are addressed first. The lifelines provide a structure for assessing and communicating the impacts to community functions and guide prioritization of response and recovery operations. *(See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.)*

1. **Rescue and Safety:** Rescue of individuals trapped and in immediate life-threatening danger (e.g., fire, flood, hazardous conditions).
Supports Lifelines: Safety & Security; Health & Medical
2. **Hazard Mitigation:** Mitigation of life-threatening hazards such as fires, floods, or hazardous material releases.
Supports Lifelines: Safety & Security; Hazardous Materials; Energy.
3. **Emergency Medical Care:** Treatment and stabilization of life-threatening injuries and protection of public health.
Supports Lifelines: Health & Medical.
4. **Property and Infrastructure Protection:** Prevention of building collapse or other major threats to property and the environment.
Supports Lifelines: Energy; Water; Transportation.
5. **Care for the Injured and Displaced:** Provision of medical care, shelter, and essential needs for individuals with less severe injuries or those displaced.
Supports Lifelines: Health & Medical; Food, Water, Shelter.
6. **Restoration of Critical Services:** Protection, maintenance, and restoration of essential systems and services required for community functionality.
Supports Lifelines: Energy; Water; Communications; Transportation.
7. **Fatality Management:** Recovery and dignified handling of fatalities.
Supports Lifelines: Safety & Security; Health & Medical.

8. **Continuity of Government:** Maintenance and restoration of government operations to ensure the City can function effectively during and after the emergency.
Supports Lifelines: Safety & Security; Communications; Energy.

(See [Basic Plan](#), [Appendix 2: Direction and Control](#))

V. **The Emergency Operations Center (EOC)**

A) The EOC serves as the central location for coordinating the City of Oak Harbor’s emergency response. When fully activated, all functions of the Emergency Operations Plan (EOP) will be executed from this facility, in accordance with the Incident Command System (ICS). If the primary EOC location becomes unavailable, operations will be transitioned to the designated alternate EOC to ensure continuity of command, control, and coordination.

B) **Primary EOC:**

Oak Harbor Fire Department EOC
855 East Whidbey Ave.
Oak Harbor, WA 92877

C) **Alternate EOC locations:**

1. Oak Harbor Public Works
1400 NE 16th Avenue
Oak Harbor, WA 98277
2. Oak Harbor City Hall
865 SE Barrington Drive
Oak Harbor, WA 98277
3. Mobile Command Trailer

VI. **ACTIVATION**

A) **Authority to Activate the CEMP**

The Comprehensive Emergency Management Plan (CEMP), in whole or in part, becomes active upon activation of the Emergency Operations Center (EOC). The EOC may be activated under any of the following conditions:

- **By City Officials:** The Mayor, the Director of Emergency Services (Fire Chief) or their designated alternate, any department head, or the City employee with the highest level of expertise relevant to the emergency may activate the EOC. The individual initiating activation assumes the role of Director of Emergency Services until formally relieved by the Fire Chief or their alternate.
- **Proclamation of a Local Emergency:** The EOC may be activated following a formal Proclamation of a local emergency by the Mayor or City Council.

- **State or Federal Emergency:** Activation occurs when a state of emergency or state of war emergency exists, either as declared by the Governor or as defined under applicable state or federal law.

B) Levels of EOC activation:

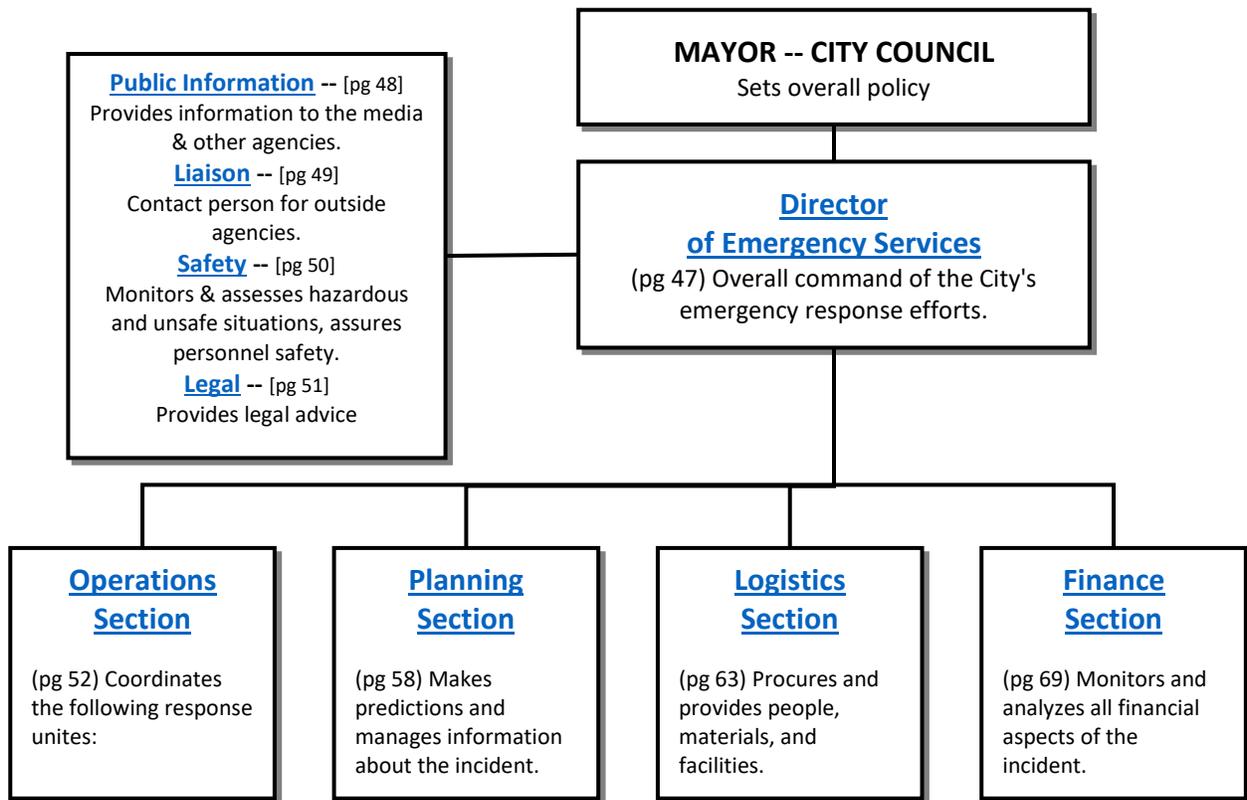
Level	Name	Description
1	Full Activation	Highest level of activation for a catastrophic event. All EOC functions (Operations, Planning, Logistics, and Finance/Administration) are fully activated.
2	Partial Activation	Used for incidents that exceed local capabilities, requiring a multi-departmental response and partial EOC activation.
3	Monitoring	EOC is on standby or open to monitor potential or escalating threats, providing periodic updates to key personnel.
4	Normal Operations	Lowest level, often referred to as “enhanced watch.” EOC staff may remain in their normal work areas or operate virtually, monitoring daily events and routine emergency management responsibilities.

EXAMPLES OF ACTIVATION

Level	Name	Example Incidents
1	Full Activation	<ul style="list-style-type: none"> - Major earthquake causing widespread structural damage - Catastrophic flood affecting multiple neighborhoods - Large-scale wildfire threatening populated areas - Pandemic outbreak with significant public health impact - Hazardous material release involving multiple facilities or transportation corridor
2	Partial Activation	<ul style="list-style-type: none"> - Localized flooding or storm damage exceeding single-department capabilities - Multi-vehicle transportation accidents with hazardous materials - Extended power outages affecting critical infrastructure - Moderate wildfire requiring multi-agency response - Civil disturbance impacting City services or public safety
3	Monitoring	<ul style="list-style-type: none"> - Severe weather watch (e.g., high winds, winter storms) - Forecasted regional flooding or wildfire threats - Utility or infrastructure incidents with potential escalation - Community events with potential public safety concerns - Emerging public health issues under observation

4	Normal Operations	<ul style="list-style-type: none">- Daily operations with routine emergency management responsibilities- Minor incidents resolved at the department level (e.g., small fires, minor traffic accidents)- Public awareness campaigns or training exercises- Monitoring routine weather or traffic hazards- Administrative preparedness tasks and coordination
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INCIDENT COMMAND SYSTEM EMERGENCY ORGANIZATION CHART



Fire (pg 53)
Responds to fires and emergency medical services (EMS).

Police (pg 54)
Protects lives and property, enforces laws and orders, controls traffic.

Public Works (pg 55)
Reduces damage, restores services, helps with heavy rescue.

Utilities (pg 56)
Restores and maintains electrical, water, gas, phone, and sewer utilities.

Health & Welfare (pg 57)
Staffs and coordinates public shelters.

Resources (pg 59)
Maintains current information about resources.

Situation (pg 60)
Collects and organizes information on incidents, situations, and status. Posts this information.

Documents (pg 61)
Keeps files and makes copies.

Demobilization (pg 62)
Plans for the orderly transition from emergency status to day-to-day operations.

Supply (pg 64)
Obtain, store, and provide equipment and supplies.

Facilities (pg 65)
Provides sleeping and relaxation areas for emergency personnel.

Transportation (pg 66)
Provides vehicles for emergency personnel and for public evacuation.

Communications (pg 67)
Sends messages via radio, phone, computer, and television. Relays EOC messages.

Food (pg 68)
Feeds emergency personnel.

Time (pg 70)
Keeps track of hours worked by paid personnel.

Comp./Claims (pg 71)
Manages compensation and claims arising out of incidents.

Costs (pg 72)
Keeps track of costs to the City arising out of incidents. Tries to reduce costs.

VII. THE EMERGENCY ORGANIZATION

A) Description

Emergencies alter normal working relationships and require coordinated response across multiple agencies and departments. Key changes include:

- Several agencies or departments may operate under the direction of a single individual, even though they normally work independently.
- Special-purpose units may be created to perform specific emergency tasks, such as transportation of food or medical supplies. Personnel assigned to these units are temporarily detached from their regular department responsibilities.

This document outlines an emergency organization, including titles, job descriptions, and duty checklists. A summary of the organization is provided on the previous page. The structure is based on the **Incident Command System (ICS)**, which establishes clear authority, direction, and communication during emergencies.

ICS can be applied within a single agency or department, or across multiple agencies and departments involved in the same emergency. Its standardized organizational structure and common terminology provide a flexible management system, particularly effective for multi-departmental or multi-jurisdictional incidents. ICS allows rapid activation and scaling of the organizational structure to meet the specific functional needs of an incident.

B) Who is in Charge?

This plan is designed so that any trained individual can follow the action checklist for any emergency position, including the **Director of Emergency Services**. However, the Director position should ideally be filled in the following order of qualified personnel:

1. Fire Chief / Director of Emergency Services
2. Police Chief
3. Public Works Director
4. Deputy Fire Chief
5. The City employee with the highest level of expertise relevant to the emergency

C) Emergency Personnel

1. Order of Personnel Use:

During an emergency, available personnel should be utilized in the following order:

- a. City employees
- b. Skilled individuals from other organizations

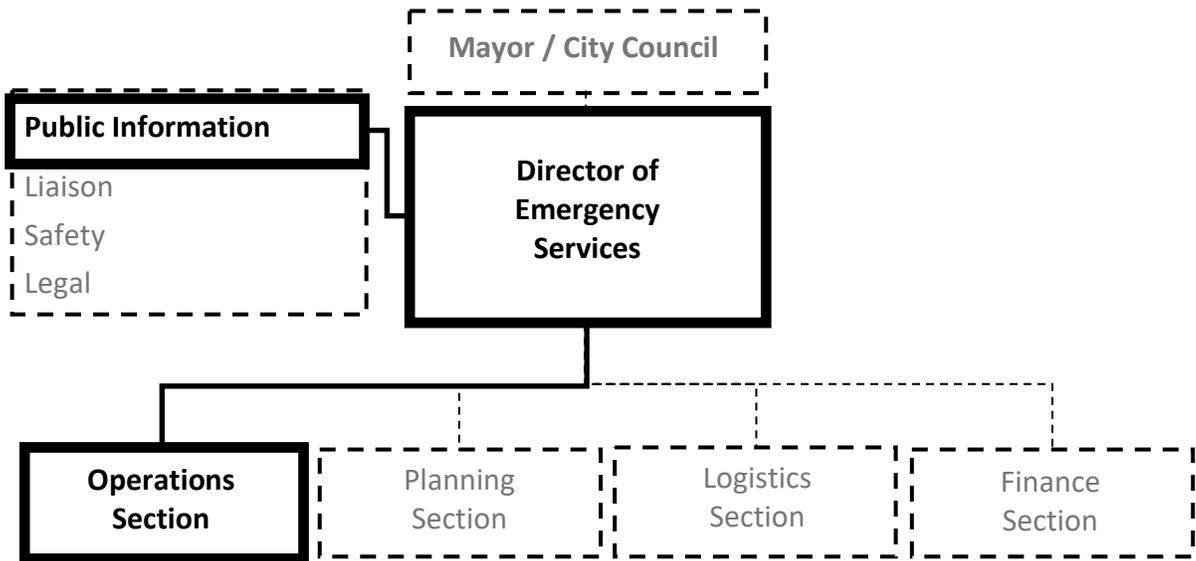
- c. Independent volunteers
- d. Citizens pressed into service by the Director

All individuals performing emergency duties are considered “emergency workers.” City employees are automatically designated as such. Skilled personnel from other organizations may be utilized according to existing agreements (e.g., mutual aid from other cities, Red Cross personnel performing duties under their charter).

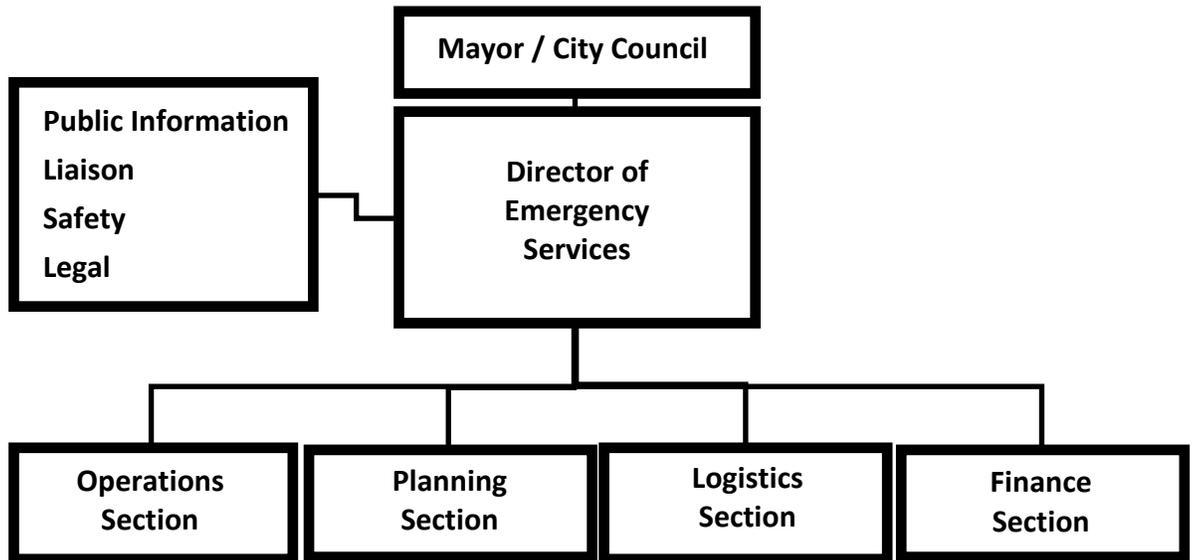
D) Emergency Organization

Under normal City operations, the emergency organization exists primarily as a framework on paper. During an emergency, it is activated and expanded as needed to effectively manage response and recovery operations. The organization’s structure ensures clear authority, coordination, and efficient utilization of personnel and resources..

1. A partially activated organization would look like this



2. A fully activated emergency organization would look like this:



VIII. CONTINUITY OF GOVERNMENT

A) City Council

To provide for the continuation of the Council during an emergency, the Council may make necessary appointments at the time of the emergency in accordance with state law.

B) City Officials

Depending on the extent of the emergency, the normal City organization may be partially or completely replaced by the emergency organization (described on pages 35 and 36) and City officials may or may not be fully occupied with their emergency roles.

C) Temporary Locations

If any City offices become unusable, the temporary designations for each City Department will be used. These designations have (or will be) determined and listed in the Basic Plan and Annexes, or in the Emergency Operational Procedures provided by each department or division within the City.

IX. EMERGENCY POWERS

A) Proclamation of an Emergency

The Mayor has the power to declare a local emergency and to request the Governor to declare a state of emergency.

The City Council will be advised of any Proclamation of the Mayor as soon as possible.

B) Command and Control

Under the direction of the Mayor, the Director of Emergency Services has the power to direct staff and civilian responses, and to settle questions of authority and responsibility.

C) Emergency Rules and Regulations

If necessary to protect life, property or to preserve public order and safety, the Mayor may promulgate rules and regulations, provided, however, such rules and regulations must be confirmed at the earliest practicable time by the City Council. (OHMC 1.10.090).

D) Resources

During a declared state of emergency, the Mayor and/or the Director of Emergency Services are vested with the authority to obtain, allocate, or commandeer supplies, equipment, and other resources deemed necessary for the protection of life, property, and the continuity of government. They are further authorized to direct and utilize the services of citizens as required to assist in carrying out emergency response, recovery, and mitigation operations, in accordance with applicable local, state, and federal laws.

This authority is granted under the provisions of the **Revised Code of Washington (RCW) 38.52**, which empowers local jurisdictions to take necessary actions to provide for the protection of the public and ensure the effective management of emergency operations.

E) Suspension of Regulations

The Governor has the power to suspend state agency orders, rules, or regulations that may impede emergency responses.

X. LEGAL IMMUNITIES

During a declared state of emergency, the City and its employees acting as emergency workers are granted immunity from liability for death, injury, or property damage resulting from actions taken in good faith and within the scope of their assigned emergency duties.

This protection is provided under the **Revised Code of Washington (RCW) 38.52.180**, which affords immunity to emergency management workers for acts or omissions performed in the course of their emergency responsibilities, except in cases of willful misconduct, gross negligence, or bad faith

XI. EMERGENCY COMMUNICATIONS

During a major emergency, effective communication with City emergency personnel, partner agencies, and the public is essential to coordinating response and recovery efforts. However, disasters can damage infrastructure and overload communication networks, making reliable communication challenging. To address this, the City maintains multiple communication systems and redundant capabilities to ensure the

continued flow of information during emergency operations. (See [ESF-2; Communications.](#))

Compass directions will be used as follows:

- North: toward Deception Pass
- South: toward Coupeville
- East: toward Camano Island
- West: toward Puget Sound – West Beach – Smith Island

XII. OTHER ORGANIZATIONS

A) Mutual Aid

Because the City of Oak Harbor’s resources may become fully committed or exhausted during a major emergency, the City maintains mutual aid and interlocal agreements with neighboring jurisdictions and partner agencies to ensure additional support. Mutual aid requests are generally initiated at the local level and escalate through the following order:

1. Order of mutual aid
 - a. Island County organizations/departments
 - b. Federal Fire Northwest - NAS Whidbey Island, Fire Department
 - c. Multi-County resources
 - d. State
 - e. Federal
 - f. International

B) Financial Aid

1. The State of Washington provides assistance to local governments to help cover the costs associated with disaster response and recovery. To be eligible for state or federal reimbursement, the City of Oak Harbor must issue a Local Proclamation of Emergency, conduct a formal damage assessment using prescribed methods and forms, and submit all required documentation within established deadlines. The Washington State Emergency Management Division (EMD), within the Military Department, coordinates this process and provides detailed guidance. Federal disaster assistance is made available through the State following a request for a Presidential Disaster Declaration by the Governor.
2. The financial assistance process requires the completion of multiple forms and documentation steps, often continuing long after active emergency operations have concluded. Diligence and adherence to procedures are essential to ensure eligibility and compliance. The Finance Department, in coordination with the Director of Emergency Services and the City Attorney, will develop and maintain specific procedures to guide documentation, cost tracking, and submission for disaster-related financial aid.

C) Lines of Authority

Lines of authority during an emergency are as follows:

1. Governor of Washington
2. Director, Washington Department of Emergency Management
3. Director, Island County Department of Emergency Services
4. Director, Emergency Services, City of Oak Harbor

D) Red Cross

The role of the Red Cross is primarily to open and operate shelters for disaster victims. Other roles may include first aid, damage assessment, help with communications and providing various resources. The Red Cross usually initiates its own emergency response, but it is important to coordinate operations during any emergency responses. See [ESF-6; Mass Care](#).

E) Amateur Radio Operators

The local amateur radio operators are organized and ready to assist with communications in an emergency. They hold regular meetings, drills and roll call sessions. A space is designated for them at the Oak Harbor Fire Department. See [ESF-2, Communications](#).

F) Military

Military aid is usually provided by the National Guard. Their role is to assist, but not substitute for, City response efforts. They can respond in crisis situations without direction from the Governor. However, this is a rare occurrence. To request help from the military, contact the Island County Department of Emergency Management. See [ESF-15; External Affairs](#).

G) Business and Industry

The Director of Emergency Services is authorized to procure supplies and services necessary for use during emergencies. When circumstances require, the Director may commandeer resources essential to protecting life, property, and the environment, in accordance with applicable laws and City policies. Whenever possible, these activities should be pre-planned and coordinated with local businesses and vendors to ensure timely and efficient support during a crisis.

Additionally, local businesses are encouraged to establish Business Response Teams- either independently or in collaboration with neighboring businesses- to enhance preparedness, ensure continuity of operations, and strengthen coordination with City emergency management efforts.

CHART OF RESPONSIBILITIES BY FUNCTION/TITLE

TITLE	Director of Emergency Services	Operations Section	Planning Section	Logistics Section	Finance Section
Fire Chief	P	p*			
Police Chief	A	p*			
Public Works Director	A	p*			
Finance Director					P-1
Finance Manager- Planning					P-2
Finance Manager- Accounting					A
Director, Dev. Services			P-2		
Harbormaster			A		
Human Resources Dir.					
Parks & Rec Director					
Fire Deputy Chief	A	p*			
Police Deputy Chief		p*			
Fire Marshal			P-1		
PW Administration Mgr.				P-1	
Building Official					
PW Operation Mgr.				P-2	
PW Senior Forman				A	

P – Denotes primary functional responsibility.

A – Denotes alternate responsibility in absence of primary.

* - EOC Operations Coordinator dependent upon nature of incident.

Examples FIRE: Earthquake, Haz-Mat, Fire, Plane Crash
 POLICE: Civil Disorder, Demonstration, Large Public Assembly
 PUBLIC WORKS: Major Storm, Major Utility interruption

LIST OF BASIC RESPONSIBILITIES BY MAJOR ICS TITLE

DIRECTOR OF EMERGENCY SERVICES (see [Action Checklist](#))

RESPONSIBLE PARTYFire Chief
ALTERNATE.....Police Chief
ALTERNATE.....Public Works Director
ALTERNATE.....Deputy Fire Chief
REPORTS TOMayor/City Council
WORK AREAEOC

BASIC RESPONSIBILITIES

1. Begins the alerting process for the EOC staff.
2. Reports to the EOC.
3. Officially places the CEMP in effect.
4. Assumes overall direction and responsibility; makes final major decisions.
5. Monitors and coordinates the situation.
6. Provides emergency alerting and mobilization instructions.
7. Carries out State policies on resource management operations.
8. Conducts de-briefing sessions.

STAFF SOURCE(S)

- All City staff, personnel, and resources
- Volunteers in the community
- Resources of the private sector
- Outside public agencies
- Mutual Aid agreements

PUBLIC INFORMATION OFFICER (see [Action Checklist](#))

RESPONSIBLE PARTYCommunications Officer
ALTERNATE.....City Administrator
REPORTS TODirector of Emergency Services
WORK AREAEOC

BASIC RESPONSIBILITIES

1. Reports to EOC.
2. Establishes contact with news media.
3. Establish an information center for the news media.
4. Provide information for all news media.
5. Assist the Director of Emergency Services, Mayor, and City Council with public information and statements of direction to the general public.

STAFF SOURCE(S)

- All field units for information
- Section Heads and staff of EOC

LIAISON (see [Action Checklist](#))

RESPONSIBLE PARTYHR Director
ALTERNATE.....HR Assistant
REPORTS TODirector of Emergency Services
WORK AREAEOC

BASIC RESPONSIBILITIES

1. Reports to the EOC.
2. Keeps status sheets on location and type of resources in use and available.
3. Compiles statistical information for the Director of Emergency Services, Council, Mayor, and PIO.
4. Maintains pertinent records of actions by Director of Emergency Services and City Council.
5. Acts as the office of record in all official matters.
6. Prepares and publishes after action reports.
7. Assists State in setting up Disaster Field office.

STAFF SOURCE(S)

- City administrative assistants
- City office assistants

SAFETY (see [Action Checklist](#))

RESPONSIBLE PARTYBuilding Official
ALTERNATE.....Plans Examiner/Building Inspector
REPORTS TODirector of Emergency Services
WORK AREAEOC

BASIC RESPONSIBILITIES

1. Reports to the EOC.
2. Monitors and assesses hazardous or unsafe situations.
3. Assures personnel safety and accountability.
4. Coordinates damage assessment teams to survey structures and prepare damage assessment reports for State and Federal guidelines.
5. Coordinates the inspection and marking of hazardous structures.
6. Prepares plan for utilizing building, planning, and engineering department staff for comprehensive damage assessment.
7. Coordinates with the utility companies on damage assessments.
8. Insures collection of and reporting information.

STAFF SOURCE(S)

- Fire personnel
- Development Services personnel

- 7. Coordinates with Incident Command(s) on emergency efforts.
- 8. Keeps the Director of Emergency Services and Public Information officer informed.

STAFF SOURCE(S)

- Department heads, assistants, section heads and clerical staff

PLANNING SECTION HEAD (see [Action Checklist](#))

RESPONSIBLE PARTYFire Marshal
 ALTERNATE.....Development Services Director
 REPORTS TODirector of Emergency Services
 WORK AREAEOC

BASIC RESPONSIBILITIES

- 1. Reports to EOC.
- 2. Manages information collection for graphic display.
- 3. Displays situation and operational information in the EOC using maps and other visual aids.
- 4. Evaluates situation information and damage assessments.
- 5. Disseminates situation intelligence to the Director, Operations Head, and Public Information Officer.
- 6. Prepares summary reports of the situation for County and State officials.
- 7. Develops post disaster plans.
- 8. Prepares after-action reports and assists in de-briefing.

STAFF SOURCE(S)

- Development Services personnel
- All employees as informational source
- General public, news media information
- Clerical staff

LOGISTICS SECTION HEAD (see [Action Checklist](#))

RESPONSIBLE PARTYPublic Works Administration Manager
 ALTERNATE.....Public Works Operations Manager
 REPORTS TODirector of Emergency Services
 WORK AREAEOC

BASIC RESPONSIBILITIES

- 1. Reports to the EOC.
- 2. Coordinates food needs for emergency workers.
- 3. Facilitate sending of messages via radio, phone, and runners.
- 4. Relays EOC messages.
- 5. Establish and maintain agreements to use specified buildings as temporary morgues.
- 6. Coordinates community volunteers.

STAFF SOURCE(S)

- City Clerk
- Parks and Recreation staff
- Volunteers of community
- Red Cross, Military

FINANCE SECTION HEAD (see [Action Checklist](#))

RESPONSIBLE PARTYFinance Director
 ALTERNATE.....Finance Manager
 REPORTS TODirector of Emergency Services
 WORK AREAEOC

BASIC RESPONSIBILITIES

1. Reports to the EOC.
2. Maintains fiscal records of all expenditures.
3. Maintains records of hours worked by paid personnel.
4. Ensures departments maintain proper records supporting assistance claims.
5. Coordinates and verifies damage assessment valuations of property loss.
6. Prepares applications and claims for Federal or State assistance.
7. Advises the financial procedures on procurement of supplies and equipment.
8. Evaluate, reallocate and redistribute available resources.
9. Arranges for leasing or rental of equipment required to facilitate recovery.
10. Keeps all pertinent records.
11. Works with State in setting up Disaster Application Centers.

STAFF SOURCE(S)

- Finance department personnel
- Qualified personnel in the private sector

Action Checklist: Director of Emergency Services

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services *page 47*

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Overall command of the City's emergency response effort.

What You Should Do:

- Obtain briefing from section heads and/or field command staff
- Identify yourself as Director of Emergency Services (list on the organization chart in the EOC) and wear the identifying vest
- Read this entire checklist
- Assess the situation
- Define the problem
- Appoint and brief the section heads as needed:
 - Operations
 - Planning
 - Logistics
 - Finance
- Establish the priorities (see page 36)
- Develop a strategy with the section heads in collaboration with Incident Command:
 - Overall strategy (offensive/defensive)
 - Need for evacuation
 - Estimate of incident duration
 - "State of Emergency" Proclamation
- Direct staff to perform their checklist functions
- Coordinate activities of section heads
- Inform general public
- Determine availability of:
 - Personnel (see Emergency Resources list)
 - Relief personnel
 - Special Equipment (see inventory list)
 - Citizen welfare/shelter
- Request incident support plan from planning section
- Conduct incident support plan briefing with:
 - Operations head
 - Planning head
 - Logistics head
 - Finance head
- Execute incident support plan
- Establish liaison as needed: Other cities: County DES: State DEM: Federal
- Evaluate progress of emergency efforts: (set time period review at _____ hours)
- Revise incident support plan as needed
- Direct Planning head to develop demobilization plan when needed
- Release personnel from EOC as planned
- Re-check this checklist and refer to text of the Emergency Plan as needed

Action Checklist: Public Information Officer

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

BASIC RESPONSIBILITIES: Report to EOC. Coordinate with Island County if Joint Information Center (JIC)/Joint information system (JIS) has been established. Establishes contact with news media. Establish an information center for the news media if no JIC. Provide information for all news media if no JIS. Assist the Director of Emergency Services, Mayor, and City Council with public information and statements of direction to the public.

What You Should Do:

- Obtain situation briefing from the Director of Emergency Services
- Identify yourself as Public Information Officer on the organization chart in the EOC and wear the identifying vest
- Read this entire checklist
- Assess the situation
- Appoint and brief staff as needed
- Check on information restrictions with the Director of Emergency Services
- Set up an area (with telephones) designated only for the news media
- Make a checklist of news media personnel and agencies to contact:
 - Local news
 - TV
 - County DES
 - Radio
 - State
 - Wire services
- Establish liaison with local, county, and state agencies for uniformity of news releases, as needed
- Assemble and prepare releases
- Observe constraints on information release
- Obtain approval from the Director of Emergency Services on all releases
- Transmit and post releases in the EOC and the Policy Room
- Update information
- Prepare post-incident releases and/or summary information for media
- Maintain activity log
- When directed, secure your operations and replenish supplies
- Review CEMP
- Forward all reports to the Director of Emergency Services

Action Checklist: LIAISON

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Responsible for the City’s emergency response effort as outlined on pages 41 - 46.

What You Should Do:

- Obtain situation briefing from the Director of Emergency Services
- Identify yourself as Liaison Officer (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Identify outside agency representatives from each agency – include communications link and location
- Respond to question from incident personnel for inter-organizational contacts
- Monitor incident operations to identify current or potential inter-agency problems
- Maintain activity log
- Prepare to notify outside agencies of event conclusion, as needed
- Review CEMP
- Forward all reports to Director of Emergency Services

Action Checklist: Safety

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Responsible for the City’s emergency response effort as outlined on pages 41 - 46.

What You Should Do:

- Obtain situation briefing from the Director of Emergency Services
- Identify yourself as Safety (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Identify hazardous or potentially hazardous situations
- Participate in planning meetings
- Review incident action plans
- Exercise authority to stop and prevent unsafe acts
- Check status of Emergency shelters
- Check for damaged/unsafe buildings
- Investigate accidents
- Review CEMP
- Maintain activity log
- Forward all reports to Director of Emergency Services

Action Checklist: Legal

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Responsible for the City’s emergency response effort as outlined on pages 41 - 46.

What You Should Do:

- Obtain situation briefing from the Director of Emergency Services Identify yourself as the Legal Advisor (on the organization chart in the EOC and wear the identifying vest) Read this entire checklist
- Assess the situation
- Appoint and brief staff, as needed
- Ensure that a Proclamation of local emergency is made in a timely manner
- Ensure that application for financial aid is made within the guidelines required by the State
- Review City Code, State Law, WAC, and the CEMP
- Consult and collaborate with section heads
- Establish areas of legal responsibility and/or potential liabilities
- Attend meetings as necessary
- Maintain activity log
- When ordered, secure your operation and replenish supplies as needed
- Forward all reports to the Director of Emergency Services

Action Checklist: Operations Section Head

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Coordinate and support emergency operation units in field; Fire, Police, Public Works, Utilities, Health & Welfare, and Communications. Activate operations element of the incident support plan. See pages 41 - 46.

What You Should Do:

- Obtain briefing from the Director of Emergency Services
- Identify yourself/yourself as Operations Section Head (on the organization chart in the EOC and wear the identifying vest(s))
- Read this entire checklist
- Open work area, check phones, radios, (identify EOC-Operations)
- Develop operations portion of the support plan
- Assign and brief operations personnel in accordance with the support plan
- Coordinate operations
- Determine needs and request resources as appropriate
- Review resource lists and initiate deployment as needed by Operations units
- Report information, regarding special events, activities, occurrences or problems to the Director of Emergency Services
- Maintain activity log
- When directed, secure operations position and replenish supplies
- Review CEMP
- Forward all reports to the Director of Emergency Services

Action Checklist: Fire Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Coordinate fire field forces. Establish needs and provide resources.

What You Should Do:

- Obtain a briefing from Operations Section Head
- Identify yourself as Fire (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area, check phones, radios, (identify EOC-Fire)
- Assess situation
- Appoint and brief staff as needed
- Report situation/status to Operations
- Consult with Operations Units:
 - Police
 - Public Works
 - Utilities
 - Health & Welfare
- Maintain activity log
- Maintain status of fire equipment availability
 - Call off duty personnel
 - Call mutual aid
 - Ensure relief, food, and rest for working crews
- Review CEMP
- Forward all reports to Operations Head

Action Checklist: Police Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Protect lives and property, enforce laws and declared orders, control traffic, and combat crime.

What You Should Do:

- Obtain briefing from Operations Section Head
- Identify yourself as Police (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area, check phones and radios (identify EOC – Police)
- Assess situation
- Appoint and brief staff as needed
- Report situation / status to Operations
- Consult with Operations Units
 - Fire
 - Public Works
 - Health & Welfare
 - Utilities
- Call off-duty personnel as needed
- Assess need for police mutual aid, as liaison officer for assistance in this contact
- Check food and rest needs for crews
- Maintain activity log
- Review CEMP
- Forward all reports to Operations Section Head

Action Checklist: **Public Works Unit**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Coordinate Public Works field forces.

What You Should Do:

- Obtain briefing from Operations Section Head
- Identify yourself as Public Works (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area, next to Utilities (or in conjunction with) check phones, radios (identify EOC-Maint.)
- Advise Operations regarding staff and physical resources available
- Consult with operations units
 - Fire
 - Police
 - Utilities
 - Health & Welfare
- Call off duty personnel as needed
- Inventory status of essential City services
 - Bridges
 - Streets
 - Storm drainage system
 - Sanitary sewer system
 - Solid Waste
 - Vehicle maintenance operations
 - Lift/pump stations
 - Water delivery systems
- Be prepared to assist in:
 - Heavy rescue
 - Inspections
 - Restoring utilities
 - Providing mutual aid services
- Maintain activity log
- Maintain emergency generators
- Review CEMP
- Forward reports to Operations Section Head

Action Checklist: **Utilities Unit**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services	page 47
----------------------------	---------

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Restore/maintain the electric, power, gas, water, sewer, and telephone systems.

What You Should Do:

- Obtain briefing from the Operations Section Head
- Identify yourself as Utilities (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area next to Public Works (or in conjunction with), check phones, radios (identify EOC-Utilities)
- Establish the status of utilities systems
- Advise Operations of status and service capabilities
- Consult with operations units
 - Fire
 - Police
 - Health & Welfare
 - Public Works
- Engineering support for system repair and restoration
- Electrical power systems check – including back-up generators at City facilities
- Water, Gas, Sewer system checked
- Telephone systems checked
- Water quality control checked
- Request mutual aid as necessary
- Prepare to give mutual aid
- Review CEMP
- Maintain activity log
- Forward all reports to Operations Section Head

Action Checklist: Health & Welfare Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Provide staffing and coordination for public shelter.

What You Should Do:

- Obtain briefing from the Operations Section Head
- Identify yourself as Health & Welfare (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area, joint with the Red Cross; check phones
- Review incident action plan
- Report situation-status to Operations
- Coordinate with Red Cross in providing personnel to staff public shelters
- Notify Red Cross of needs and coordinate activities
- Verify shelter locations
- Establish public notification for aid requests
 - Phone #
 - Contact person
- Contact County DES for long term assistance through State
- Check with amateur radio operators in the EOC regarding public welfare inquiries. (Citizen runners will carry individual welfare messages to amateur radio operators at strategic locations)
- Review CEMP
- Maintain activity log
- Forward all reports to Operations Section Head

Action Checklist: **Planning Section Head**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
<i>Planning</i>	<i>58</i>
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources. See pages 41 - 46.

What You Should Do:

- Obtain briefing from the Director of Emergency Services
- Identify yourself as Planning Section Head (on the organization chart and wear the identifying vest)
- Read this entire checklist
- Open work area, check phones
- Appoint Planning Section units as needed
- Establish information requirements and reporting schedules
- Assemble information on alternate strategies
- Identify need for use of special resources
- Provide periodic predictions on incident potential
- Compile and display incident status summary information
- Supervise planning section units:
 - Resource unit leader
 - Situation unit leader
 - Display processor
 - Field observer(s)
 - Documentation unit leader
 - Technical specialist(s)
- Prepare recommendations for release of resources
- Review the CEMP
- Maintain activity log
- Forward all reports to the Director of Emergency Services

Action Checklist: Resources Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
<i>Resources</i>	<i>59</i>
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Maintain an inventory of available personnel, equipment, vehicles, etc. and display inventory status in the EOC.

What You Should Do:

- Obtain briefing from Planning Section Head
- Read this entire checklist
- Review incident action plan
- Display organizational chart
- Establish inventory of resources
 - Operations
 - Personnel
 - Equipment
 - Logistics
- Deliver inventory information to the Planning Section Head
- Post resources in the EOC
- Maintain incident resources status log
- Provide resources summary to situation unit
- Maintain activity log
- Review CEMP
- Forward all reports to Planning Section Head

Action Checklist: Situation Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Collect and organize incident situations and status information. Provide a display of information in the EOC.

What You Should Do:

- Obtain briefing from Planning Section Head
- Read this entire checklist
- Review incident action plan
- Prepare EOC Situation/Status display boards
- Assign other personnel as needed
- Collect incident data
 - Address and nature of incidents
 - Status of each incident
 - Special Hazards
 - Persons Evacuated
 - Shelter activation(s)
 - Persons injured
 - Persons dead
 - Property damage in estimated dollar loss
 - City Resources used
 - Outside agencies assisting
- Update situation/status boards at regular intervals (2-hour minimums)
- Participate in planning section meetings
- Maintain activity log
- Assist Planning Section Head in collecting and organizing data from:
 - Operations
 - Logistics
 - Director
 - Finance
- Review the CEMP
- Forward all reports to the Planning Section Head

Action Checklist: Documents Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Maintain complete incident files and provide duplication services.

What You Should Do:

- Obtain briefing from the Planning Section Head
- Read this entire checklist
- Establish incident files
- Establish duplication service and respond to requests
- Retain and file duplicate copies of official forms
- Check accuracy of records
- Correct errors by checking with appropriate EOC personnel
- Prepare reports/documents as requested by the Planning Section Head
- Restore City documents and files after incident
- Maintain activity log
- Review CEMP
- Forward all reports to the Planning Section Head

Action Checklist: Demobilization Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Prepare the demobilization plan to ensure an orderly transition from emergency to day-to-day status.

What You Should Do:

- Obtain briefing from Planning Section Head
- Read this entire checklist
- Obtain resource inventory
- Review incident action plan
- Prepare demobilization plan
- Work station re-supplies
- Forwarding of final reports
- Release of EOC units/sections
- Final status of field units
- Identify resource needs of remaining sections
- Clean up of EOC
- Monitor demobilization plan
- Maintain activity log
- Review CEMP
- Forward all reports to the Planning Section Head

Action Checklist: **Logistics Section Head**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Provide facilities services and materials for incident support. See pages 41 - 46.

What You Should Do:

- Obtain briefing from the Director of Emergency Services
- Identify yourself as the Logistics Section Head (on organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Open work area, check phones
- Appoint Logistics section units as needed
- Advise Resource unit of Logistics Section activation
- Participate in preparation of Incident Action Plan
- Identify service and support requirements for expected operations
- Coordinate and process requests for resources
- Advise on current service and support capabilities
- Supervise Unit leaders:
 - Supply
 - Facilities
 - Food
 - Transportation
- Coordinate demobilization with Planning Section
- Maintain activity log
- Review CEMP
- Forward all reports to the Director of Emergency Services

Action Checklist: **Supply Unit**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
<i>Supply</i>	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Order personnel, equipment, and supplies. Receive and store all supplies for the incident.

What You Should Do:

- Obtain briefing from the Logistics Section Head
- Read this entire checklist
- Participate in logistics section planning
- Provide/monitor EOC supplies and materials
- Advise on resources available in City inventory
- Assign personnel as needed to ensure material supply:
 - MOC
 - City Hall
 - Public Safety Building
 - Incident site(s)
- Receive and respond to requests for supplies
- Maintain inventory of supplies
- Submit briefing reports to Logistics Section Head
- Maintain activity log
- Re-supply as needed prior to demobilization
- Review CEMP
- Forward all reports to Logistics Section Head

Action Checklist: Facilities Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Provide sleeping and relaxation areas for EOC and Policy room staff. Advise on facilities for public shelters for City personnel and public as needed.

What You Should Do:

- Obtain briefing from Logistics Section Head
- Read this entire checklist
- Review incident action plan.
- Determine facilities requirements
 - Sleeping areas
 - Lighting/heating/cooling/sanitation/Public Works needs
- Advise Logistics Head regarding shelter capacities for public
- Maintain activity log
- Review CEMP
- Forward all reports to the Logistics Section Head

Action Checklist: **Transportation Unit**

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Provide vehicles to move people to and from the incident scene(s), and for public evacuation.

What You Should Do:

- Obtain briefing from Logistics Section Head
- Read this entire checklist
- Review incident action plan
- Provide inventory of transport vehicles
 - Cars
 - Buses (School and Transit)
 - Light Trucks
 - Heavy Trucks
 - Helicopters
- Advise logistics of transport capabilities
- Establish staging area(s) for vehicles.
- Provide mobile refueling capabilities
- Establish remote communications with staging area(s)
- Maintain activity log
- Review CEMP
- Forward all reports to the Logistics Section Head

Action Checklist: Communications Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Develop plans for ensuring that the EOC communications system functions adequately. This includes messages, radios, telephones and television.

What You Should Do:

- Obtain briefing from Logistics Section Head
- Read this entire checklist
- Advise on EOC communication capabilities/standby capabilities
- Call radio amateurs if needed
- Confirm with logistics on emergency fuel supply and re-supply if needed
- Ensure that communications supplies are on hand
- Notify appropriate City staff of emergency status: "The EOC has been activated due to _____ and will remain activated until further notice. Refer to the EOC activation phone lists for telephone numbers."
- Route all incoming messages to the EOC staff
- Assign message runners as needed
- Activate public warning systems as directed by Operations
- Ensure that outgoing messages are transmitted promptly
- Maintain activity log
- Review CEMP
- Re-supply workstation prior to demobilization
- Forward all reports to Logistics Section Head

Action Checklist: Food Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
<i>Food</i>	<i>68</i>

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Feeding of EOC and City Employee personnel, City Emergency volunteer workers.

What You Should Do:

- Obtain briefing from Logistics Section Head
- Read this entire checklist
- Advise on food supply on hand
- Determine the best method of feeding.
- Plan menu
- Assign food preparers if needed
- Establish feeding schedule
- Keep inventory of food on hand; re-order as needed
- Check staging areas and incident(s) for food and water
- Maintain activity log
- Review CEMP
- Re-stock food supply upon demobilization
- Forward all reports to Logistics Section Head

Action Checklist: Finance Section Head

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: All financial and cost analysis of the incident and the supervision of members of the Finance Section. See pages 41 - 46.

What You Should Do:

- Obtain briefing from the Director of Emergency Services
- Identify yourself as Finance Section Head (on the organization chart in the EOC and wear the identifying vest)
- Read this entire checklist
- Attend planning meeting to gather information on overall strategy
- Organize Finance section:
 - Time Unit
 - Compensation/claims Unit
 - Cost Unit
- Inform the Director of Emergency Services when section is fully operational
- Provide input in all plans for financial and cost analysis
- Maintain contact with agency(s) of financial matters
- Properly prepare and complete all financial obligation documents
- Review CEMP
- Before demobilization, establish a plan to follow through with all business management issues
- Maintain activity log
- Forward all reports to Director of Emergency Services

Action Checklist: Time Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Keep track of the hours worked by paid personnel, and the hours that various pieces of equipment are used.

What You Should Do:

- Obtain briefing from Finance Section Head
- Read this entire checklist
- Establish and maintain a file for employee time reports. For each person, it should include:
 - Correct identification
 - Specific pay provisions
 - Hours worked
 - Travel
 - Termination of involvement in the incident
- Establish and maintain:
 - City equipment Time and Mileage
 - Rented equipment contracts
- Keep time records for each shift
- Make sure time reports are appropriately signed
- Close out a person's time records before he or she is released from the incident
- Maintain activity log
- Review CEMP
- Forward all reports to the Finance Section Head

Action Checklist: Compensation Claims Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Manage compensation for injuries and claims arising out of the incident.

What You Should Do:

- Obtain briefing from Finance Section Head
- Read this entire checklist
- Establish contact with the Safety Officer and Liaison Officer (or agency representatives if no Liaison is assigned)
- Assign staff as needed
- Brief your staff
- Periodically review logs and forms produced by your unit to ensure:
 - Completeness
 - Accuracy
 - Timeliness
 - Compliance with procedures and policies
- Keep Finance Section Head briefed on unit activities
- Obtain Demobilization Plan
- Before demobilizing, make sure that all logs and forms are:
 - Complete
 - Current
 - Routed correctly for post-incident processing
- Maintain activity log
- Review CEMP
- Forward all reports to Finance Section Head

Action Checklist: Costs Unit

	PAGE
Public Info	48
Liaison	49
Safety	50
Legal	51

City Council/Mayor

Dir. Of Emergency Services page 47

	PAGE
Operations	52
Fire	53
Police	54
Public Works	55
Utilities	56
Health/Welfare	57

	PAGE
Planning	58
Resources	59
Situation	60
Documents	61
Demobilization	62

	PAGE
Logistics	63
Supply	64
Facilities	65
Transport	66
Communication	67
Food	68

	PAGE
Finance	69
Time	70
Comp/Claims	71
Costs	72

YOUR RESPONSIBILITY: Collect all cost data, perform cost effective analyses, provide cost estimates and cost saving recommendations; prepare and process checks for payment during disaster.

What You Should Do:

- Obtain briefing from the Finance Section Head
- Read this entire checklist
- Obtain and record all cost data
- Prepare incident cost summaries
- Prepare cost estimates for planning
- Make recommendations for cost savings to Finance Section Head
- Maintain cumulative incident cost records
- Prepare check vouchers for payment
- Ensure accuracy of documents
- Complete all records prior to complete demobilization
- Maintain activity log
- Review CEMP
- Forward all reports to the Finance Section Head

EMERGENCY ACTIVATION NOTIFICATION GUIDE

This checklist is to serve as a guide for notification of key personnel in the event an emergency occurs that would require activating the EOC in the City of Oak Harbor.

A. Determine which location for the EOC will be activated:

- Primary - Oak Harbor Fire Station, 855 East Whidbey Avenue
- Alternate - Mobile Command Trailer
- Alternate - Oak Harbor City Hall, 865 SE Barrington Drive
- Alternate - Oak Harbor Public Works, 1400 NE 16th Avenue

NOTIFICATION CHECKLIST

B. Alert one person in each of the following groups:

Group One

- Mayor
- City Administrator
- Director of Emergency Services/Fire Chief

Group Two

- Fire Chief
- Fire Deputy Chief
- Fire Marshal

Group Three

- Police Chief
- Police Deputy Chief
- Police Operations Lieutenant

Group Four

- Public Works Director
- Public Works Operations Manager
- Public Works Administration Manager

C. Alert the following department heads, as needed:

- Human Resources Director
- Finance Director
- Development Services Director
- Parks and Recreation Director
- City Attorney
- Harbormaster

D. Alert the following personnel or agencies as directed:

- City Council (Mayor Pro Tem or Council)
- All other personnel as needed, by department

E. Alert the following through I-COM dispatch

- American Red Cross
- ARES or Amateur Radio Group
- Island County DES
- Puget Sound Energy; Electricity – through I-COM
- Cascade Natural Gas; Natural Gas – through I-COM
- Verizon – through I-COM
- Comcast – through I-COM
- Island Transit

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APPENDIX 2

DIRECTION AND CONTROL

XIII. PURPOSE

To provide guidance for the direction, control, and coordination of emergency management activities within the City of Oak Harbor.

XIV. CONCEPT OF OPERATIONS

A) Direction and Control

1. The Director of Emergency Services (Fire Chief) is responsible for the overall direction and control of the emergency preparedness activities for the City of Oak Harbor. The authority for direction and control of the organization and administration of the emergency preparedness program is found in RCW 38.52 and OHMC 1.10.040.
2. The Director of Emergency Services is responsible for ensuring emergency preparedness activities, response to emergencies and disasters, and the coordination of the recovery from emergencies and disasters are effectively carried out within the City of Oak Harbor.
3. Each Oak Harbor City Department shall have a pre-established location and an alternate from which to establish direction and control of its respective activities in a disaster. This location may be the EOC or other suitable location, depending upon the magnitude and circumstances associated with the event. If the location established is not the EOC, the individual in charge will be responsible for documenting staff activities and maintaining active communication with the EOC regarding status and resource needs.
4. The City Council is responsible for City-wide policy decisions. The policy group provides policy recommendations to the City Council during times of emergency or disaster.
5. The day-to-day organizational structure of City Departments shall be maintained as much as practical during emergency and disaster operations. Each City Department shall have a line of succession to the department director/head.

B) Coordination

1. The Department of Emergency Services is the lead agency for facilitating the coordination of emergency preparedness activities among local, state, federal, and private sector agencies with the City of Oak Harbor.
2. Each City Department shall provide personnel to staff the EOC upon request and shall establish a call-out list for rapid mobilization of the department and staffing of the EOC.

3. Each employee is responsible for notifying their department of any home phone number or address changes that would affect this call-out list. (A confidential employee phone list to be on file at the EOC.)
4. Each employee is responsible for advising the City at the earliest opportunity of his/her location and availability in the event of an emergency or disaster.
5. The Department of Emergency Services will coordinate the contacting of families of employees in the event of an emergency or disaster.

C) Facilities

1. The Oak Harbor Fire Department's Headquarters Station 81 is located at 855 East Whidbey Avenue and serves as the primary EOC for the City.
 - a. The first alternate EOC location is the Oak Harbor Public Works facility located at 1400 NE 16th Avenue.
 - b. The second alternate EOC location is Oak Harbor City Hall, 865 SE Barrington Drive.
 - c. The primary EOC and first alternate location are each capable of being staffed 24 hours a day and has back-up power.
2. Other alternate locations for an EOC may be identified as the situation warrants.
3. The Director of Emergency Services is responsible for developing and maintaining EOC Guidelines, facility equipment, and supplies.

D) On-Scene Management

1. On-scene management of emergencies will follow the Incident Command System (ICS), mandated through the National Incident Management System (NIMS), which was established by Homeland Security Presidential Directive-5 (HSPD-5)
2. The Incident Commander is the on-scene manager responsible for direction and control at the scene of the incident. The Incident Commander shall utilize the positions within the Incident Command System as deemed necessary at the time of the incident. The Incident Command System should only be activated to the level necessary for efficient operations. It is the responsibility of the Incident Commander to:
 - a. Assess the situation.
 - b. Develop incident objectives, action plans and priorities.
 - c. Ensure safety issues are addressed.
 - d. When activated, contacts the EOC to request necessary resources.
3. Washington Administrative Code (WAC) 296-824 requires the Incident Command System be used in responses to hazardous materials incidents and outlines specific requirements of the Incident Commander.
4. The Incident Commander may appoint a Public Information Officer when the situation warrants, to work with the news media at the incident scene. This

may include coordinating media releases and arranging contacts between the media and response agencies. When possible, information released to the media should be coordinated through the EOC. The Public Information Officer shall be responsible for communicating released information to the EOC.

E) Emergency Proclamation Process

1. A Proclamation of Local Emergency may be issued by the Mayor when conditions of disaster or extreme peril threaten the safety of persons or property within the City of Oak Harbor. This Proclamation serves as the legal instrument authorizing the use of extraordinary measures necessary to support disaster response and recovery operations.
2. The Proclamation of Local Emergency is typically a prerequisite for requesting state or federal disaster assistance. The City Council shall be notified and provided with a copy of the Proclamation at the earliest practical opportunity for ratification and inclusion in the official record.
3. The City of Oak Harbor is a non-chartered code City. As such, RCW 35A states the succession of authority by which Proclamations may be issued. In the absence of the Mayor, such Proclamations may be made by the Mayor Pro Tem.
4. The Proclamation authorizes the City to take necessary measures to combat a disaster, protect persons and property, provide emergency assistance to victims of the disaster, and exercise the powers vested in RCW 38.52.070 without regard to formalities prescribed by law (with the exception of mandatory constitutional requirements). These include but are not limited to:
 - a. Budget law limitations
 - b. Competitive bidding processes
 - c. Publication of notices
 - d. Provisions pertaining to the performance of public work
 - e. Entering into contracts
 - f. Incurring obligations
 - g. Employment of temporary workers
 - h. Rental of equipment
 - i. Purchase of supplies and materials
 - j. Levying of taxes
 - k. Expenditures of public funds
5. The Director of Emergency Services, in cooperation with the City Attorney, shall be responsible for the preparation of emergency Proclamations (see Appendix 10; "Proclamation of Emergency" Example).
6. The Director of Emergency Services is responsible for the notification of appropriate county, state, and federal agencies following any Proclamation of emergency.

F) Request for Emergency Assistance

1. In the event a situation is beyond the capability of local and pre-designated mutual aid resources, the Director of Emergency Services or his/her designee will request additional resources through the Island County Department of Emergency Services for county, state and federal assistance as necessary.
2. Requests to the Governor to declare a State of Emergency are made by the Mayor directly to the Governor or through the Island County Department of Emergency Services. This Declaration by the Governor is necessary to obtain federal disaster relief funds.

XV. RESPONSIBILITIES**A) Mayor**

1. Makes Proclamation of Local Emergency.
2. Provides for briefing of the City Council.

B) Director of Emergency Services (Fire Chief)

1. Provides overall direction and control of City emergency operations.
2. Prepares Proclamation of Local Emergency in cooperation with the City Attorney.
3. Makes necessary notifications following Proclamations.
4. Coordinates requests for assistance and resources with county, state, and federal agencies.
5. Develops and maintains Emergency Operation Center capability.
6. Provides for the notification of key department personnel as appropriate (see City Department Personnel - Emergency Contact List, located in the EOC).

C) City Departments

1. Provide representatives to the EOC as appropriate or as requested by the Director of Emergency Services.
2. Designate locations for the management of department operations.
3. Provide accurate and timely information from field personnel to the EOC when activated.
4. Develop Emergency Operational Procedures.
5. Develop departmental emergency contact lists.

APPENDIX 3

CONTINUITY OF GOVERNMENT

I. PURPOSE

To provide guidance for the continued operation of the City of Oak Harbor government and its departments, and to provide for the preservation of essential City records.

II. CONCEPT OF OPERATIONS

A) State Law

RCW Title 35A, Optional Municipal Code, provides for the filling of vacant elective offices by the Oak Harbor City Council. (Ref. 35A.12.050, 35A.12.060, 35A.12.065) The line of succession for elected City officials shall be Mayor, and Mayor pro tempore. Further lines of succession shall be by majority vote of the remaining City council members as absences and/or vacancies occur.

B) City Government - Emergency Preparedness

The Elected Mayor is the executive head of the City of Oak Harbor. Oak Harbor Municipal Code 1.10.020(3) designates the Fire Chief as the Director of Emergency Services. The line of succession for the Director of Emergency Services shall be Fire Chief, Police Chief, and then Public Works Director.

C) City Department Succession

The director of each City Department shall designate a line of succession for their respective departments. Upon the direction of the department director, key divisions or offices within the department may designate lines of succession (see list of departmental successions).

D) Department Responsibilities

The director of each City Department shall ensure that everyone designated in the department (division) line of succession is aware of the responsibilities of the position, department operating procedures and the operational polices and responsibilities of the City of Oak Harbor All-Hazards Comprehensive Emergency Management Plan and Implementing Procedures.

E) Records Preserved

The director of each City Department shall ensure that essential department records are identified and preserved. The Office of the City Clerk shall be the lead resource for providing information and assistance in the identification and preservation of vital records.

F) Information Services for Electronic Records

The Information Technology Division shall be the lead resource in providing information and assistance for the protection of electronic data and computer equipment.

G) Department Locations for Operations

The director of each City Department having emergency response functions shall designate primary and alternate sites from which to conduct department operations during emergency situations.

H) Location of Operations Outside City Limits

RCW 42.14.075 allows for political subdivisions to conduct the affairs of the jurisdiction outside the territorial limits of the jurisdiction in the event it is imprudent, inexpedient, or impossible to continue operations at the usual locations. Decisions to relocate local government shall be based "upon the call of the presiding official or any two members of the governing body" and shall be the responsibility of the City Council and Mayor, based upon circumstances of the emergency or disaster.

III. RESPONSIBILITIES**A) City Council**

1. Fills vacancies in elected offices as provided by RCW 35A.
2. Determines alternate locations for the day-to-day operation of local government when usual, customary locations are not acceptable.

B) Mayor

1. Works with the City Council in filling vacancies of appointed officials as provided by RCW 35A.
2. Determines, along with the City Council, appropriate alternate locations for day-to-day operation of local government when usual, customary locations are not acceptable.

C) Director of Emergency Services

1. Provides for the overall continuity of City operations in the event of a disaster or emergency.

D) City Clerk

1. Provides guidance and direction to City Departments in the identification and preservation of essential City records.

E) Information Technology Division

1. Provides guidance and direction for the protection of electronic data and computer systems.

F) City Departments

1. Identifies primary and alternate locations for department operations during emergency and disaster situations.
2. Designates department lines of succession and ensures that designated individuals are aware of the responsibilities of the position, department operating procedures and the operational policies and responsibilities of the CEMP.
3. Provides for the identification and preservation of essential department records.
4. Provides for the continuity of department operations.

LINES OF SUCCESSION**MAYOR**

Mayor
City Administrator – per OHMC Chapter
1.10.030
Mayor Pro Tempore

CITY ADMINISTRATOR

City Administrator
Finance Director

DIRECTOR OF EMERGENCY SERVICES

Fire Chief
Police Chief
Public Works Director

FINANCE DEPARTMENT

Director
Finance Manager

CITY ATTORNEY

City Attorney

CITY CLERK

City Clerk
Executive Services Coordinator

FIRE DEPARTMENT

Fire Chief
Deputy Chief
Fire Marshal

HUMAN RESOURCES

Director

INFORMATION TECHNOLOGY DIVISION

Director
Assistant

PARKS AND RECREATION DEPARTMENT

Director
Recreation Manager
Parks Supervisor
Harbormaster

DEVELOPMENT SERVICES DEPARTMENT

Director
Principal Planner
Building Official

POLICE DEPARTMENT

Police Chief
Deputy Police Chief
Operations Lieutenant
On-Duty Sergeant

PUBLIC WORKS DEPARTMENT

Director
Operations Manager
Administration Manager
24 Hour Duty Personnel

APPENDIX 4

PUBLIC INFORMATION

IV. PURPOSE

To provide guidance in the dissemination of prompt, accurate emergency public information to the public and the media during emergency and disaster situations, and to ensure a continuous flow of accurate information to the public before, during, and after an emergency or disaster.

V. CONCEPT OF OPERATIONS

A) Normal Operations

During normal, pre-emergency operations, information related to Emergency Preparedness activities and instruction will be coordinated and disseminated as required through the Director of Emergency Services. Coordination with State and County emergency management organizations will be maintained.

B) Emergency Operations

During emergency or disaster operations, the Director of Emergency Services will ensure that an appointed Public Information Officer is coordinating and disseminating information to the public. The Director of Emergency Services will assist in the collection and the preparation of emergency information in the EOC for the Public Information Officer. The release of any information from the City of Oak Harbor concerning emergency or disaster situations will be through the office of the Mayor.

C) Objectives of Public Information:

1. Provide timely warnings to the public regarding disaster threats, potential impacts, and appropriate protective actions to reduce harm and mitigate effects.
2. Educate and inform the public on preparedness, response, and recovery measures to enhance community resilience.
3. Encourage ongoing preparedness efforts and strengthen public confidence and determination to recover following a disaster.
4. Ensure accuracy and consistency of information disseminated to the public, while actively countering misinformation, rumors, and speculation.

D) Public Information - Distribution

Emergency Public Information instructions and guidance will be designed for and distributed to the following groups:

1. Government agencies, quasi-governmental agencies (including school systems), private businesses, and other institutions that have been assigned or are participating in emergency operations.

2. The general public.
3. Special groups, including but not limited to; non-English speaking people, those unable to relocate or protect themselves, people with mental or physical Access and Functional Needs, and people requiring public transportation.

E) Information to be Credible

Credibility and responsiveness to the public is a primary concern. A wide variety of materials will be distributed through all media types available, including Social Media, television, radio, newspapers, the Emergency Alert System, the cable television interrupt, Cable Channel 10, and direct distribution of materials. These materials may include federal and state government printed publications, prepared radio and television announcements, local government instructions and guidance, newspaper supplements and special printed instructions.

F) Coordination of Information

The Public Information Officer and the Director of Emergency Services will coordinate the release of all emergency public information and instructions with the State Division of Emergency Management, Island County Department of Emergency Services, and other cities and counties in the Puget Sound area to the best of their ability to ensure that no conflicting information or instructions are released.

G) Media Briefings

The news media will be requested to assist in dissemination of emergency public information and instructions. Regular briefings during an emergency or disaster will be scheduled for the media at a location selected by the Director of Emergency Services.

H) Use of Media

Social media platforms, radio, and television broadcast stations will be used to maintain communication with the local population, providing timely instructions, updates, and situational reports on disaster operations and conditions.

I) Mayoral Responsibility

The Director of Emergency Services shall notify the Mayor of any partial EOC activation or heightened readiness measures in anticipation of a potential emergency or disaster. At that time, the Mayor may elect to initiate emergency public information efforts to inform and prepare the community.

J) Mayor's Office Approvals of Releases

After a "Proclamation of Emergency or Disaster" has been made by the Mayor, all emergency public information will be approved through the Mayor's office prior to release.

K) Primary Radio Warning Station

KIRO Radio - 710 AM., Seattle, is the primary Emergency Alert System station for the City of Oak Harbor and will broadcast emergency information for rebroadcast by other stations. The EAS is activated through a request to I-COM.

L) Primary Print Media Usage

The dissemination of printed emergency information and instructions for the public will be coordinated through the Whidbey News Times and the Skagit Valley Herald.

M) Island County Department of Emergency Services

Emergency public information will be disseminated in conjunction with or as a supplement to Island County Department of Emergency Services public information. In the event Island County is not responsive in dissemination, the City of Oak Harbor will advise Island County of the information being disseminated and will proceed.

N) Information Dissemination

Government agencies, quasi-governmental agencies, businesses and industries will get their instructions and supporting information through their own organizational structure. The instructions should reflect not only general survival information, but specific directions. These organizations will use their normal form of communications within the organization. Instructions given shall be consistent with information being disseminated to the general public.

O) Copies of Emergency Information

Copies of printed emergency information and instructions for essential workers will be made available through their place of work. Additional information and instructions for essential workers may be released for broadcast over local radio stations.

P) Emergency Information Through Recovery

Emergency Public Information will continue throughout the recovery period for as long as necessary to keep the public informed and engaged with the City's recovery efforts. Communications may include, but are not limited to:

- Instructions and guidance from City, County, State, or Federal agencies,
- Updates on ongoing emergency response and recovery activities at all levels of government, and
- Plans and timelines for the restoration and rebuilding of affected areas.

The goal is to ensure the public remains aware of recovery progress, understands the actions being taken, and is encouraged to participate in or support recovery efforts.

VI. RESPONSIBILITIES

A) Public Information Officer Assignment

The Public Information Officer assignments are identified in the EOC Guidelines ([Appendix 1](#), Page 26) During emergency or disaster situations, the assigned Public Information Officer (PIO) serves as the sole liaison between the news media and City government. The PIO is the official source for all authorized public information released by the City. No other employee or emergency worker is authorized to speak on behalf of the City or release information unless explicitly directed to do so by the Director of Emergency Services or the Mayor.

B) Other Departments Assisting

All other City Departments with public information or public relations staff shall support and assist the PIO in carrying out the objectives of this Appendix. The Director of Emergency Services will provide technical guidance, expertise, and, if necessary, special publications related to disaster preparedness to support the PIO's mission.

C) Field Release of Information

It is anticipated that certain situations may require the release of emergency public information directly from field command posts. In such cases, the incident commander or person in charge at the location shall notify the EOC and provide detailed information regarding the nature, urgency, and content of the release to ensure coordinated and accurate public communications.

D) Mayor & Director of Emergency Services

1. Appoints public information officer(s) to coordinate the dissemination of emergency public information.
2. Determines appropriate locations for public official and media briefings.
3. Coordinate with Island County Department of Emergency Services and other local jurisdictions when information is to be released on the EAS.

E) Public Information Officer

1. Gather and coordinate emergency public information for timely release to the public. The PIO may be part of the Joint Information System (JIS) as established by Island County DEM.
2. Notify appropriate agencies to assist in the dissemination of emergency public information.
3. Give information briefings to City officials, news media, and the public.
4. Coordinate with the Mayor's office on release of information.

F) City Departments

1. Provide timely information to the EOC regarding field activities and emergency public information issues.
2. Coordinate requests for assistance through the EOC.

APPENDIX 5

REFERENCES

VII. PURPOSE

To provide a listing of referenced legal documents or laws as they relate to the City of Oak Harbor Comprehensive Emergency Management Plan.

To provide a glossary of terms to assist in review and training.

VIII. LEGAL DOCUMENTS

A) City of Oak Harbor

1. Oak Harbor Municipal Code (OHMC) 1.10
2. City of Oak Harbor Comprehensive Emergency Management Plan as amended.

B) Island County

1. ICC 9.24A.060 & Ordinance #ES-83-01 Providing Emergency Powers to Island County Director of Emergency Services
2. Island County Emergency Operations Plan and Supporting Annexes, as amended

C) Washington State

1. RCW 38.52.....Emergency Management
2. RCW 39.34.....Interlocal Cooperation Act
3. RCW 43.20ADepartment of Social and Health Services
4. RCW 35AOptional Municipal Code
5. RCW 36.40.....County Budget
6. RCW 43.88.....State Budgeting, Accounting and Reporting System
7. RCW 28A.160.010School Transportation
8. RCW 43.06.010.....Powers and Duties of Governor
9. RCW 42.14.....Continuity of Government
10. RCW 40.....Public Documents, Records, and Publications
11. RCW 34.04.....Administrative Procedures Act
12. RCW 58.19.....Land Development Act
13. RCW 36.21.....County Assessor
14. RCW 84.70.....Destroyed Property - Abatement or Refund

15. RCW 77.55.....Construction Projects in State Waters
16. RCW 76.09.....Forest Practices
17. RCW 86.16.....Flood Plain Management
18. RCW 36.28.....County Sheriff
19. Washington State Emergency Operations Plan and Supporting Annexes, as amended available online at:
http://www.emd.wa.gov/about/plans_eop.shtml
20. Washington Administrative Code WAC 296-305-05001 Incident Command System
21. Washington Administrative Code 118: Military Department (Emergency Management)

D) Federal Government

1. PL 93-288.....The Disaster Relief Act of 1974
2. PL 93-920.....The Federal Civil Defense Act of 1950
3. PL 88-525.....The Food Stamp Act of 1965
4. PL 95-124.....The Earthquake Hazards Reduction Program
5. PL 94-163.....Energy Policy and Conservation
6. PL 93-498.....Federal Fire Prevention and Control
7. PL 93-234.....Flood Disaster Protection Act
8. PL 89-90.....Emergency Watershed Protection Program
9. PL 84-99.....Corps of Engineers Flood Fighting Program
10. PL 93-154.....Emergency Medical Services System Act of 1973 (amended)
11. PL 81-815.....School Disaster Assistance
12. PL 81-874.....School Disaster Assistance
13. PL 96-342.....Improved Civil Defense Act of 1980
14. AR 500-60.....Emergency Employment of the US Army & Other Resources
15. 44 CFR 205Federal Disaster Assistance (FEMA)
16. 44 CFR 9Flood Plain Management and protection of wetlands
17. 44 CFR 10Environmental Considerations
18. Title III Superfund Amendment and Re-Authorization Act of 1986

APPENDIX 6

DEFINITIONS and ABBREVIATIONS

IX. DEFINITIONS

Adjutant General: Controls and directs state military operations.

Applicant: The state or local government submitting a project application or request for direct federal assistance under Public Law 93-288 or on whose behalf the Governor's Authorized Representative acts.

American National Red Cross: The national organization of the Red Cross organized to undertake activities for the relief of persons suffering from disaster as stated in Section 3 of the Act of January 5, 1905, Chapter 23, as amended (36 USC 3) entitled "An Act to Incorporate the American National Red Cross."

Common Program Control Broadcast Station: An element of the Emergency Alert 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.

Contractor: Any individual, partnership, corporation, agency or other entity (other than an organization engaged in the business of insurance), performing work by contract for the federal government, state, or a local agency.

Damage Assessment: Estimation of damages made after a disaster has occurred which serves as a basis of the Governor's request to the President 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 stricken area.

Disaster Assistance Center (DAC): 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.

Disaster Field Office: An office established jointly by the Coordinating Officer and State Coordinating Officer within the affected area for federal and state officials to coordinate disaster assistance and recovery efforts.

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." (PL 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 incidence period.

Emergency Management: The preparation for and the carrying out of all emergency functions, other than functions for which the military forces are responsible, to minimize injury and repair damage resulting from disasters caused by enemy attack, sabotage, or other hostile action, or by fire, flood, storm, earthquake, or other natural causes, and to provide support for search and rescue operations for persons and property in distress.

Emergency Management Incident Numbers: Incident Numbers (formerly called Mission Numbers) issued by state and local emergency management organizations which cover the liability incurred by registered emergency workers within each affected county for the duration of bonified emergency management activities/missions. Incident numbers may be broken down into further categories to aid in administration and documentation of incidents as follows:

- Search and Rescue Number
- Disaster Incident Number (from the same series as SAR)
- Training Number

Emergency Management Plans: Those plans prepared by federal, state, and local governments in advance and in anticipation of disasters for the purposes 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 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.

Federal Agency: Any department, independent establishment, government corporation, or other agency of the executive branch of the Federal Government, including the United States Postal Service, but shall not include the American National Red Cross.

Federal Assistance: Aid to disaster victims or state or local governments by federal agencies authorized to provide assistance under federal statutes.

Federal Coordinating Officer: The person appointed by the President to coordinate federal assistance in an Emergency or a Major Disaster.

Federal/State Agencies: The agreement signed by the Governor and the Regional Director of the Federal Emergency Management Agency, specifying the manner in which federal assistance will be made available for a Presidential Declaration of Emergency, Fire Suppression, or Major

Disaster, and containing terms and conditions consistent with applicable laws, executive orders, and regulations as the Administrator of FEMA may require.

Governor: The Governor of this state, or in case of removal, death, resignation or inability to discharge the powers and duties of office, that person who may exercise the powers of governor pursuant to the Constitution and laws of this state relating to succession in office.

Governor's Authorized Representative: That person named by the Governor in the Federal/State Agreement to execute on behalf of the state all necessary documents for disaster assistance following the Declaration of an emergency or a major disaster, including certification of applications for public assistance.

Grant Coordinating Officer: The state official assigned management responsibility for the Individual and Family Grant Program (IFG) after a Major Disaster Declaration by the President. (If the program is requested by the Governor).

Hostile Actions: actions involving (1) attacks using conventional, biological, chemical, or nuclear weapons (2) Acts of domestic terrorism or sabotage (3) foreign embargo (4) any form of aggression that threatens the nation.

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.

Incidence Period: For Emergencies or Major Disasters declared pursuant to PL 93-288, those days or parts thereof officially designated by the President or a representative as the dates upon which damages occurred.

Joint Information Group (JIG): A designation within the Incident Management System to provide accurate and up to date information. The JIG is established as a Section within the EOC

Jurisdiction: The geographical area over which a specific governing body exercises direct authority, e.g., State of Washington and/or its political subdivisions.

Local Emergency: The duly declared existence of conditions of a disaster or of extreme peril to the safety or health of persons and property within local jurisdictional boundaries. The emergency may be declared by a mayor or chairman of the board of county commissioners and is normally issued prior to requesting state and/or federal assistance.

Local Government: Any county, City, village, town, district, or other political subdivision of the state, any Indian tribe or authorized tribal organization, and including any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by the state or political subdivision thereof.

Local Organization for Emergency Management: An organization created in accordance with the provisions of RCW 38.52 by state or local authorities to perform local emergency management functions.

Major Disaster: "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 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." (PL 93-288)

Pinpoint Disaster: A disaster, not caused by negligence or malicious action, which as determined by the Commissioner of Education, Department of Health, Education and Welfare (HEW) has destroyed or seriously damaged school facilities, but which is local in effect and has not been declared a Major Disaster by the President.

Private Nonprofit Facility: Any educational, utility, emergency, medical, and custodial care buildings, structures or systems, including those for the aged or disabled and facilities on Indian reservations eligible for federal assistance under Section 402(b) of PL 93-288 as the result of a Major Disaster.

Private Nonprofit Organizations: Any non-governmental agency or entity that has applied for, and currently has, in effect, from the U.S. Internal Revenue Service, a ruling letter granting tax exemption under Section 501(c), (d), or (e) of the Internal Revenue Code of 1954, or satisfactory evidence from the state that the non-revenue producing organization or entity is a nonprofit one chartered with the Office of the Secretary of State, or the State Auditor prior to the onset of the incidence period.

Public Assistance: Financial or other aid provided to political subdivisions and Indian tribes to facilitate restoration of public facilities to pre-disaster functions and capabilities.

Public Facility: Any flood control, navigation, irrigation reclamation, public power, sewage treatment and collection, water supply and distribution, watershed development, airport facility, non-federal aid street, road, or highway, and any other public building, structure or system including those used exclusively for recreational purposes.

Regional Director: Director of a Regional Office of the Federal Emergency Management Agency (FEMA).

Standing Operating Procedure (SOP): 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.

State Agency: Any department, office, commission, or agency of state government.

State Area Command: The State Headquarters and Headquarters of the National Guard in each state, less elements required for the conduct of selective service activities, when ordered into active federal service. When mobilized, directs operational employment of all military forces made available for land defense or for military support to civil authorities.

State Coordinating Office (SCO): that person appointed by the Governor for the purpose of coordinated state and local disaster assistance efforts with those of the federal government.

State of Emergency: An emergency declared as such by the Governor pursuant to RCW 43.06.010.

State Emergency Plan: As used in Section 201(b) of PL 93-288; that state plan which is designed specifically for state-level response to emergencies or major disasters and which sets forth actions to be taken by the state and local governments including those for implementing federal disaster assistance. In the State of Washington, it is known as the Washington State Comprehensive Emergency Management Plan. Execution of the State Comprehensive Emergency Management Plan is prerequisite to the provision of federal assistance authorized by PL 93-288.

Tsunami: A huge wave caused by a submarine disturbance; as in 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.

Vector Control: Control of diseases spread by insects, rodents, etc.

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.

ABBREVIATIONS**A**

ABAAmerican Bar Association
ACCESSA Central Computerized Enforcement Service System
AFDC.....Aid to Families with Dependent Children (Program)
AGR(Department of) Agriculture (State)
AIA.....American Insurance Association
ALNOTAlert Notice
AMS.....Agricultural Marketing Services (USDA, Federal)
ANRCAmerican National Red Cross
APHISAnimal and Plant Health Inspection Service (USDA, Federal)
ARESAmateur Radio Emergency Services
ASCSAgricultural Stabilization and Conservation Service (Federal)
ATC.....Applied Technology Council

B

BIA.....Bureau of Indian Affairs (Federal)
BORBureau of Outdoor Recreation (Federal)
BuRecBureau of Reclamation (Federal)

C

CAPCivil Air Patrol
CBCitizens Band (Radio)
CCCCommodity Credit Corporation (USDA, Federal)
CEBCounty Emergency Board (USDA Federal)
CEMP.....Comprehensive Emergency Management Plan
CES.....Cooperative Extension Service (USDA, Federal)
CFRCode of Federal Regulations

CMNETComprehensive Emergency Management Network
COE.....(US Army) Corps of Engineers
CPCSCommon Program Control Station
CRSCitizens Radio Service
CZMCoastal Zone Management

D

DACDisaster Assistance Center
DCC.....Disaster Crisis Counseling (Program)
DEPADefense Electric Power Administration (Federal)
DEM.....Department of Emergency Management (State or local)
DESDepartment of Emergency Services (State or Local)
DFODisaster Field Office
DNRDepartment of Natural Resources (State)
DOFDepartment of Fisheries (State)
DOL.....Department of Labor (Federal)
DOTDepartment of Transportation (State or Federal)
DSHS.....Department of Social and Health Services (State)
DSR.....Damage Survey Report
DUA.....Disaster Unemployment Assistance

E

EASEmergency Alert System
EFS.....Emergency Food Stamps (Program)
EMEmergency Loan (Program) (USDA, Federal)
EMSEmergency Medical Services
EOC.....Emergency Operation Center
EPAEnvironmental Protection Agency (Federal)
EPIEmergency Public Information

ESDEmployment Security
Department (State)

F

FAAFederal Aviation Administration

FASFederal Aid System (Federal
highways)

FBIFederal Bureau of Investigation

FCCFederal Communications
Commission

FCICFederal Crop Insurance
Corporation (USDA)

FCOFederal Coordinating Officer

FDAAFederal Disaster Assistance
Administration

FEMAFederal Emergency Management
Agency

FHWAFederal Highway Administration

FIAFederal Insurance
Administration

FmHAFarmers Home Administration
(Federal)

FNSFood and Nutrition Service
(Federal)

FPAFederal Preparedness Agency

FTCFederal Trade Commission

G

GA(Department of) General
Administration (State)

GAME(Department of) Game (State)

GARGovernor's Authorized
Representative

GSAGeneral Services Administration
(Federal)

H

HHSHealth and Human Services
Federal)

HUD(Department of) Housing and
Urban Development (Federal)

I

IACIndividual Assistance
Coordinator (State)

IAOIndividual Assistance Officer
(Federal)

IFGIndividual and Family Grant
Program

IRSInternal Revenue Service
(Federal)

M

MASTMilitary Assistance to Safety and
Traffic (Federal)

N

NASWINaval Air Station Whidbey Island

NAWASNational Warning System
(Federal)

NIMHNational Institute of Mental
Health (Federal)

NIMSNational Incident Management
System

NMFSNational Marine Fisheries
Service (Federal)

NOAANational Oceanic and
Atmospheric Administration
(Federal)

NPSNational Park Service (Federal)

P

P&RParks and Recreation
Commission (State)

PAProject Application

PDAPreliminary Damage Assessment

PIOPublic Information Officer

PLPublic Law (Federal)

R

RACESRadio Amateur Civil Emergency
Service

RCCRescue Coordination Center

RCWRevised Code of Washington

RETCORegional Emergency
Transportation Coordinator
(Federal)

S

SA Salvation Army
SAR Search and Rescue
SBA Small Business Administration
 (Federal)
SBCCE State Board for Community
 College and Education (State)
SCO State Coordinating Officer
SCS Soil Conservation Service
 (Federal)
SCUBA Self Contained Underwater
 Breathing Apparatus
SEB State Emergency Board (USDA
 Federal)
SEPA State Environmental Policy Act
SOP Standing Operating Procedure
SPI Superintendent of Public
 Instruction
SSA Social Security Administration
 (Federal)

U

U&TC Utilities and Transportation
 Commission (State)
UI Unemployment Insurance
 (Program)
USC United States Code
USCG United States Coast Guard
USDA United States Department of
 Agriculture
USFS United States Forest Service
USGS United States Geological Survey

V

VA Veterans Administration
 (Federal)

W

WAC Washington Administrative Code
WDOE Washington Department of
 Ecology
WISHA Washington Industrial Safety and
 Health Act

WSLCB Washington State Liquor Control
 Board

Y

YLS Young Lawyers Section,
 American Bar Association

APPENDIX 7

ADMINISTRATION AND RECORDS

I. PURPOSE

1. To provide special administrative procedures for the support of emergency preparedness and response issues in City government.
2. To provide for the curtailment of normal administrative services to the minimum level required for the continuity of government.
3. To provide for the preservation, maintenance, and availability of essential records during and after a disaster or major emergency.

II. CONCEPT OF OPERATIONS

A) City Structure Maintained

During emergency operations, the established framework of City government will be maintained. Non-essential administrative activities and routine services may be suspended, reduced, or redirected, while emergency services and critical operations are given priority to ensure an effective response and protection of life and property.

B) City Employee and Elected Official Responsibility

City officials and employees, while continuing to provide essential administrative services, may be required to carry out additional emergency duties. Emergency responsibilities will be assigned to elected and appointed officials through established organizational channels and monitored and coordinated by the EOC. This ensures clear direction, accountability, and efficient utilization of personnel and resources during emergency operations.

C) Support Assignments

Those administrative personnel not assigned to essential or vital duties may be assigned to other departments or divisions to provide necessary administrative support.

D) Department/Division Responsibilities

Each department, or division, shall establish its own administrative procedures, policies, and plans within the legal authorities and guidelines established.

E) Records Maintained

Each department and division shall ensure the preservation, maintenance, and protection of administrative records essential for continuity of operations. Departments requiring guidance or support in this area shall coordinate with the City Clerk's Office for direction. The City Clerk's Office is responsible for maintaining up-to-date information

on applicable state and federal records retention laws and ensuring departments comply with these requirements during emergency operations.

F) Temporary Storage

If temporary storage facilities are needed for records not considered immediately required for continuity of operations, the Director of Emergency Services and the City Clerk's office will coordinate safe, secure temporary storage for such records.

III. ORGANIZATION AND RESPONSIBILITIES

A) Mayor's Office

1. The Mayor will determine whether provisions of this Annex concerning the curtailment of non-essential work will be implemented. This will be discussed by the Policy Group.

B) Director of Emergency Services

1. The Director is responsible for providing technical advice and assistance to all departments and divisions of the City of Oak Harbor on emergency administrative policies, procedures, and requirements.
2. The Director, under emergency conditions, shall assign additional administrative support staff to those departments or divisions requiring such.

C) City Clerk

1. The City Clerk is responsible for all essential City records, including City Council records.

D) City Departments or Divisions

1. Implement special administrative procedures necessary to support emergency operations within the department or division.
2. Ensure continuity of essential and critical services by establishing procedures for ongoing operations during emergencies.
3. Reduce routine administrative functions to the minimum level necessary to maintain departmental continuity.
4. Develop and maintain policies and procedures for the management, preservation, and protection of records vital to both regular and emergency operations of the department or division.

APPENDIX 8

EMERGENCY FISCAL PROCEDURES AND RECORDS

I. PURPOSE

To provide guidelines for fiscal and administrative functions in support of the City of Oak Harbor emergency services during and after a declared emergency.

II. CONCEPT OF OPERATIONS

A) Fiscal Procedures

1. Each City Department shall designate personnel to be responsible for documentation of disaster related expenses.
2. Emergency expenditures will come from currently appropriated local funds in accordance with RCW 38.52.070.
3. The Mayor or his/her designee and the Finance Director will be responsible for identifying sources of funds to meet disaster related expenses which are incurred.
4. Regular expenditures may be approved by any Section Head and the Director of Emergency Services based upon the circumstances associated with the disaster.
5. Records shall be kept in a manner that clearly distinguishes between day-to-day operations and disaster expenses.
6. The Finance Director shall appoint staff to coordinate documentation of City-wide financial records and expenditures resulting from a disaster.
7. Alternate methods of operating financial accounting systems will be established in the event of computer system failure.

B) Administrative Procedures

1. Each City Department shall designate personnel responsible for documenting disaster operations. Documentation may begin prior to a declared emergency or EOC activation. Personnel should proactively gather information related to an event without waiting for specific instructions.
2. During emergency operations, routine administrative functions may be suspended. Personnel not assigned to essential duties may be temporarily reassigned to support other departments during and immediately following the disaster.
3. Records of disaster operations shall be maintained separately from routine operational reports, service requests, payroll, and purchase orders. Departments shall ensure documentation is thorough and organized as follows:

- a. All required fiscal records, including invoices and purchase requisitions, shall be forwarded promptly to the Finance Section Head. Departments shall retain duplicate copies and ensure invoices clearly specify the services provided.
 - b. Personnel engaged in emergency or disaster work shall maintain time logs documenting hours worked.
 - c. Departments shall document all equipment used during emergency operations, including type, unique identifying numbers (e.g., inventory or engine number), time of use, activity performed (including location), size, horsepower, mileage, and any operating supplies consumed. Copies shall be retained by the department for review.
 - d. Records of other operating supplies utilized for disaster response shall also be maintained.
4. When applicable, disaster reports, expenditures, and supporting documentation shall be prepared to support state and federal reimbursement or assistance programs and submitted to the appropriate agencies.
 5. All emergency workers, including volunteers and non-City personnel, shall be registered with the City of Oak Harbor in accordance with WAC 118-04. Registration shall include an Emergency Worker Registration number, arrival and departure times, duration of work, and details of services performed. Documentation shall also capture injuries, lost or damaged equipment, and other related costs.
 6. In situations where emergency work is required to protect life and property, environmental review requirements and permits may be waived or approved orally as necessary.
 7. Recovery and repair activities not requiring immediate attention shall be coordinated through the appropriate agency or department.
 8. Any actions affecting historical sites shall be coordinated with the State Office of Archaeology and Historic Preservation.
 9. City Departments may streamline or expedite permit processes as appropriate to the disaster situation.
 10. Departments shall identify alternate methods for processing and maintaining documentation in the event of electronic system failures.
 11. Each department shall designate a procurement coordinator responsible for working with the City's purchasing division to meet material and equipment needs during an emergency.
 12. Each department shall identify and maintain records considered vital to the continuation of normal operations after a disaster or emergency.

III. ORGANIZATION AND RESPONSIBILITIES**A) City Departments**

1. Designate personnel responsible for documenting all disaster-related expenses at the department level.
2. Maintain records that clearly differentiate routine, day-to-day operations from disaster-related expenditures.
3. Identify non-essential administrative activities to suspend, take necessary action to suspend them, and reassign personnel not engaged in essential duties to support other departments in providing critical services.
4. Maintain comprehensive records of disaster-related expenditures and reports. Coordinate with the Finance Section Head and the Director of Emergency Services to prepare and submit documentation for reimbursement or assistance from federal or state agencies.
5. Identify repair and recovery tasks that are not immediately urgent and coordinate their completion through the appropriate agency as time allows.
6. Coordinate with the Information Technology Division to identify and implement alternate methods for processing documentation in the event of system failures during an emergency.
7. Designate a procurement coordinator to work with the City's purchasing division to meet the department's material and equipment needs during an emergency.
8. Identify and safeguard records essential for the continuation of normal departmental operations after an emergency.
9. Maintain records of injuries, lost, or damaged equipment resulting from the disaster, and provide this information to the Finance Section Head and Risk Manager upon request.

B) Mayor's Office

1. The Mayor or his/her designee will work with the Finance Director to identify funding sources to meet disaster related expenses.
2. The Mayor will determine whether provisions of this Annex concerning non-essential work will be implemented.

C) Finance Department

1. The Finance Director shall work with the Mayor to identify sources of funds from current appropriations or elsewhere to meet disaster related expenses.
2. Coordinate with the Director of Emergency Services appropriate disaster reports on expenditures and the preparation of documentation necessary for state or federal reimbursement.
3. Develop and conduct training, as required, for all departmental procurement coordinators.
4. Modify regular approval procedures for expenditures for use during a disaster, if necessary.
5. The Finance Section Head shall designate staff to review document disaster related expenses. This staff may be from outside the Finance Department.
6. Develop alternate methods of financial systems (i.e., payroll and accounts payable) in the event of a computer system failure during and/or after an emergency or disaster.

D) Information Technology Division

1. Participates in the development of back-up systems in the event of general City-system failure.

E) Planning - Permit Center

1. Waives or orally approves environmental review requirements and permits where emergency work is required to protect life and public or private property during a disaster.
2. Streamlines, as necessary, the permit process for damage recovery following a disaster.

F) Human Resources Department

1. Maintains a registration process for all emergency workers used during an emergency or disaster. This registration process shall apply to non-employees of the City of Oak Harbor and shall include a registration number, arrival time, duration of work, departure time, and any other information as required.
2. Human Resources will work closely with volunteer organizations in the event of a disaster in registering emergency volunteer workers.

G) Risk Management

1. Will coordinate any insurance related damages, injuries or costs associated with a disaster, and provide documentation to the Finance Section head that may be eligible for any reimbursement from State or Federal agencies.

2. Will aid as needed to departments that may incur losses due to a disaster.
3. Will coordinate claims from the public against the City due to a disaster, and determine what appropriate action, if any, may be necessary.
4. Will inform the Planning Section Head (Situation Unit), on any property damage information coming to Risk Management's attention, public or private, for compilation of data during and after a disaster.

APPENDIX 9

TRAINING, EDUCATIONAL SERVICES, AND EXERCISES

IV. PURPOSE

To identify and provide emergency preparedness training and education to businesses, residents, City employees and potential volunteer workers to ensure the best possible readiness for local government. For the purposes of this annex and the City of Oak Harbor CEMP, the focus of training and education will encompass the concepts of the National Incident Management System.

V. CONCEPT OF OPERATIONS

A) Training and Education Priorities

The training and education priorities are:

1. Self-protection/Emergency Preparedness for essential workers and the public.
2. Mitigation, Preparedness, Response and Recovery education for essential City workers and the public.
3. Business and residential response team training for disasters.

B) Targeted Training Encouraged

During periods of heightened readiness or when hazards are identified as potential threats-based on seasonal patterns, historical data, or forecasted conditions-targeted, intensified, or specialized training and public education activities may be conducted to enhance preparedness and response capabilities.

C) City Worker Training

The Department of Emergency Services is responsible for training and education of the City workforce. Training or refresher training will be conducted to reinforce technical skills and to review operational plans and procedures. The Director of Emergency Services will work with department or division representatives to tailor training periods that specifically relate to that department or division and their adopted Emergency Operational Procedures.

The EOC Guidelines (published as part of this plan, see page 26) will be used as a basis for instruction of the City workforce.

D) Materials Screened Through Emergency Preparedness

To provide for the most efficient use of all instructions, educational materials, training aids, and facilities, all emergency training and education programs, and any educational material used, will be screened and approved through the Department of Emergency

Services prior to distribution, regardless of whether distribution will occur in-house or outside the City workforce.

E) Education Cooperation

The Department of Emergency Services will, whenever feasible, leverage training materials and classroom instruction provided by other public and private agencies to enhance the effectiveness and efficiency of its emergency preparedness programs.

F) Training of EOC Team

As training opportunities become available through the State Division of Emergency Management, EOC team members will be notified and encouraged to participate. It is the policy of the City of Oak Harbor to support and provide EOC team members, as well as other staff likely to be involved in direct emergency preparedness or response activities, with as much training and education as possible to enhance readiness and operational effectiveness.

G) Public Education

Public Education programs will be made available upon request to the Department of Emergency Services, as resources permit, to all segments of the community. Increased awareness of hazards, safe response methods, self-preparedness techniques, and other needs are public education goals of the Department of Emergency Services. The following specific areas will be addressed in public education:

1. Schools: Information on local hazards, how to prepare for and respond to their effects, and how students, faculty and school administrators can best prepare will be offered. The City will work with the School District, when requested, to participate in planning and implementing Emergency Plans, drills, or exercises.
2. Community or residential groups: Information on local hazards and how communities and residential groups can prepare individually and together will be offered. Groups are encouraged to organize in such a way as to be able to lend support and assistance to each other in times of disaster, with little or no City response.
3. Businesses: Information on local hazards and how businesses or business groups can prepare individually and together will be offered. Groups are encouraged to organize in such a way as to be able to lend support and assistance to each other in times of disaster, with little or no City response. Recovery issues in the business community will be given special attention.
4. City of Oak Harbor Employees: Information on local hazards and how to prepare individually will be offered. Employees will be educated on methods to prepare their families in the event of a separation due to a major emergency or disaster.

H) City Department Responsibilities

Each City Department or division (as appropriate) is responsible for ensuring their employees are trained in the concepts of the City's CEMP as contained in this document, and in their Emergency Operational Procedures.

I) Annual Exercises

The City of Oak Harbor Department of Emergency Services will develop and conduct at least one functional or full-scale exercise annually to evaluate the effectiveness of the CEMP, identify areas requiring improvement, and determine future training needs. An actual emergency or EOC activation may be substituted for the annual exercise if the Director of Emergency Services/Fire Chief determines that the event provides an adequate evaluation of the plan.

VI. ORGANIZATION AND RESPONSIBILITIES

The Department of Emergency Services will be responsible for the designing and delivering the preparedness education programs outlined in this Appendix.

In addition, training to the City of Oak Harbor elected officials will be made available on at least an annual basis. Elected officials training will focus on the responsibilities of elected officials before, during, and after a disaster, review of hazards in the community, the need for comprehensive emergency planning, as well as skills development in crisis decision making.

A) City Departments

1. Develops Emergency Operational Procedures, which define employees' responsibilities during emergencies.
2. Ensures each employee is given the opportunity for training on the SOPs.

APPENDIX 10

PROCLAMATION OF LOCAL EMERGENCY

Whereas, the Director of Emergency Services has reported to the Mayor that the City of Oak Harbor has experienced a _____ to such an extent that
(Type of disaster)
_____ has occurred; and
(Type of damage)

Whereas, the City of Oak Harbor has experienced an event that necessitates the enacting of emergency plans; and

Whereas, the conditions of extreme peril to the safety of persons and property currently exist within the City; and

Whereas, all available resources are committed to disaster work; and

Whereas, the City requires supplemental assistance; and

Whereas, the severity of this disaster is beyond the capability of local resources; and

Whereas, the existing conditions warrant the Proclamation of the existence of a LOCAL EMERGENCY;

THEREFORE, I, _____, Mayor of Oak Harbor, Washington, do hereby declare
(Name)

that a LOCAL EMERGENCY now exists due to _____ throughout the City
(Type of disaster)
of Oak Harbor, Washington, and that Emergency Operations are in effect, and this necessitates the utilization of emergency powers granted under RCW 38.52.070.

Signed: _____
Mayor

Date

Attest:
City Clerk _____

APPENDIX 11**Community Lifelines – ESF Crosswalk (City of Oak Harbor)**

This table aligns the FEMA Community Lifelines framework with the City of Oak Harbor’s Emergency Support Functions (ESFs). It identifies the lead City Departments and support agencies responsible for stabilizing each lifeline during emergency operations.

Community Lifeline	Primary ESFs	Lead City Department(s)	Support Agencies / Partners
Safety and Security	ESF 13 – Public Safety and Security	Oak Harbor Police Department	Island County Sheriff’s Office, Washington State Patrol,
Food, Water, Sheltering	ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services ESF 11 – Agriculture and Natural Resources	Oak Harbor Fire Department (Emergency Management) Parks & Recreation	Island County Department of Emergency Services, American Red Cross, Police Department, Public Works
Health and Medical	ESF 8 – Public Health and Medical Services	Oak Harbor Fire Department	Whidbey Health EMS, Island County Public Health Department, Local Health Providers, Island County Medical Examiner, Local Morticians, Police Department
Energy (Power & Fuel)	ESF 12 – Energy	Public Works Department	Puget Sound Energy, Cascade Natural Gas, Verizon, AT&T
Communications	ESF 2 – Communications ESF 15 – External Affairs	Fire Department Mayor-Oak Harbor	All City Departments, ICOM, Amateur Ham Radio Operators
Transportation	ESF 1 – Transportation	Public Works Department	Island Transit, Washington State DOT, Director of Emergency Services
Hazardous Materials (Management)	ESF 10 – Oil and Hazardous Materials Response	Oak Harbor Fire Department	Island County DEM, Mutual Aid Fire Departments, Northwest Clean Air Agency

Lifeline Status Report Template

The Lifeline Status Report Template provides a standardized format for the City of Oak Harbor Emergency Operations Center (EOC) to assess and communicate the operational status of FEMA Community Lifelines during an incident. It is used during each operational period to guide resource prioritization and decision-making.

3. Incident Information

Incident Name:	
Operational Period:	From _____ To _____
Date/Time Prepared:	
Prepared By:	

4. Lifeline Status Summary

Community Lifeline	Status	Key Issues / Impacts	Priority Actions / Resource Needs	Lead ESF / Department
Safety and Security	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Food, Water, Sheltering	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Health and Medical	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Energy (Power & Fuel)	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Communications	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Transportation	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Hazardous Materials (Management)	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			

- Stable: Lifeline services are functional and meeting community needs.
- Degraded: Lifeline services are impaired but partially operational; limited community impact.
- Collapsed: Lifeline services are nonfunctional or severely disrupted; major community impact.

EMERGENCY SUPPORT FUNCTION (ESF) ANNEXES**ESF ANNEX GUIDE**

ESF-1	TRANSPORTATION	111
ESF-2	COMMUNICATIONS	115
	Radio Frequencies	121
ESF-3	PUBLIC WORKS AND ENGINEERING	128
ESF-4	FIREFIGHTING	134
ESF-5	EMERGENCY MANAGEMENT	138
ESF-6	EMERGENCY ASSISTANCE, HOUSING, AND HUMAN SERVICES	147
	MASS CARE (PART 1)	147
	INDIVIDUAL ASSISTANCE (PART 2)	151
	Shelter Sites	153
ESF-7	LOGISTICS MANAGEMENT AND RESOURCE SUPPORT	154
	Human Resources	159
ESF-8	PUBLIC HEALTH AND MEDICAL SERVICES	163
ESF-9	SEARCH AND RESCUE	170
ESF-10	OIL AND HAZARDOUS MATERIALS RESPONSE	175
ESF-11	AGRICULTURE AND NATURAL RESOURCES	179
ESF-12	ENERGY	183
ESF-13	PUBLIC SAFETY AND SECURITY	187
ESF-14	LONG-TERM COMMUNITY RECOVERY	190
ESF-15	EXTERNAL AFFAIRS	197
ESF-16	RESERVED	200
ESF-17	RESERVED	201
ESF-18	RESERVED	202
ESF-19	RESERVED	203
ESF-20	RESERVED	204
ESF-21	EVACUATION & MOVEMENT	205
ESF-22	DAMAGE ASSESSMENT	208
ESF-23	RELIGIOUS AND VOLUNTARY AGENCY AFFAIRS	211
ESF-24	ANIMAL CARE	213

EMERGENCY SUPPORT FUNCTION - 1 **TRANSPORTATION ANNEX**

Lead Agency: Public Works Department
Support Agency: Director of Emergency Services
Island Transit, Washington State DOT

I. INTRODUCTION

A) Purpose

Provides for the effective coordination, mobilization, use, and maintenance of transportation services and resources required to meet emergency needs of the City and supporting organizations. Supports the Transportation and Energy lifelines by maintaining critical routes, infrastructure, and movement of personnel, equipment, and supplies.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This ESF establishes priorities for the allocation of limited transportation resources within the City Limits. ESF 1 works in conjunction with other ESF's to provide for transportation within the City and Island County.

II. POLICY

The Public Works Director is the primary emergency transportation coordinator, until the EOC is activated. Upon activation of the EOC the transportation group, if assigned, shall coordinate all transportation functions.

III. SITUATION

State Route 20 is the main transportation corridor to/from the City of Oak Harbor. SR 20 is the connection to Fidalgo Island and the mainland. Should that route become inaccessible smaller local roadways, and alternate routes must be utilized. In the event of a catastrophic event and the Deception Pass Bridge or the Twin Bridges at the Swinomish Channel fail there is no direct access to Oak Harbor. Alternate routes could be SR525 from south Whidbey Island, or the Port Townsend / Coupeville Washington State Ferry.

IV. CONCEPT OF OPERATIONS

A) Primary Movement

The primary movement of people, equipment, and supplies will be by privately owned vehicles, common carrier trucks, privately owned trucks and mass transit or para-transit buses. Other transportation systems such as air and water transport will be used as secondary or back-up systems. In the event that Deception Pass Bridge is inoperable, air and or water transportation would become the primary means of emergency transportation.

B) Providers Responsibility

Transportation system providers or operators (whether public or private) will operate their own systems and facilities to provide the maximum essential services and support possible.

C) Mission Specific Requests

Transportation support responsibilities and requests will be assigned on a mission-by-mission basis, depending upon the nature and location of the emergency or disaster.

D) Rationing

Consumer rationing regulations, as specified by the City, County, State or Federal governments, or all, will be adhered to in providing fuel for operation of transportation equipment.

E) Private Vehicle Use

Minimum use of private vehicles will be recommended to conserve fuel supplies, spare parts, and expense. The public will be informed of restrictions on private vehicle use to avoid confusion and reduce congestion under disaster circumstances.

F) User Requirements

Users of transportation systems or carriers, including the City of Oak Harbor and its departments, are responsible for establishing their own internal transportation procedures. They are also responsible for arranging directly with carriers for actual accomplishments of movement, unless restrictions are placed on a carrier during a disaster. This does not apply to those situations that are coordinated from the EOC.

G) Primary Human Transport

Automobiles, vans, buses, and light trucks will be used as a primary source of transportation of people.

H) City Owned Vehicles

All City-owned vehicles are subject to requisitions for emergency transportation services and may be assigned as required during a disaster. The regular driver of any City-owned vehicle may be required to staff the vehicle during a disaster as required or assigned from the EOC.

I) City Motor Pools

During and immediately after a disaster, City of Oak Harbor motor pools will be established by: 1) mobilizing those resources owned by the City; and 2) through mutual aid or other agreement or contract. Facilities to be used include all City owned facilities, those owned by County, State, or Federal agencies, and subsequently, other facilities owned and operated by private individuals, corporations, or institutions.

J) Maintenance

Maintenance priorities will be established consistent with the requirements of the disaster or emergency in progress. Maintenance of vehicles used to transport people, particularly in evacuation prone circumstances, will be given priority.

K) Priority

Vehicles will be dispatched for use according to a priority system. Priority will be awarded to those services primarily concerned with fire, rescue, law enforcement and crowd and traffic control and other services whose specific responsibilities provide health functions for the City of Oak Harbor. Establishing priority will be consistent with and reflect the nature of the existing circumstances, as determined by the EOC or Director of Emergency Services.

V. RESPONSIBILITIES**A) Primary Responsibility**

The basic, primary responsibilities for direction, control, and coordination of the emergency transportation services for the City of Oak Harbor are assigned to the Director of Public Works who should confer with the Director of Emergency Services to determine priority. The authority to accomplish various emergency transportation activities shall be given to departmental staff and division managers as directed. Overall direction, control, and coordination authority will be given to the Transportation Unit coordinator in the Logistics Section of the EOC.

B) Director of Emergency Services

1. The Director shall insure the Transportation Unit of the Logistics Section is staffed as needed.

C) Public Works

1. The Public Works Department has the primary responsibility of staffing the Transportation Unit.
2. Public Works will establish priorities and policies for use of City-owned vehicles and services.
3. The department shall coordinate the maintenance, use, and allocation of City-owned resources to City Departments or divisions for emergency transportation of people, supplies and equipment, through the Transportation Unit.
4. Coordinate with the Purchasing Manager as required for the rental of equipment required for emergency transportation of people, equipment, and supplies.
5. Create and maintain an Emergency Resource Manual identifying public and private resources available to the extent the emergency would include the

loss of Deception Pass Bridge. This list must include air and marine assets capable of transporting people, equipment, and supplies including fuel.

6. Assign and select alternates for assignment as the Transportation Unit Coordinator.

EMERGENCY SUPPORT FUNCTION - 2 **COMMUNICATIONS ANNEX**

Lead Agency: Fire Department
Support Agency: All City of Oak Harbor Departments
ICOM
Amateur Ham Radio Operators

I. INTRODUCTION

A) PURPOSE

Provides for the receipt and rapid dissemination of warning information, protection instructions, and related intelligence to alert key City and private sector individuals to potential or existing hazardous conditions. Ensures the operational continuity and restoration of emergency communications, including 911 systems, public alerting, and information networks. Supports the Communications and Safety & Security lifelines.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) SCOPE

This Emergency Support Function (ESF) applies to all communication and warning assets for the City of Oak Harbor. The City utilizes the Island Communication Center (ICOM-911) as the primary means of dispatching emergency incidents. The City has redundant data, phone, VOIP, and satellite communication systems. The City is also connected to National Warning System (NAWAS), Emergency Alert System (EAS) and the use of the RACES/AREA Amateur Radio System.

II. POLICY

- A) The City relies on the hazard warning capabilities of Island County, Washington State and the Federal government, private industries and the local media. Citizens are expected to be aware of a hazardous situation for which there is significant media attention, such as severe weather. When there is demonstrated need, particularly if timeliness is critical to protect life and property, the City may supplement existing warning systems. Supplemental measures will depend on the nature of the hazard, the quality and quantity of information available, resources available, media attention, and other situational factors. Supplemental measures will focus on enhancing the information being provided and systems being activated at the neighborhood or community level.
- B) In accordance with RCW 38.512.110 in response to a disaster, or the threat of a disaster, the Director of Emergency Services is directed to utilize the services, equipment, supplies and facilities of existing departments, offices, and agencies of Island County, State of Washington, political subdivisions, and all other municipal corporations thereof. Including, but not limited to, districts, quasi-municipal corporations organized under the laws of the State of Washington to the maximum

extent possible. The officers and personnel of all such departments, offices, and agencies are directed to cooperate with and extend such services and facilities upon request notwithstanding any other provision of law.

- C) ICOM, the Director of Emergency Services for the City of Oak Harbor, and the Island County DEM shall periodically conduct tests of the local warning systems and procedures and familiarize governmental entities and the public with their use.
- D) Public information operations to include warning messages will, whenever possible, be conducted in accordance with the National Incident Management Systems (NIMS) Incident Command System (ICS) Joint Information System (JIS) practices.

III. SITUATION

A) Emergency/Disaster Conditions and Hazards

- 1. Oak Harbor and Island County will continue to be vulnerable to a variety of hazards requiring that warning and alerting information be passed to citizens, elected officials, and responding organizations.
- 2. The sudden and unexpected nature of hazards and emergencies requires that notification and warnings be issued by multiple means and media at any hour and any day.
- 3. Communications and warning preparedness planning, preparation and training are critical tasks that must be addressed prior to the emergency.

B) Planning Assumptions

- 1. Normal modes of communication will be used to communicate with local and state agencies, provided those forms of communication are operational.
- 2. Reliance on cellular telephone service is increasing for all governments and jurisdictions. Cell phone service capacity is easily overloaded during emergencies and reliability is degraded during prolonged power outages.
- 3. Reliable communications are necessary at all levels of government for day-to-day communication, warning of impending disasters, disaster response and recovery operations, search and rescue operations, and coordination between the state, local governments, and response agencies.
- 4. Emergency or disaster warning may originate from any level of government.
- 5. The NAWAS, established by the Federal Government, is the primary means of receiving and disseminating warning(s) to state and local officials. The WSEMD operates the Washington State Warning Point 24 hours per day, with operational assistance provided by WSP. Island County's primary NAWAS receiving point is ICOM. A secondary NAWAS receiving point is the Island County EOC.
- 6. The management and operation of communications systems highly situational and dependent upon flexibility, adaptability, and redundant

systems. At any point in time, one or more communications systems may fail.

7. Notification of a threatening situation may come from the EAS, National Weather Service - via NOAA Weather Radio, the commercial media, the amateur radio community, or the public.
8. Governmental entities of Island County will initially focus on coordinating lifesaving activities and reestablishing communications and control in the disaster area.
9. Initial reports of damage may be fragmentary, duplicated, and provide an incomplete or distorted picture of the damage.
10. Weather, damage to roads and bridges, and other factors will restrict entry of emergency communications nodes into the area.

IV. CONCEPT OF OPERATIONS

A) Communications

1. The ICOM center is located at 840 SE Barrington Drive, Oak Harbor, Washington. ICOM functions as the countywide 9-1-1 Public Safety Answering Point (PSAP), and provides dispatch services for law enforcement, fire, and emergency medical agencies. ICOM also serves as the initial communications, alert, and warning point for emergency management. Telephone numbers for ICOM are:
 - a. Emergencies: 911
 - b. Business: (360) 679-9567
 - c. FAX: (360) 675-4717
2. ICOM has the capability to provide emergency communications in coordination with City of Oak Harbor and Island County EOCs.
3. Some emergency communications in the form of amateur radio RACES/ARES are provided from the City and County EOC. Public information calls may be shifted from ICOM to a telephone bank at the Island County EOC.
4. EAS when activated, will operate through local radio, cable TV stations, and NOAA weather radio. EAS is intended to provide state and local officials with the means to disseminate prompt, reliable emergency information, instructions, and warnings in the event of an emergency or disaster. EAS is not meant to be used to provide informational up-dates.
5. During emergencies, staff can utilize the Government Emergency Telecommunications Service (GETS) to prioritize outgoing landline telephone calls or faxes over private and federal networks.

6. The communication capabilities presently available at ICOM and the EOC include:
 - d. 9-1-1 Public Safety Answering Point (PSAP)
 - e. Commercial telephone (landline) and cellular
 - f. Two-way radio
 - g. AlertSense (Wireless Emergency Alerts, hearing impaired and reverse-call notifications)
 - h. NAWAS, landline located in ICOM.
 - i. Radio Amateur Civil Emergency Service (RACES) radio and data system via amateur frequency bands at the City and Island County EOC.
 - j. Satellite telephone at the City and Island County EOC
 - k. Government Emergency Telecommunications Service (GETS)
7. When instructions to the public need to be translated, the provision of interpreters will be coordinated through the Emergency Operations Center (EOC). The City will strive to deliver messages in alternate languages and methods in all instances of Island County CEMP emergency notifications. The County's 9-1-1 system has available a translation bank which can also be utilized to assist in this matter. Island County also has a Spanish Language Interpreter available 24/7 (greatest population of foreign language spoken in County).
8. The County's AlertSense system does provide a warning system to alert the hearing impaired. Island County recognizes that many deaf individuals also use text via their cell phone and works to encourage all citizens to enroll in a system which delivers messages via text to cell phone.

B) Warning

1. Upon receiving information about potentially hazardous conditions from one or more reliable sources, the recipient shall document the information and immediately notify the Director of Emergency Services. The Director may consult with the Mayor's Office and/or the Policy Group to determine appropriate actions.
2. If action is required, the Director of Emergency Services shall inform key officials, relevant departments, news media, and other stakeholders of the situation and provide any necessary instructions based on the type and severity of the disaster.
3. Once it becomes apparent that the public must take action to protect life or property, the local warning system will be activated. Warning methods may include, but are not limited to:

- a. Wireless emergency alerts (WEA) and reverse 911 calls
 - b. Sirens and public address systems
 - c. Local radio and television broadcasts
 - d. Social media and official City websites
 - e. Community notification networks and alert apps
4. Public information media releases and advisories will be updated as necessary until the hazard has subsided.

V. RESPONSIBILITIES

A) Island County

1. The Island County Department of Emergency Services has overall responsibility for the receipt, relay and rapid dissemination of warning messages to municipalities, including the City of Oak Harbor, and to the public through existing communications systems, sirens, and mass media.
2. The Island County Department of Emergency Services controls the warning point located in their office, from 8:00 AM to 4:30 PM, Monday through Friday, and during activation of the EOC. After hours ICOM will contact Island County DEM for activation of the communication system(s) deemed appropriate for the incident.

B) Emergency Alert System

1. The Emergency Alert System (EAS) will be used in the event of a disaster or hazardous incident where mass media is needed to alert the public quickly.
2. I-COM is the activation point for the EAS in Island County.

C) Secondary Warning Systems

1. The City of Oak Harbor has the capability to interrupt cable television transmissions to provide emergency information. Activation of this system will occur upon notification of the Mayor or Director of Emergency Services.
2. Public Access Channel 10 will be used to broadcast information related to incidents affecting the Oak Harbor service area. The Mayor or Director of Emergency Services will be notified prior to activation.
3. Agencies and organizations within the City that possess communications or public access capabilities, as well as those designated as secondary warning points, shall assist in disseminating emergency warnings and public information to ensure timely and accurate notification.

D) City Personnel

City Departments, offices, and divisions with emergency service responsibilities shall alert their personnel in accordance with their department Emergency Operational

Procedures, ensuring that designated personnel can be notified promptly during both duty and non-duty hours.

E) Non-City Government Organizations

Non-City government organizations including, but not limited to, the news media, the Oak Harbor School District, Oak Harbor Christian School, Whidbey General Hospital, local military units, etc., may be called upon to assist in the dissemination of warning information and instructions to the public, key officials, and essential workers.

A notification list for television and radio stations has been published in a supporting document.

F) Amateur Radio

Where possible, groups of amateur radio operators will be used as an additional resource for emergency warning and instruction to the public.

VI. Resource Requirements

Implementation of this ESF requires specific equipment to monitor the NWS, EAS, and NOAA weather radio frequencies. Functioning equipment and trained operators are required for RACES support in amateur radio nets established by the state and the county. Maintain equipment to operate in the Comprehensive Emergency Management Network (CEMNET). Other emergency radio equipment will operate in the following ranges: 800 MHz, VHF, UHF, and high frequency.

1. All future significant City communications planning and upgrades shall take into consideration the City's communication system ability to withstand a disaster and its potential contribution to the City's overall communications ability in disaster response.
2. The City's EOC Team, made up of representatives of various departments and divisions, shall provide guidance of such communications planning, upgrade and use of general City communications assets, including any communications centers established by the City.
3. Land use or other City codes or regulations that may impact amateur radio operations on City, business, or private property will be reviewed by the Department of Emergency Services to insure the least amount of impact on amateur radio operations during emergency or disaster situations.
4. EOC Communications
The primary communications center for the City is in the EOC on the second floor of the Oak Harbor Fire Department's Headquarters. The EOC has the capability of transmitting and receiving on designated frequencies for Police, Fire, and Public Works. Other frequencies mutually available in the County are accessible through this communications center.

5. Fire and Police Control

The Oak Harbor Fire and Police Departments dispatch communications are controlled through I-COM communications center, located at 840 SE Barrington Drive. Communications with this center in emergency conditions will be handled through telephone, cellular telephone, facsimile or amateur radio networks. In the event of a resource emergency, Fire and Police Department personnel may choose to handle radio communications directly from the EOC.

6. Common ICOM frequencies

I-COM Frequencies

Frequency Name	Receive	RX PL	Transmit	TX PL
Fire-1 Simplex	154.3400MHz	100.0Hz	154.3400MHz	100.0Hz
Fire-2 Repeater	153.7550MHz	100.0Hz	154.8300MHz	100.0Hz
Fire-3 Repeater	154.1750MHz	100.0Hz	158.9475MHz	192.8Hz
Fire-4 Repeater	154.2950MHz	100.0Hz	159.1950MHz	100.0Hz
Fire-5 Repeater	155.7450MHz	100.0Hz	153.9350MHz	100.0Hz
Fire-6 Simplex	154.4300MHz	100.0Hz	154.4300MHz	100.0Hz
HEAR Simplex	155.3400MHz	156.7Hz	155.3400MHz	100.0Hz
LE TAC Repeater	453.0500MHz	100.0Hz	458.0500MHz	123.0Hz

ICSO Main Repeater

Frequency Name	Receive	RX PL	Transmit	TX PL
Little Mt	453.6750MHz	100.0 Hz	458.6750MHz	100.0Hz
Granite Falls	453.6750MHz	100 .0 Hz	458.6750MHz	136.5Hz
Mt Constitution	453.6750MHz	100.0 Hz	458.6750MHz	107.2Hz
Maynard Hill	453.6750MHz	100.0 HZ	458.6750MHz	123.0Hz
Oak Harbor PD	460.575MHz	94.8 Hz	465.575MHz	94.8 Hz

Each department and office of City government shall be responsible for making available all communications resources to support City emergency services and/or operations.

EMERGENCY SUPPORT FUNCTION – 2.1**CYBERSECURITY ANNEX**

Lead Agency: City of Oak Harbor Information Technology Team
Support Agency: All City of Oak Harbor Departments
City of Oak Harbor Information Technology Managed Service Provider
City Attorney's Office

I. INTRODUCTION**A) PURPOSE**

The purpose of ESF 2.1 is to outline how the City of Oak Harbor will coordinate response, remediation, and recovery efforts following a cybersecurity incident in order to reduce potential loss of life, loss of property, and loss of data, and to restore critical services. Supports the Communications, Energy, and Safety & Security lifelines by maintaining the integrity of information systems, protecting public safety operations, and ensuring continuity of essential services.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) SCOPE

ESF #2.1 outlines potential issues the City of Oak Harbor may face in the aftermath of a cybersecurity incident and identifies areas of concern for City of Oak Harbor.

II. POLICY

- A) In the event of a cybersecurity event, a Unified Incident Command System (UICS) will be established to coordinate the activities of the various response agencies. The City Information Technology Team will assume the role of lead agency.

III. SITUATION

Cybersecurity incidents occur when knowingly or unknowingly, an individual or system causes damage, degradation, destruction or theft to a City of Oak Harbor information system or data, or exhibits persistent intent to do so. Additionally, a cybersecurity incident can be a violation of computer security policy, acceptable use policy, or standard security practices.

Cybersecurity incidents can vary considerably in nature and scope. They involve a threat actor of some kind putting City of Oak Harbor systems and data at risk in some way.

Some common threat actors include:

Hacktivists - Individuals or groups who typically target websites to damage an organization's reputation. Their object may be to steal incriminating or embarrassing information, or simply vandalism. They do this through distributed denial of service attacks using controlled computer networks (botnets).

Script Kiddies – These actors have a low level of knowledge and tend to use scripts or programs developed by others to exploit computer systems or deface websites.

State Sponsored Actors – These attacks are aimed at stealing or manipulating an organization's data by gaining sustained access to IT infrastructure. State sponsored actors are typically very well-funded and incredibly hard to detect. – average time is about five months. Attackers use multiple vectors so organizations need a strong security program to make themselves a difficult target. Also known as “Advanced Persistent Threat” (APT) actors.

Criminal Organizations - Cyber-crime has overtaken the drug trade to become the most profitable illegal industry. Most criminals operate through phishing campaigns, using emails to get recipients to open attachments which then activate malware (ransomware). A variation of phishing is “whaling” – emails purporting to come from a company executive directing a staff member to wire money to a foreign account.

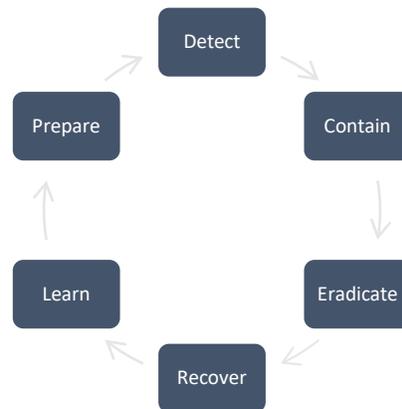
Insiders – These actors have the capability of doing the most damage to your organization. They may be rogue employees out for revenge or profit. Others may simply be careless about cybersecurity. In all cases they put confidential information at risk.

Some common examples of cybersecurity incidents are:

- **Ransomware** – A variation of malware that encrypts files and then demands money in exchange for unlocking the files. A double ransom is usually a part of this type of attack; the attacker exfiltrates sensitive data before encrypting, and threatens to disclose that data if the ransom is not paid.
- **Website Defacement** – A situation where a public facing website has been altered or modified to achieve an outcome. This is usually done to accomplish hacktivist-type objectives such as a show-of-force or promotion of a cause.
- **Distributed Denial of Service (DDOS)** – When a system or service is unable to accomplish its intended function due to an overwhelming amount of requests or interactions.
- **Worms** – A worm is a form of malicious logic that spreads without user intervention. The worm's goal is typically destruction of data or a system

IV. CONCEPT OF OPERATIONS

The concept of operations for a cybersecurity incident is broken into 6 phases. The phases of the cybersecurity incident response lifecycle are not finite and it is possible to be in more than one phase at one time.



In steady state operations, outside of a cybersecurity incident, the City IT Team remains in a loop between the Prepare phase, and the Detect phase. The City IT Team is simultaneously preparing for the next cybersecurity incident, as well as trying to detect suspicious and malicious behavior. When a cybersecurity event is detected, a preliminary classification of the incident for damage will be conducted. Classification or a damage assessment constitutes a process that enables the City of Oak Harbor to obtain information concerning damages or potential damages caused by a disaster or emergency. The classification of the incident is a management tool that:

- Enables officials and the City IT Team to prioritize work and allocate resources;
- Helps officials ascertain how to meet employee and residents' needs;
- Identifies possible disaster mitigation and remediation measures for current and future incidents;
- How to best communicate the facts surrounding the incident with the City of Oak Harbor employees, residents, and the media;

Classification begins immediately after a cybersecurity incident is detected. As a sub-phase of detection, the first responders begin to assess the incident based on the following dimensions:

- Vector – how did the adversary gain access to a City of Oak Harbor system or deliver their malicious payload? Also known as infection vector.
- Functional impact – How has this incident affected the City of Oak Harbor's ability to provide critical or core services? Service criticalities are outlined in the City of Oak Harbor business impact analysis (BIA).

- Informational Impact – How has this incident affected the confidentiality, integrity, or availability of the City of Oak Harbor’s public, confidential, and unclassified data?
- Recoverability – What is the level of resources and time required to restore the City of Oak Harbor to a fully functioning business state?
- Severity – Summarizing the above criteria and utilizing good judgment concerning the facts of the incident, what is the severity of this incident?

At this point a decision should be made based on the facts to determine whether the EOC should be stood up or not. It is possible that after critically thinking about the facts, the EOC is not necessary and the cyber incident can be managed internally using the City IT Team processes.

Regardless of whether the EOC will stand up or not, the incident responders will continue with the following phases:

The **Contain phase** is where the “bleeding” is stopped. A cybersecurity incident is considered contained when it is not possible for the incident to spread to other devices or system. In the case of a data breach, an incident would be considered contained when no more information is leaking.

The **Eradicate phase** removes all malicious material or logic from the victim systems or devices. The eradication phase is not complete until the vector, or pathway used to gain access, has been patched and the vulnerability removed or the risk accepted.

The **Recovery phase** is where all systems are restored back to a fully functioning business state. Recovery is complete when all systems have been rebuilt, restored, replaced, or hardened as circumstances dictate and then tested for functionality.

The **Learn phase** is where after action reviews are performed and changes are made to policy, tools, checklists, training, or staff to prepare for the next incident.

V. **RESPONSIBILITIES**

A) Primary Agency

1) City IT Team

- a. May fill the Director of Emergency Services role if circumstances dictate
- b. Accountable for the entire incident management process and determines the best courses of action to contain, eradicate, and recover from a cyber incident.
- c. Confirms the classification and severity of an incident
- d. Determines which team members are necessary and assembles the Cybersecurity Incident Response Team (CIRT).
- e. Organizes, trains, equips, and leads the CIRT.
- f. Determines priorities, resources, and strategies for technical incident resolution.

- g. Uses and maintains a Cybersecurity Incident Response Plan (CIRP)

B) Support Agencies

1) City Leadership (Mayor, City Administrator, and City Council)

- a. Policy Oversight: Responsible for the overall oversight of the CIRP.
- b. Act as the final authority for critical risk decisions.

2) City Attorney's Office

- a. Provide specific guidance ensuring that current actions are supportive of possible post-event litigation and/or criminal prosecution.
- b. Provide specific guidance with regard to involving law enforcement
- c. Provide guidance as to City of Oak Harbor's current statutory and contractual obligations
- d. Act as the repository of all incident-related evidence upon termination of the response.

3) Emergency Management

- a. Establish and facilitate EOC operations. Ensure unified ICS established.

4) Finance Department

- a. In the event that the severity of the incident rises to a level that makes it advantageous to report the incident to the cyber insurance provider, the Cyber Insurance Liaison will notify the insurance company.
- b. Point of contact for all cyber insurance interactions

5) Public Information Office

- a. Reduce the impact of an incident on the City of Oak Harbor brand
- b. Monitor and provide advice during public facing or corporate communication events
- c. Develop and launch marketing efforts to counter adverse brand impacts of the incident
- d. Assist with reputational impact in the final damage assessment
- e. Monitor and provide advice during the release of public-facing documentation actions
- f. Be prepared to develop and release notifications to counter adverse customer impact of event.
- g. Serve as the Point of Contact (POC) for all media queries.
- h. Prepare broad based internal communications talking points
- i. Coordinates all third party public affairs efforts
- j. Notify City of Oak Harbor leadership and continue to keep them informed of CIRT activities

6) Police Department or outside (non-City of Oak Harbor) law enforcement

- a. Work with business areas to locate and evaluate all evidence pertinent to the incident
- b. Document and securely store evidence gathered during the investigation, working with IT and business areas to ensure that the clear chain-of-custody is established and preserved for physical and electronic evidence
- c. Create an itemized inventory of evidence
- d. Be present in all meetings with outside (non-City of Oak Harbor) law enforcement

7) Utility Services (Clean Water Facility/Water Distribution)

- a. Monitor industrial control systems network enclaves.
- b. Maintain situation awareness of potential lateral movement into the industrial control system/operations network

8) Non-City Government Organizations

- a. The Verizon Frontline Crisis Response Team can be contact to provide relief during cyber or natural disasters providing mission-critical communication, rapidly deployable assets, and operation support at no cost. 1-800-981-9558 or <https://verzon.com/responseteam>
- b. FirstNet (AT&T) Response Operations Group provides similar services and can be contacted at 800-574-7000
- c. TMobile Emergency Response Teams Can be contacted at 973-292-8911

EMERGENCY SUPPORT FUNCTION - 3

PUBLIC WORKS AND ENGINEERING ANNEX

Lead Agency: Public Works Department
Support Agency: Development Services Department
Fire Department
Police Department
Parks Department
Other City Departments

I. INTRODUCTION**A) Purpose**

1. To provide public works and engineering support to assist the City in meeting needs related to emergency, disaster response, and recovery. Supports the Transportation, Energy, and Safety & Security lifelines by ensuring that critical infrastructure and public facilities remain operational.
2. To provide for the inspection of city facilities, roads, drainage structures, and bridges for structural safety; identification and marking of unsafe structures; debris removal; and temporary repair of essential city roads and drainage systems. Includes repairs to all critical infrastructure, such as the water main transmission line from Anacortes, WA, and the operation of the wastewater treatment plant. Supports the Water, Transportation, Energy, and Safety & Security lifelines by maintaining essential community systems.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

Public Works support includes technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, and provision of emergency power at road shop locations. Activities within the scope include:

1. Participation in mitigation and preparedness activities.
2. Participation in needs and damage assessments immediately following the event.
3. Emergency clearance of debris from city roads to allow for reconnaissance of the damaged areas and passage of emergency personnel and equipment.
4. Temporary repair or replacement of emergency access routes to bridges, ports, waterways, airfields, and any other facilities necessary for passage of rescue personnel, and emergency stabilization of damaged roads and related structures.

5. Emergency contracting for related services to restore safety, promote public health, and aid in disaster recovery.
6. As resources permit, technical assistance including structural inspection of public structures, and road structures
7. Preparation of PW project worksheets, preliminary damage assessments (PDAs), related documentation.
8. Fuel support to city emergency response, public safety, and public works vehicles.

II. POLICIES

- A) It is the policy of the City of Oak Harbor to provide public works services to lands and facilities under city jurisdiction. Services to other jurisdictions and private property such as debris collection, road repair, or fee adjustment may be determined by the Public Works Director.
- B) The City has the right to collect for any costs incurred by its authorized representatives, contractors, and sub-contractors in carrying out any necessary work on private property, including debris removal, wreckage, health hazards as declared by the Mayor or the Director of Emergency Services, and demolition of unsafe or abandoned structures, and administrative costs.

III. SITUATION

A) Emergency/Disaster Conditions and Hazards

An emergency or disaster may cause unprecedented public infrastructure damage. Roads, retaining walls, and drainage structures may be destroyed or severely weakened requiring reinforcement or repair for public safety. Debris may make streets and highways impassable and public utilities may be disrupted. During a large event, local emergency response personnel will also be victims and response equipment may be damaged or inaccessible. Sufficient resources may not be available in the city to meet all emergency requirements requiring a Proclamation of emergency and a request for resources to the state Emergency Operations Center (EOC).

B) Planning Assumptions

1. Public Works personnel will first secure the safety of their families before reporting for work. This may initially cause the available PW workforce to be limited. As soon as possible, rapid damage assessment throughout the City will be made to determine damage extent, critical tasks, and establish work priorities.
2. Debris clearance / removal and emergency road repairs will be given priority in support of lifesaving, emergency response, and utility restoral work.

3. Emergency environmental waivers and shoreline or wetland work permits must be applied for and later formalized to dispose of materials from debris clearance and demolition activities as well as to repair shoreline roads and drainage structures. Temporary debris storage sites are preplanned.
4. After a large-scale disaster, some local private contractors with engineering, construction skills, and construction equipment will be victims and not be available for hire.
5. Previously inspected bridges, retaining walls, and other structures will require re-evaluation if earthquake after-shocks or if additional ground movement occurs following an earthquake.

IV. CONCEPT OF OPERATIONS

A) Lead Agency Assignment

The City of Oak Harbor Public Works Department is the lead agency for the coordination of activities involved in emergency engineering services, including all facilities owned both inside and outside the City boundaries. The Planning, Engineering, and Building Divisions will be assigned to assist and provide technical information where necessary to the Public Works Department.

B) City Infrastructure

The Public Works Department shall provide damage assessment of all City owned facilities, transportation routes, and essential City owned or leased building/structures. The department will provide for and coordinate emergency repair and restoration of City owned facilities and structures on a priority basis, selecting those facilities or structures based upon critical need. The priority order for emergency repair shall be:

1. Buildings that house critical response units or staff.
2. Roads, streets or bridges that act as main evacuation routes.
3. Public facilities that serve or may need to serve as shelters.
4. Facilities providing essential services to the public (Water, sewer, etc.).
5. Facilities used or needed to provide for emergency public information.
6. Debris clearance on City right-of-way.

C) Coordination

1. The Public Works Department shall coordinate with the City of Anacortes Water Department and the Naval Air Station Whidbey Island to identify and resolve issues where regional and local facility operations could affect one another. The department will communicate health and environmental hazards to the EOC and assist with the coordination with other appropriate agencies.

2. If water resources are disrupted, the Public Works Department will coordinate with the EOC on obtaining potable water for the effected population.
3. The department will also coordinate with private utility companies and other private organizations responsible for electricity, natural gas, telephone, cable, and solid waste collection services to ensure all response and recovery operations conducted within the public right-of-way are done so in as orderly a manner as possible.

D) Representatives

The Director of Public Works shall designate EOC representatives to coordinate field operations and resources from the EOC when it is activated. The representative to the EOC will normally be the Public Works Department representative on the EOC Team.

E) Public Works Operations

1. The Director of Public Works will establish a field operations center or field command post and will designate a communications operator to operate Public Works radio equipment, preferably from a different location other than the EOC. The Director shall provide for a communications operator to the EOC if requested by the Director of Emergency Services to coordinate the allocation of City resources.
2. The use of command posts for field operations will be the normal method of coordination at the scene. The On-Scene commander for Public Works shall provide regular and timely status reports regarding any needed emergency public information to the Public Works Operations Center. This information will be coordinated through the EOC. In the event of a multiple department or agency response, co-location of command posts or a Unified Command, is the preferred method of operation.
3. The alert process to obtain Public Works personnel shall be the normal established callout method established by the Public Works Department. Should this become unavailable or fail, the emergency public information system(s) will be used to call out necessary staff or runners will be sent to make direct contact.

F) Mutual Aid and Other Agreements

The Public Works Department will maintain a list of mutual aid agreements and/or contracts through private contractors that may provide additional resources and assistance. During activation, the coordination and use of these agreements will be through the EOC.

G) Additional Staff/Volunteer Assistance/Special Equipment

Additional personnel, be it other governmental agency or volunteer assistance and equipment support will be organized and used as may be required due to the nature of

the incident. The City of Oak Harbor shall utilize all its resources prior to requesting outside assistance.

If an incident is beyond the scope of the City of Oak Harbor or IT resources, the Island County Department of Emergency Services shall be requested through the EOC to assist in providing any such requests.

V. RESPONSIBILITIES

The Public Works Department has under its span of control large and diverse responsibilities.

The following list outlines specific responsibilities for all of Public Works, regardless of the divisional breakdown of the Department.

The Department shall ensure that the responsibilities listed here and in the Basic Plan are adequately addressed in their Emergency Operational Procedures.

A) Public Works

1. Maintains operation of the public water, water storage, pumping, and distribution systems.
2. Coordinates with the Anacortes Water Department and appropriate water purveyors.
3. Maintains operation of Storm Drainage collection and conveyance system.
4. Maintains operation of the public sewer collection pumping systems, assists in meeting public sanitation needs and controls sewage pollution to the environment.
5. Maintains operation of the public solid waste collection systems.
6. Communicates health and environmental issues to the appropriate agencies.
7. Maintains passable vehicular circulation on priority routes.
8. Maintains operation of fuel equipment and ensures adequate fuel supply for City owned vehicles and equipment.
9. Provides damage assessment for City property, water, sewer, street and City owned equipment.
10. Provides for priority restoration of critical facilities.
11. Provides information related to emergency public information through the EOC regarding matters of public health and hazards related to damaged facilities.
12. Provides for or contracts for major recovery work, debris clearance, and/or services as appropriate.

13. Assists other divisions or City Departments when requested.
14. Coordinates repair operations with outside agencies as appropriate.

B) Development Services Department (Building Division)

1. Assists in providing damage assessment of City owned buildings or leased facilities.
2. Provides safety evaluations of City facilities.
3. Provides field support for Public Works.
4. Adjusts permitting process as needed.
5. Provides for damage assessment of both residential and business property within the City.
6. Provides for the coordination and support for mitigation, repair and re-construction activities in City facilities.

C) Fire Department

1. Assists in providing damage assessment throughout the City.
2. Assists in securing unsafe structures.

D) Police Department

1. Assists in providing damage assessment throughout the City.
2. Assists in the securing unsafe structures.

E) Parks Department

1. Aids in debris clearance in public right of way.
2. Provides damage assessment on Parks properties.
3. Provides for debris clearance on Parks properties.

F) Other City Departments

1. Provides necessary assistance as requested.

EMERGENCY SUPPORT FUNCTION - 4 FIREFIGHTING ANNEX

Lead Agency: Oak Harbor Fire Department
 Support Agencies: Regional Fire Service Coordinator
 All Island County Fire Districts
 Navy Region NW Fire Agency – NAS Fire
 Director of Emergency Services
 Public Works
 Police Department

VII. INTRODUCTION

A) Purpose

1. To provide for the command, control, and coordination of fire prevention and suppression services within the City of Oak Harbor. Supports the Safety & Security lifeline by protecting life, property, and the environment from fire-related hazards.
2. To provide for the coordinated use of emergency rescue, basic emergency medical services, and advanced life support services. Supports the Health & Medical and Safety & Security lifelines by delivering timely medical care and rescue operations.
3. To provide for the coordinated use of fire department and support agency resources in the decontamination of personnel, equipment, and facilities contaminated by hazardous materials. Supports Hazardous Materials (Management) and Safety & Security lifelines by mitigating chemical, biological, or radiological hazards.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This Emergency Support Function (ESF) addresses all firefighting activities including the detection and suppression of urban, rural, and wildland, fires occurring separately or coincidentally with a significant natural or technological disaster. The scope of the ESF is to provide for a broad-based fire suppression effort within the City boundaries.

VIII. POLICIES

- A)** During emergency situations, the Fire Department will mobilize all available fire assets and personnel to minimize or contain the situation. Mutual Aid Agreements (MAA) may be activated when initial resources are inadequate for the incident. MAA's are in place for all fire agencies, including Navy Region NW for Whidbey Island. Should those resources become exhausted the WA State EOC will be contacted to begin state fire mobilization.

- B)** Each local, state, or federal agency will assume the full cost protection of the lands within its' respective boundaries unless other arrangements are made. Fire protection agencies shall not incur costs in jurisdictions outside their area without reimbursement unless other agreements between those jurisdictions exist.
- C)** Priority shall be given to saving lives and protecting property, in that order.
- D)** Oak Harbor FD has adopted the NIMS / ICS as the standard incident command system.

IX. SITUATION

A) Emergency/Disaster Conditions

1. Fires generally start without warning and can originate or result from many causes. The fire department is sized and equipped to handle normally occurring fires. The department must be prepared through planning and practice to handle an overload of calls for all services.

B) Planning Assumptions

1. In the event of a large natural disaster, technological (man-caused) disaster, or terrorist act, large, damaging fires could occur in several locations.
2. During and after a disaster, some firefighting equipment may be damaged or not staffed due to firefighters also being victims of the incident.
3. Wheeled-vehicle access may be hampered by bridge failures, downed trees, landslides, etc., making road travel to incidents difficult or impossible. Normal water distribution systems may be inoperative or limited in capacity.
4. Many first responders in Island County are volunteers. In a major disaster many firefighters and emergency medical technicians (EMT) will not be available.

X. CONCEPT OF OPERATIONS

A) Lead Agency

The Oak Harbor Fire Department is the lead agency for fire suppression, emergency medical, rescue, and hazardous materials activities within the City of Oak Harbor. The department may work in coordination with other City Departments and outside agencies as necessary.

B) Mutual Aid and Assistance

The Fire Department has mutual aid agreements with numerous agencies throughout Whidbey Island. Requests for assistance may be made through these existing mutual aid agreements, or, when not available, through normal channels. The EOC will coordinate assistance from the County or State government.

C) Communications

Communications will be through established channels and means. Unless absolutely necessary, the EOC will not be used as the primary communications point for the Fire Department.

D) Alerting

The Oak Harbor Fire Department is responsible for the notification methods and procedures used in alerting or mobilizing off duty personnel. Unless otherwise indicated, the normal alert methods will be used to call off duty personnel. Back up notification shall be by the emergency public information procedures.

E) EOC Response

The Fire Department, through the Fire Chief or his/her designee, will provide staff to the EOC for the Operations Section Fire Unit.

F) Fire Department Control

The Fire Chief shall provide direction and control over department resources and coordination with the EOC. Department personnel shall operate according to specific directives, department Emergency Operational Procedures and exercising reasonable personal judgment when unusual or unanticipated situations arise, and command guidance is not available.

G) Incident Command

The on-scene management of emergencies will follow the Incident Command System. Command posts may be established for the coordination of field operations. The On Scene Commander shall provide regular status reports to the EOC. The coordination of resources and requests for assistance will normally be through the EOC. Unified Command will be the preferred method of field operations when multiple agencies are involved in the response.

H) Wildland vs. Urban Fires

Predominately the Fire Department will respond to and mitigate urban type fire. Within the boundaries of the City there is limited amount(s) of wildland areas. As such the potential for a large wildland fire is small.

I) Island County Plan

Coordination for assistance from Island County will be handled through the EOC. The Island County EOC and the Oak Harbor EOC will remain in close communications to ensure proper resource allocation occurs.

XI. RESPONSIBILITIES

A) Lead Department

The Oak Harbor Fire Department is responsible for direction, control and the coordination of emergency fire, medical, rescue, and hazardous materials response for the City.

B) City Departments

Other City Departments and requested agencies will render appropriate assistance when requested or required.

C) Fire Department

1. Provides fire suppression and control, and immediate life safety services within the City of Oak Harbor.
2. Develops lists of resources which includes apparatus, equipment, personnel and supplies.
3. Implements the Regional Fire Resources Plan when appropriate.
4. Develops Emergency Operational Procedures for use during major emergencies or disasters.
5. Provides a representative to the EOC to assist in the prioritization and coordination of Citywide response efforts as well as regional coordination with Island County and the Region when appropriate.

D) Regional Fire Service Coordinator

1. Coordinates countywide allocation of fire resources coming in from out of area agencies, through the Oak Harbor Fire Department.

E) Director of Emergency Services

1. Provides coordination and notification of outside agencies providing operational support if ICOM Communications Center is unable to do so or we are isolated from normal communications.
2. Supports operations through the coordination of resources not available through mutual aid.
3. Assists in the coordination with the Island County EOC, NAS EOC, and Washington State EOC.
4. Activates the EOC per the CEMP.

F) Public Works

1. Supports Fire Department requests for resources as required.

G) Police Department

1. Supports Fire Department requests for traffic or scene control and evacuation as required.

EMERGENCY SUPPORT FUNCTION - 5

EMERGENCY MANAGEMENT ANNEX

Lead Agency: Director of Emergency Services
 Support Agencies: Fire Department
 Public Works Department
 Development Services Department
 Fire Department
 Police Department

XII. INTRODUCTION**A) Purpose**

To collect, report, and assist in the evaluation of disaster information throughout all phases of an emergency or disaster; to provide a system to facilitate warning, emergency response, emergency public information, disaster analysis, local (Oak Harbor area) requests for state assistance, emergency and disaster Proclamation preparation, damage assessment, and recovery efforts. Supports the Communications, Safety & Security, and Transportation lifelines by ensuring timely dissemination of critical information, coordination of resources, and situational awareness to protect life, property, and community functionality.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This Emergency Support Function (ESF) addresses the informational needs of the EOC for assessing a disastrous situation and supporting related response and planning efforts. This ESF will also review the deactivation process of the EOC upon termination of the disaster.

XIII. POLICIES

- A)** For the purpose of program management and establishment of the City's EOC, the emergency management function is assigned to the Director of Emergency Services or designee.
- B)** Incident management within the City will conform to the National Incident Management System (NIMS) and will utilize the Incident Command System (ICS)

XIV. SITUATION**A) Emergency/Disaster Conditions and Hazards**

Natural or man-made disaster(s) may impact the City at any time, with or without warning. Due to the remoteness of the City and Island County the City's EOC becomes a primary location for; controlling resources, directing activities, mitigation efforts,

establishing planning functions and the overall operation of the incident. The EOC can expand or contract depending on the circumstances of the incident.

B) Planning Assumptions

1. Emergency response resources for the City are limited and as such the need to request external support for large or prolonged scale events may be required.
2. To identify urgent response requirements during a disaster, or the threat of one, and to plan for continuing response, recovery, and mitigation activities, there will be an immediate and continued need to collect, process and disseminate situational information.
3. Information collection may be hampered due to many factors including damage to communication systems, communication system overload, damage to transportation infrastructure, effects of weather, and/or other environmental factors.
4. Information, particularly initial information, may be inaccurate, unreliable or ambiguous, and may conflict with information from other reliable sources. Information may also be limited in scope or detail.
5. The City may be unable to provide resources to satisfy all emergency requests during a time of disaster. Requests will be prioritized based on the safety of responders, preservation of life, incident stabilization and preservation of property. The Incident Commander, along with the EOC staff will make the final determination.
6. The potential for ‘volunteers’ requesting to assist is a high probability. The EOC will establish a volunteer pool and will direct and assign tasks to those volunteers.
7. As the incident escalates the EOC will expand as needed, additional staff personnel may be required, and additional assignments will be made. Conversely as the incident stabilizes or diminishes the EOC will reduce the number of personnel required. Deactivation of the EOC will commence upon the termination of the incident, after action reports will be completed, and all final reports, requests or finically impact reports shall be completed.

XV. CONCEPT OF OPERATIONS

A) Initial Reports

Initial reporting of disaster or emergency effects will be made by field personnel to the EOC. After a disaster Proclamation has been made by the Mayor, operational readiness reports and operational situation reports will be made to the Director of Emergency Services and coordinated through the Planning Section Head. All reports will be evaluated and used by the Director of Emergency Services in evaluating initial situations and reporting of the initial situation to the City staff, the County, and the State.

B) City Department Reporting

All City Departments are required to keep the EOC informed as to their status of readiness, needs, and situation. All departments and/or divisions/offices will make situation reports to the EOC when so required.

C) City Department Assignments

Each City Department (or division, as necessary) will be requested by the EOC to assign the coordination and control of reporting and receiving reports to one staff member.

D) Use of Reports

Operations reports will provide a basis for:

1. Briefings of the Policy Group
2. Briefings of government officials
3. Requests for assistance
4. Allocation of essential resources
5. Damage assessment

E) Information Dissemination

All information collected will be analyzed, evaluated, and made available to departments and agencies involved in emergency operations. Methods of dissemination will be through briefings, display boards, computer bulletins, and reports.

F) Damage Assessment Reports

Damage assessment reports are the most critical in terms of recovering costs in the event of a presidential declared disaster, or an event of such magnitude that other federal or state agencies may be available for monetary assistance. Reports on damage in the categories of public, private, and agriculture (if any) will be made available to State and Federal agencies and other political subdivisions in support of operational needs and recovery issues.

G) Post-Disaster / After Action Reports

Reports generated during an event will be collected and organized through the Planning Section Head. After an event, these reports will be used to generate a thorough analysis of the event and the City's performance, what areas were deficient, and what steps are needed to correct any deficiencies. This analysis will include financial assessments and impacts, as required.

H) Briefings

Daily briefings will be held for the purpose of updating the Mayor, other elected and key officials, and the media. The situation reports will be used as a basis for this briefing. Briefings may occur at more frequent intervals if warranted by the nature of the event.

I) Collection Point

The collection and dissemination of written reports provided for in this Annex will be accomplished from the EOC and approved by the Director of Emergency Services. Briefings concerning information generated through these reports will be made at announced locations.

J) Public Access

Information and reports collected by the City as part of an emergency or disaster made under this annex may be released as public information only with the approval of the Director of Emergency Services. All individuals gathering such information and generating reports will refer all requests for information and copies of reports to the Department of Emergency Services.

XVI. RESPONSIBILITIES

A) Emergency Preparedness Response

Under normal operations, no one agency is assigned the responsibility of collecting information and preparing reports. Under disaster situations, this responsibility falls on the Director of Emergency Services. The Director will appoint a Planning Section Head to coordinate data collection, information analysis, and preparation of reports.

B) Damage Assessment

Under normal conditions, the City's Public Works, Fire, and Police Departments have the responsibility of damage assessment and reporting of City conditions. Under emergency disaster situations, the lead departments for damage assessment are; the Public Works Department for public facilities and the Development Services Department for residential and business property. The Fire, Police and Public Works departments are assigned to assist in the gathering of information.

C) City Support

Records, data, and information collection and analysis personnel of all City Departments are considered support resources to both Operational Reports and Damage Assessment coordination.

D) Field Support

All field forces of all City Departments will be used in the collection of information and data for reports and damage assessments.

E) Director of Emergency Services

1. Shall have overall responsibility for directing and controlling City government emergency reports.
2. Shall work with the Planning Section Head and give appropriate guidance and direction to carry out the assigned tasks and responsibilities to the Document Unit.
3. The Document Unit will collect, code, and prepare operational readiness reports, damage reports, and operations situation reports for distribution.
4. Ensures that operational reports are forwarded to the State division of Emergency Management, as required.
5. Provides information, guidance, forms, and instructions to all City government agencies for the retention of information and supporting data and procedures for forwarding operational reports and information through the EOC.

F) City Departments

1. Shall make disaster reports to the EOC when so required.
2. Assign the coordination and control of reporting responsibility to one individual.

G) Public Works

1. Shall conduct damage surveys and situational evaluations of the City's buildings and structures, utilizing assistance from the Building division.
2. Through the Operations Section Head, shall direct and control City damage assessment operations throughout all emergency operational periods.
3. Shall provide a damage assessment coordinator, giving appropriate authority to carry out assigned responsibilities.
4. Shall coordinate the provision of damage assessment information and data to the Planning Section Head or the Situation Unit.
5. Establish procedures for obtaining information on damage from private sector organizations and Island County Government agencies if required or necessary.

H) Development Services Department

1. Provides personnel to conduct damage surveys and situational evaluations of both public and private property; and assists the Public Works department in assessing other public property such as roads, streets, bridges, utilities, etc.
2. Assists the damage assessment coordinator by providing damage analysis and assessments of the above facilities and systems as soon as emergency or disaster operations permit.

I) Fire Department and Police Department

1. In addition to the City Department responsibilities, provides assistance to the damage assessment coordinator in providing "windshield survey" information.

J) Human Resources

1. In addition to the City Departments' responsibilities, will provide emergency worker volunteers that may be able to assist in damage assessment activities.

INFORMATION ANALYSIS AND PLANNING

ESF – 5: Appendix 1, Page 1

Situation Report Format

SITUATION REPORT NUMBER _____

Date: _____ EOC Phone: _____ Regular Phone: _____ Time _____

1) GENERAL SITUATION SUMMARY					
ACTIONS		YES	NO	DATE ENACTED	TIME
1A) Local EOC Open?					
1B) Local Emergency Proclamation in Effect?					
2) PEOPLE AFFECTED					
2A) GENERAL					
2B) CASUALTIES REQUIRING HOSPITALIZATION					
2C) CASUALTIES NOT REQUIRING HOSPITALIZATION					
2D) PERSONS DECEASED					
2E) PERSONS MISSING					
2F) PERSONS EVACUATED (# & to what location)					
2G) PERSONS ISOLATED/STRANDED (# & location)					
3) PRIVATE PROPERTY					
3A) GENERAL					
Number of:	Homes	Mobile Homes	Multiple Dwelling Homes	Farm Homes	Businesses
Destroyed/ Non-livable	3B)	3C)	3D)	3E)	3F) (Non-operational)
Damaged	3G)	3H)	3I)	3J)	3K)
4) FACILITY DAMAGE					
4A) GENERAL					
	DESTROYED	DAMAGED		DESTROYED	DAMAGED
4B) City Facilities			4J) Sewage Treatment		
4C) Roads & Streets			4K) Schools		
4D) Water Supply			4L) Marina Facilities		
4E) Water Tanks			4K) Hospitals		
4F) Elect. Supply			4L) Convalescent Facilities		
4G) Telephone Facilities			4M) Bridges		
4H) Radio/TV Station			4N) Other		
4I) Natural Gas			4O) Other		

SITUATION REPORT NUMBER _____

ESF – 5: Appendix 1, Page 2

5) AGRICULTURAL LOSSES				
5A) GENERAL				
	TYPE	NO. OF ACRES	% OF YIELD LOSS	DOLLAR AMOUNT
5B) Crop or livestock damage				
5C) Other: e.g. equipment, supplies, outbuildings, etc.				
6) ANTICIPATED ASSISTANCE NEEDS				
6A) GENERAL				
CAPABILITY	% OF TOTAL CAPABILITY USED		DESCRIPTION OF ANTICIPATED NEEDS	
6B) Search & Rescue				
6C) Medical Services				
6D) Engineering Services				
6E) Fire Suppression				
6F) Law Enforcement				
6G) Transportation				
6H) Communications				
6I) Mass Care				
6J) Public Health				
6K) Mortuary Service				
6L) Individual Assistance				
6M) Public Assistance				
6N) Other				
7) OTHER COMMENTS: (e.g. loss of revenue, projected economic impact, unemployment, etc.)				

INFORMATION ANALYSIS AND PLANNING

ESF-5: Appendix 2

Damage to the Private Sector

JURISDICTION: _____

TYPE OF OCCURRENCE: _____

DATE OF OCCURANCE: _____

NAME, ADDRESS AND PHONE	OWN/ RENT?	PRIV. RES., SEC'D. RES. MOB. HOME, FARM, BUSINESS	EST. OF \$ LOSS	% OF LOSS COV'D BY INSUR.	HABITABLE/ USABLE?	COMMENTS: ACCESS OR UTIL., OTHER

EMERGENCY SUPPORT FUNCTION - 6

EMERGENCY ASSISTANCE, HOUSING, AND HUMAN SERVICES ANNEX

Primary Agency: Director of Parks & Recreations
 Support Agency: Director of Emergency Services
 Finance Department
 Development Services Department
 Human Resources
 Public Works Department
 Red Cross
 Island County DEM

MASS CARE (ESF-6, part 1)**I. INTRODUCTION****A) Purpose**

To coordinate efforts to provide mass care assistance, shelter, and human services for individuals impacted by an emergency or disaster. To provide for the maximum protection of the population from the effects of disasters or the potential effects of disasters, and to provide for a process that efficiently operates local emergency shelters within the City of Oak Harbor. Additionally, to coordinate between public agencies that may request shelter assistance and with County and State organizations regarding sheltering needs. Supports the Food, Water, Sheltering and Health & Medical lifelines by ensuring access to essential needs, medical care, and safe refuge for affected populations.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This Emergency Support Function (ESF) addresses the implementation of local emergency shelters, mass care, and human services within the City, in coordination with non-governmental organizations, or in coordination with other agencies to set up facilities (regional or local) for the City during a major emergency or disaster and the coordination required for opening shelters

II. POLICY

Activities within ESF 6 – Mass Care, Housing and Human Services will be conducted in accordance with NIMS and the NRF, and will utilize the Incident Command System. The American Red Cross Shelter Operation Workbook will be used as a template for all shelter operations within the City and Island County. The City's Parks & Recreation Department has primary responsibility for coordinating activities under ESF 6 within the City. This ESF is also directly related to ESF 1, Transportation; ESF 8, Public Health and Medical Services; ESF 11, Agriculture and Natural Resources.

III. SITUATION**A) Emergency/Disaster Conditions and Hazards.**

Oak Harbor is located on the north end of Whidbey Island, and as such has limited access capabilities. The two methods to access Oak Harbor are the Washington State Ferry system or Washington State Highway 20 via Deception Pass Bridge. Should both fail travel to and from the mainland is compromised. Oak Harbor is vulnerable to extreme wind, or wind related storms, earthquakes and possible effects from volcanic eruptions. These hazards could cause damage such that evacuation and emergency sheltering would not be possible. While other hazards are possible, they are not expected to provide damage to such an extent.

B) Planning Assumptions

1. Facilities and communications systems will likely sustain damage or be impacted, which will result in disruption or reduction of some essential services.
2. Emergency response and recovery activities that rely on the use of facilities and communications systems will likely be impacted and may be difficult to coordinate.
3. Mass care requirements during an emergency or disaster may overwhelm social service agencies.
4. Depending on the hazard and the severity of its effects, Oak Harbor may have limited numbers of shelters or the resources to manage shelters.
5. The ARC is responsible for mass care and shelter during an emergency or disaster. If the ARC cannot provide all of the services needed, victims will be referred to community, church, or other social service shelters that may be opened.
6. The City may initially have to operate shelters or meal sites with few or no external resources, and resources to manage those shelters may be severely limited.
7. Available shelters will be identified by a public information release to the local media.
8. The opening of ARC shelters for all jurisdictions will be coordinated through the County EOC.

IV. CONCEPT OF OPERATIONS

A) Lead Organization

1. Sheltering shall be coordinated from the EOC. All emergency operations that may lead to the use of sheltering or mass feeding, congregate care or other mass population activities will be coordinated by the American Red Cross.
2. Upon request, the Red Cross would activate, manage, and support public shelters and would provide related services needed by displaced populations during the sheltering period. The activation of sheltering or mass care facilities may include the provision of emergency food, water, shelter, clothing, health and mental health care, and crisis training of City staff and volunteers to assist in the Red Cross operations.
3. The American Red Cross, Religious Institutions, and other voluntary organizations may be called upon by the City of Oak Harbor to provide sheltering needs and to meet the emergency needs of displaced populations.

B) Facilities Used

Designated City-owned facilities may be used as emergency shelter facilities in situations where there are not enough Red Cross shelters, when there will be a delay in opening Red Cross shelters, or when it is the most expedient method for providing temporary shelter during a disaster. Parks & Recreation Department staff will manage City-owned facility operations. Activation of City facilities for sheltering shall be coordinated by the Parks & Recreation Department through the EOC, through the Operations and Logistics Section Heads.

C) Staffing Requirements

City of Oak Harbor staff may be requested to act as emergency workers in Red Cross shelters. The Human Resources Department shall be responsible for the assignment of City workers, as coordinated from the EOC through the Logistics Section Head.

D) Public Information Required

Any active situation that requires the activation of sheltering shall include a public information officer to adequately brief the media and the public on the status of the situation.

V. RESPONSIBILITIES**A) Activation**

1. The Director of Emergency Services is responsible for issuing a request to the Red Cross to activate shelters. In the case of an emergency within the City, activation and coordination would occur with the Island County Chapter of Red Cross, through a Red Cross Supervisor in communication with the EOC.
2. The Director of Emergency Services shall coordinate with appropriate City Departments to work with the Red Cross representative to identify safe areas of the City, inspection of identified shelters for safety and usability, safe routes of travel for staff and supplies, the number of shelters available, the duration of use, and the training and use of City staff in shelters, service centers, and mass feeding operations.
3. The Director of Emergency Services, in conjunction with Island County DEM, shall assist in the coordination with state and federal services needed in sheltering and recovery services when appropriate.

B) City Staff Shelters

The *Center in Oak Harbor* is designated as the City staff shelter. The use of the *Center in Oak Harbor* will be limited to City staff when necessary to provide sheltering, feeding, and sleeping areas during a protracted event that involves a large contingent of the City staff, or when several City staff have not been able to return to their homes due to a disaster.

C) Director of Emergency Services

1. Alerts the local Red Cross to advise them of the situation and requests activation of shelters.
2. Provides coordination of agencies and activities to ensure adequate shelter needs are met.

3. Coordinates between other jurisdictions, county, state, and federal agencies.

D) Public Information Officer

1. Coordinates public information concerning sheltering services with the Red Cross public affairs staff. Coordination may be necessary at shelter sites as well as at the EOC.
2. Assures that necessary information is disseminated to the public.

E) Fire Department

1. Provides emergency medical services and fire suppression as needed at shelters.

F) Parks & Recreation Department

1. Develops plans for and coordination of the utilization of City facilities and park sites for use as reception centers, staging areas, or shelters, and provides staffing, as available.
2. Provides assistance in staffing the *Center in Oak Harbor* as a designated shelter for City employees.

G) Human Resources

1. Coordinates the registration and use of City staff and volunteers at City owned shelter facilities. Emergent volunteers shall be registered in accordance with WAC 118-04-200.
2. In cooperation with other City Departments, provides for emergency sheltering of City staff during disaster activities.
3. Coordinates private offers of assistance.

H) Police Department

1. Establishes security as needed at public shelter locations.
2. Provides crowd and traffic control at public shelter or mass care facilities.
3. Assists in identifying safe routes of travel to and from shelter sites.

I) Public Works Department

1. Coordinates the disposal of solid waste from shelter sites.
2. Assists in emergency repairs at shelter as appropriate.
3. Provides and identifies safe routes of travel to and from shelter sites.
4. Assists in crowd control operations through signing and barricades.
5. Assists in providing emergency radio communications between shelters and the EOC.

J) Red Cross

1. Acts as lead agency for emergency shelter operations.

K) All City Departments

1. Provide emergency service workers as requested.

L) Animal Control

1. Establish and manage pet shelters for evacuee animals near mass care shelters.
2. Provide assistance in locating shelters and services for pets and owners
3. Coordinate, as available, the transportation of pets to shelters
4. Coordinate the disaster care of pets and farm animals as appropriate.
5. Coordinate reunification of pets and owners
6. Assist in placing stray or injured and animals with local veterinarians.

INDIVIDUAL ASSISTANCE (ESF-6, part 2)**I. INTRODUCTION**

To provide individual assistance to residents that may not be able to care for themselves during and immediately following an emergency or disaster and to support congregate lodging and basic human needs provided to the public through private organizations.

VI. POLICY:

ESF 6, part 2: Individual Assistance will align itself with the main policy for mass causality assistance. It will be the policy of the City to assist individuals, as much as practicable, to provide shelter or required care during a disaster. While the focus will be on mass causality situations, the individual person cannot be forgotten.

VII. SITUATION:

Oak Harbor has a high elderly population, and as such, during times of disasters it may be difficult for that population base to be able to have transportation or a means to report to a shelter. The EOC / Director of Emergency Services must make every means possible to locate and assist those individuals.

VIII. CONCEPT OF OPERATIONS**A) Initial Notification**

The need for individual assistance will be identified through the Director of Emergency Services, who will have the initial responsibility of notification to disaster assistance organizations capable of providing such services during and immediately after a disaster.

B) Type of Services Expected

Individual assistance includes, but are not limited to: emergency food, shelter, clothing, childcare, medical care, disaster inquiry and disaster related psychological services.

C) Coordination of Services

Emergency social services will coordinate with resource providers that include: State Department of Social and Health Services, Island County Department of Human Services, school districts, churches, institutions, and commercial facilities for personnel and resource support.

The Human Resources Director for the City of Oak Harbor will work with various private or non-profit organizations to ensure their cooperative efforts during and immediately following a disaster.

D) Primary Service Provider

The City of Oak Harbor relies upon local disaster assistance organizations to provide mass care and individual assistance. The American Red Cross is the coordinator and prime operator of the City's mass care operations. The Red Cross will work in coordination with the Island County Local Emergency Response Committee and other organizations to assure efficient and effective utilization of local resources in the relief effort.

E) Coordination from the EOC

When necessary, the coordination of individual assistance will be shifted from the EOC to the Disaster Application Center (DAC), when established after a disaster.

F) Individual Assistance

Individual assistance to disaster victims will be provided primarily by local disaster organizations and various county, state, and federal agencies. The range of services needed by disaster victims will depend on the emergency, and could include temporary housing, furniture, building/repair supplies, occupational or mental health services.

G) Presidential Declaration - Effect On

In the event of a Declaration by the President of a disaster in the City of Oak Harbor (Island County), additional emergency welfare services may become available to eligible disaster victims. These may include low-interest loans, food stamps, disaster counseling, and additional unemployment benefits. These services are normally coordinated through the DAC established after a disaster.

H) Other Services Provided

1. The federal government has in place other assistance that is available without a presidential Declaration.
2. The Director of Emergency Services will monitor events that do not trigger a Proclamation to determine whether other federal assistance is possible to residents or businesses within the City of Oak Harbor.

I) Disaster Application Centers

The Director of Emergency Services will work with the State and Federal governments to find adequate facilities needed to open a DAC. Pre-planning or liaison activities will occur to identify facilities that may be appropriate prior to an event requiring a DAC or multiple DACs for the City of Oak Harbor or the surrounding area.

IX. RESPONSIBILITIES

A) Finance Department

1. Will ensure the proper receipt, distribution, and accounting of federal and other funds made available for emergency social services through the City of Oak Harbor.

B) Director of Emergency Services

1. Will provide assistance to the Human Resources Director in coordinating services needed.

C) Development Services Department

1. Will assign staff to the DAC, if required.

D) Human Resources

1. Will assist in the coordination and provisions of counseling and psychological support programs necessary to reduce mental anguish of persons suffering from disaster trauma.

E) Parks & Recreation Department

1. Will make available City facilities and equipment to provide congregate care facilities or services, as required.
2. Will provide staffing for congregate care facilities or services under the direction of the Red Cross or other volunteer organizations, as needed.

F) Community Resources

1. Refer to Human Services Directory located in the EOC.

X. REFERENCES

- A) Washington State Comprehensive Emergency Management Plan
- B) American Red Cross Disaster Services Program (ARC 3000)

POTENTIAL OAK HARBOR SHELTERS / SITES**Whidbey Presbyterian Church**

1148 SE 8th Ave.
Oak Harbor, WA
(360) 679-3597

Oak Harbor High School

1 Wildcat Way
Oak Harbor, WA
(360) 279-5800

Oak Harbor Christian Reformed Church

1397 Swantown Road
Oak Harbor, WA
(360) 675-2881

Hillcrest Elementary School

1500 NW 2nd Avenue
Oak Harbor, WA
(360) 279-5810

First United Methodist Church

1150 Ireland Street
Oak Harbor, WA
(360) 675-2441

EMERGENCY SUPPORT FUNCTION - 7

LOGISTICS MANAGEMENT AND RESOURCE ANNEX

Lead Agency: City Administration (Mayor/City Administrator)

Support Agency: All City Departments

RESOURCE SUPPORT**I. INTRODUCTION****A) PURPOSE**

This ESF is to provide for the effective utilization and conservation of available local resources of the City of Oak Harbor; and to coordinate the provision of available regional resources with surrounding cities, Island County, State of Washington, and the Federal government.

B) SCOPE

To administer economic stabilization measures, as authorized, through coordinated rationing of food, fuel, and other essential items. This may include emergency relief supplies, communications and computer equipment, office supplies, facilities, transportation services, and personnel required to support emergency activities.

II. POLICIES

The Logistics Section, City Departments and other supporting agencies will operate under existing authorities and regulations.

III. SITUATION**A) Emergency/Disaster Conditions and Hazards**

A significant emergency or disaster has the potential to severely damage and may limit access to resources through normal means of supply and transportation.

B) Planning Assumptions

1. The ability to support the response to a significant emergency or disaster will be severely impacted.
2. All forms of communication may be severely interrupted during the early phases of an emergency or disaster.
3. Resource requests must be prioritized when existing resources are limited or depleted.
4. The City will not and/or does not have **all** the resources, either in type or quantity that may be required to combat the effects of all potential emergencies or disasters.
5. The City shall participate in the Washington Mutual Aid System (WAMAS) system in order request resources as needed or required. See WAMAS implementation guide @mil.wa.gov/Washington-mutual-aid-system-wamas.

IV. CONCEPT OF OPERATION

A) Mobilization Responsibilities

To carry out its resource mobilization responsibilities effectively, the City will make provision for the development and administration of policies, programs, and measures for the management of each major category of resources under its emergency control and the overall coordination and direction of its resource program. Responsibilities for administering individual resource programs will be assigned, as much as possible, to existing departments or divisions within the City of Oak Harbor government, with the appropriate utilization of private business as appropriate.

Emergency management of any resource will involve the following functions:

1. Evaluating the relationship between the current and probable future supply of and the requirements for a particular resource.
2. Determining the extent to which available resources can be used to meet current operating needs as compared with longer-range needs.
3. Taking actions necessary to channel resources for use in essential activities.
4. Ensuring the most effective use of existing and potential supplies of the resource and to take measures to improve the future supply situation.
5. Evaluating and adjusting such policies, programs and measures to meet new emergency needs and conditions, and changes in the supply and requirements of a given resource.

B) Free Market

A free-market economy and existing distribution systems will be maintained to the maximum extent possible as the primary means for continuing operation of the City's and region's economic and private sector systems. However, efforts to support regional, state, or federal requests in support of mobilization efforts, for whatever hazard, may require modification of normal business procedures.

C) Controls

Where government resource management is required, voluntary controls, as opposed to mandatory controls, will be encouraged. It is the policy of the City of Oak Harbor that controls will only be placed where necessary and be removed as soon as possible.

D) Regulation of Activities

Activities may be regulated based upon the availability (or lack) of a commodity in short supply. The control of a commodity necessary to the essential survival of the general population or the government will take precedence over any activities that are non-essential.

E) Regulations Transferred

Regulations that are used to control one resource may be used to control other resources. The duplication of regulations will be avoided if possible, in the controlling of resources.

F) Public Information

The public will be encouraged to cooperate with emergency resource management measures imposed by the City through public information campaigns.

G) Preparedness Activities

It is the policy of the City of Oak Harbor to ensure a continuing state of preparedness within the City to manage its own resources and those available to it on a day-to-day basis. Normal City organizational responsibilities will be used as much as possible to ensure this is accomplished.

H) Emergency Services

During and directly after a disaster, emergency service needs will become the major users of resources. Resource needs will be coordinated through the EOC. Needs for resources will be submitted and coordinated with the County and State Emergency Management organizations.

I) Primary Resources Defined

The primary categories of resources and services deemed most essential to the survival and recovery of the City and region are: food, water, construction and housing, electrical power, telecommunications, medical and health services, natural gas, petroleum, transportation, and personnel.

J) Staging

1. The following is a list of disaster staging areas that have been pre-selected in the event of a large-scale emergency or local disaster situation. These locations will be utilized by the Operations Section within the EOC where responding units/organizations may stage personnel, supplies, and equipment in response to, and support of, the emergency. These areas may also function as temporary storage facilities for heavy equipment and material.
2. Should any of the listed staging areas not be available for any other reason, alternate locations will be selected by the EOC and in coordination with responding field forces.

DISASTER STAGING AREAS

Northeast Oak Harbor

Municipal Shop Facility
1400 NE 6th Avenue
Oak Harbor, WA 98277

North Whidbey Middle School
67 NE Izett Street Northwest
Oak Harbor, WA 98277

Northwest Oak Harbor

Oak Harbor High School
1 Wildcat Way
Oak Harbor, WA 98277

Hillcrest Elementary School
1500 NW 2nd Avenue
Oak Harbor, WA 98277

Southeast Oak Harbor

City of Oak Harbor Marina

Oak Harbor School District Maintenance Compound

1401 SE Catalina Drive
Oak Harbor, WA 98277
Skagit Valley College
1900 SE Pioneer Way
Oak Harbor, WA 98277

200 SE Midway Boulevard
Oak Harbor, WA 98277

Southwest Oak Harbor

Broad View Elementary School
473 SW Fairhaven Drive
Oak Harbor, WA 98277
Haggen
13656 State Route 20
Oak Harbor, WA 98277

Walmart
1250 SW Erie Street
Oak Harbor, WA 98277
Safeway
1450 SE Erie Street
Oak Harbor, WA 98277

Central Oak Harbor

Tractor Supply
32165 State Route 20
Oak Harbor, WA 98277
Oak Harbor Elementary School
151 SE Midway Boulevard
Oak Harbor, WA 98277

North Whidbey Middle School
151 SE Midway Boulevard
Oak Harbor, WA 98277
Oak Harbor Christian School
675 E. Whidbey Avenue
Oak Harbor, WA 98277

I. RESPONSIBILITIES

A) National Obligations

In the event of a limited national defense and/or security emergency, City government would support national resource mobilization policies and goals by complying with Federal rules and regulations on resource production, distribution, conservation, and use, as they pertain and are communicated to us through the State Emergency organization.

B) Assumption of Responsibility

In the event of a general national defense and/or security emergency, City government would, as required, direct the conservation, distribution (including rationing), and use of those resources essential to the protection and general welfare of the people of the City until effective Federal or State direction and control could be established. The City will not assume responsibility for managing those resources under the jurisdiction of a Federal or State agency capable of providing that function. However, the City will assist, if requested by the controlling agency, by providing whatever resources it has available.

C) Liaison

In addition to the Liaison position in the EOC, the Director of Emergency Services, along with the Mayor, shall select business or industry representatives to serve as liaison between the private sector resource providers and the EOC, and to act as advisors on production, distribution, and use of resources available.

D) Authority and Control

State and local government controls over specific resources and economic activities are assigned by State emergency operations, State statutes, County charter and City ordinances.

There are basic measures or forms of economic stabilization available to the City for mobilization of resources in any emergency. They are designed to achieve two basic purposes: 1) control the use of resources, and 2) increase the supply of resources. The basic measures or forms include:

1. Indirect - Voluntary and indirect control measures include special financial arrangements to encourage expanded function, and training and information through Public Information to solicit voluntary cooperation from the public and from industry.
2. Direct - Mandatory direct control measures include priority systems of distribution, allocation systems, production directives, conservation measures, consumer rationing, anti-hoarding measures, and construction (or restriction) directives.
3. Anti-hoarding - The authority to prohibit the accumulation and hoarding for business or personal consumption.
4. Priority - The authority to require that performance under contracts and orders deemed necessary to promote stability after a disaster would take priority over any other contract or order (i.e. National defense and security would be priority over other activities).
5. Allocation - The authority whereby a scarce and critical item, material, commodity or product, could be assigned or reserved for exclusive use.
6. Requisitioning - The authority whereby, in certain urgent circumstances and under certain specified conditions, the City may obtain the use of any equipment, materials, supplies, components or facilities and other real property needed, provided just compensation is made.

E) Primary Responsibilities

1. The primary emergency resource management responsibilities of the City are:
 - a. maintain or restore vital facilities and essential public services;
 - b. provide essential supplies;
 - c. exercise government control of acquisition and disposition of local resources; and monitor rebuilding and rehabilitation of privately owned homes and facilities;
 - d. maintain, repair or restore local roads and utilities, provide emergency supplies of water, power and transportation;
 - e. inspect, demolish and remove debris from hazardous structures and areas;
 - f. maintain inventory and control of food, water, medical supplies, petroleum products and other essential supplies and equipment;
 - g. re-supply shelters; monitor emergency shutdowns of industrial facilities;
 - h. issue building, electrical and other construction related permits requiring conformity with City, County, and State statutes.

2. The activities described may be performed in conjunction with other public or private agencies as required.

F) Mayor (Executive)

1. Has the primary responsibility for managing locally available resources in accordance with applicable federal and state laws and regulations.
2. May establish boards, committees, or subcommittees as necessary to manage emergency duties and resource allocation effectively.
3. Establishes priorities for the assignment and use of all resources, including personnel, food, water, medical supplies, fuel, electricity, transportation, communications, and other essential goods and services required for survival and emergency response.

G) City Council

1. Responsible for making policy, adopting and enacting ordinances and motions to place economic controls into effect, as authorized by state statutes.

H) Director of Emergency Services

1. Provides guidance for City officials on the relative urgency of essential services.
2. Assists the Mayor's office in drafting appropriate ordinances for Council approval.
3. Assists in selecting members at large to serve on boards or committees required to control resources.

I) Police Department

1. Provide the necessary security to ensure that stockpiled and/or stored materials and supplies are secured from looting or vandalism.
2. Address crowd control during distribution of resources.

J) Parks Department

1. Coordinate the use of any parks facility for the purposes outlined in this Annex.

K) Public Works

1. Ensure City of Oak Harbor resources are maintained and cataloged in proper order for use during emergencies or disasters.

L) Building Division

1. Evaluation of all buildings or facilities used for stockpiling resources for health and safety.

HUMAN RESOURCES in CONJUNCTION WITH ESF #7

I. INTRODUCTION

To provide for the recruitment, allocation, utilization and general management of civilian labor forces required for emergency activities essential to emergency response and recovery operations; to address proper accounting of spontaneous voluntary forces during emergencies.

II. POLICY

Fully utilize the Human Resources (HR) Department in the hiring and maintaining the City's workforce. This is to include the potential use of volunteers.

III. SITUATION:

During the times of disasters and/or catastrophic events the City's workforce may be diminished or unable to perform all the required operations. Due to the City's location on an island the workforce may not be able to report to work.

There is a high potential the City will have numerous volunteers to provide help, or specific services. These volunteers must be tracked and be provided with credentials as authorized by the City to assist with job functions or assignments. All volunteers must be accounted for and not allowed to roam freely during the event(s). HR will maintain a complete and up to date roster of all volunteers.

IV. CONCEPT OF OPERATIONS

A) City of Oak Harbor Use of Personnel

All City Departments and partner agencies or supporting organizations will operate in any disaster using normal and available personnel before requesting additional resources for disaster operations. Where personnel needs are beyond the capabilities of the City of Oak Harbor resource pool, additional resources will be requested through the EOC. The EOC will initiate the necessary procedures to meet the required personnel requirements from the following resources, in priority order:

1. Neighboring jurisdictions
2. County
3. State
4. Federal
5. Volunteers

B) City Employee Status

All employees of the City of Oak Harbor are designated as Emergency Workers by City Ordinance 1.10.090. It is the City's policy to assign emergency workers to assignments during an emergency or disaster that best suit their abilities and area(s) of training. This does not preclude the possibility that City employees would be assigned outside their area of abilities under direction of the EOC and/or the Incident Commander in the field.

C) Human Resources Director

The HR Director will make full use of the voluntary cooperation generated by a disaster, and of the capabilities of the State Department of Employment Security, labor, management and other groups in coordinating personnel mobilization programs. The HR Director will identify a member or members of staff to coordinate and assist in this activity.

D) Activities Coordinated

The coordination of personnel made available for emergency operations by private sector organizations, including volunteer organizations, will be accomplished through the EOC.

E) Spontaneous Volunteers

1. It is assumed that spontaneous volunteers will be available during any such disaster. Should these individuals appear at a disaster scene or scenes, the Incident Commander will notify the EOC of the number available.
2. Unless needed immediately at the incident site by the Incident Commander, spontaneous volunteers will be assigned appropriately by the EOC.
3. Appropriate personal information will be obtained from the spontaneous volunteer to document his/her activities and to meet state law concerning emergency workers (RCW 38.52).

V. RESPONSIBILITIES

A) City Government

1. The City of Oak Harbor is responsible for the coordination and implementation of Federal, State, County and City programs for the emergency management of available civilian personnel resources within the City of Oak Harbor.
2. It is the policy of the City of Oak Harbor to utilize all available local personnel resources within the City of Oak Harbor to specifically assist the City in emergency and recovery operations. If it is determined that the City of Oak Harbor pool of available emergency workers is not expended, these resources will be made available to neighboring jurisdictions, County, State, and Federal requests through the EOC, as requested.
3. The City is responsible for the recruitment and priority referral of available personnel resources to essential emergency services for City agencies and supporting organizations.
4. The City is responsible for providing guidance in the pre-emergency identification, assignment, and effective utilization of community personnel resources.

B) City Departments

1. Each City Department will maintain a list of all active full time, part time, and temporary employees and will maintain call-out data for use during an emergency.
2. Each City Department will work with the HR Department to insure each employee fills out and returns the Family Area Network information.
3. Each City Department will identify volunteer organizations that are, or would likely be, available during a disaster and provide two emergency contact

C) Director of Emergency Services

1. Maintains liaisons with local, private sector, and personnel resource providers.
2. Assists the HR Department in maintaining a current list of emergency services workers.
3. Assists the HR Department in issuing Emergency Identification Cards to those individuals identified in pre-disaster interviews.

D) Human Resources

1. Develops procedures to provide for the effective mobilization of available personnel resources.
2. Coordinates the recruitment and allocation of personnel resources required for essential activities of City government and supporting agencies.
3. Establishes liaison with Island County government for the management of emergency personnel resources and personnel support requests, if required.
4. Establishes liaison with the branch office manager of the Department of Employment Security to coordinate personnel resources and support requirements, if required.
5. Assists City Departments and offices in reallocation of existing personnel resources to meet essential needs of City government.
6. Assists the Public Information Officer in preparing news releases on personnel needs and requirements, recruitment and utilization policies, and general management procedures.

**EMERGENCY SUPPORT FUNCTION - 8
PUBLIC HEALTH AND MEDICAL SERVICES ANNEX**

Lead Agency: Fire Department
Support Agency: Whidbey Health
Island County Public Health Department
Local Health Providers
Island County Medical Examiner
Local Morticians
Police Department

I. INTRODUCTION

A) PURPOSE:

To coordinate the organization and mobilization of health, medical, ministerial, and mortuary services within the City of Oak Harbor. The City will utilize the National Incident Management System (NIMS) and the Incident Command System (ICS) to manage the incident. Supports the Health & Medical and Safety & Security lifelines by ensuring timely medical care, public health protection, and dignified management of fatalities during emergencies and disasters.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) SCOPE

This Emergency Support Function (ESF) addresses the identification and coordination of the City’s health, medical and mortuary needs during a disaster or emergency. This assistance includes the following:

1. Assessment of health / medical needs
2. Health surveillance and communicable disaster response.
3. Medical care personnel availability and location(s)
4. Medical/health equipment and supplies, including types, availability, and locations
5. Patient evacuation procedures and in-route care.
6. Public health
7. Potable water
8. Wastewater and sanitation
9. Solid waste disposal
10. Ministerial services
11. Mortuary services, victim identification, facilities and capacities.

II. POLICIES

- A) Island County Public Health shall provide guidance to local government and individuals on basic public health principles involving safe drinking water, food sanitation, personal hygiene and proper disposal of human waste, garbage, and infectious or hazardous waste.
- B) Oak Harbor Fire Department in coordination with Whidbey Health shall provide emergency medical services.

- C) All Island County mutual-aid agencies who provide emergency medical assistance shall operate under the direction of Island County Medical Program Director. As well as all Washington State Trauma laws.

III. SITUATION

A) Emergency/Disaster Conditions and Hazards

Oak Harbor / Island County is vulnerable to the effects of flooding, extreme wind and storm, earthquake damage, and the possible effects of volcanic eruption.

These hazards could cause damage, injury, and casualties such that hospital, clinic, pharmacies, nursing homes, and other medical care and mortuary facilities would be rendered inoperable or greatly reduced in capacity. Additionally, roads and other transport may be obstructed making transport and evacuation of the injured or already ill impossible or greatly reduced. Finally, medical supplies would be affected by increased usage, damage, lack of refrigeration, and lack of resupply. While other hazards are possible they are not expected to produce casualties to such an extent.

B) Planning Assumptions

1. A significant disaster could overwhelm Oak Harbor's medical facilities and services requiring emergency coordination within the City and Island County and with adjacent counties and facilities.
2. Whidbey Health, in conjunction with Oak Harbor's nursing homes, clinics, pharmacies, and other medical and health care facilities may be severely damaged, destroyed, or reduced to a lower capacity.
3. During naturally occurring or terrorist-caused disease outbreaks, hazardous materials emergencies, or major trauma events, local supplies of antibiotics and other medical equipment may be inadequate to address the consequences of the incident.
4. A disaster will likely involve health threats from contaminated food and water; food and water shortages; inoperable waste disposal facilities; interruption in solid waste collection and disposal, and the release of hazardous materials.
5. The damage and destruction resulting from a catastrophic disaster will produce urgent needs for mental health crisis counseling for disaster victims and response personnel.
6. Disruption of sanitation services and facilities, loss of power, and the massing of people in shelters and temporary facilities will increase the potential for disease and injury.

IV. CONCEPT OF OPERATION

A) Health, Environmental Health and Mortuary Services

1. Emergency health, emergency environmental health, and mortuary services will be directed and controlled by Island County Department of Public Health officials and

private health and mortuary providers pursuant to the responsibilities section of this Annex. Department of Health officials may operate from the EOC if needed. The coordination and call - out of the Department of Health will be handled through the Island County Department of Emergency Services. Field locations for operations or emergency operating locations will be established under the direction of the Health Department in accordance with their Emergency Operational Procedures.

2. Emergency health and emergency environmental health support of private institutions, business and organizations required in the City of Oak Harbor will be coordinated as much as possible through the Island County Department of Public Health.
3. The City of Oak Harbor shall endeavor to keep a current list of emergency health support available within this City.

B) Emergency Medical Services

1. Emergency medical services organization and mobilization during emergencies will be the responsibility of the City of Oak Harbor Fire Department (see ESF-4; Firefighting).
2. On-scene management of emergencies will follow the Incident Command System (ICS) as established and adopted by the Fire Department.
3. In the event of structural failure or inaccessibility of medical clinics and hospitals in a disaster, any City facility or temporarily established site may act as a remote emergency clinic, temporary hospital or morgue for its local area until coordination of more permanent facilities can be established by the EOC.
4. Any site designated by the Incident Commander may serve as a command post, staging area, triage, treatment, transportation station, communications center, medical clinic, temporary hospital, or temporary morgue in any other functional capacity appropriate for the situation.
5. The Fire Department shall establish a system to expand emergency medical support and provide support to local hospitals in the coordination and establishment of expanded hospital facility needs during an emergency.
6. When activated, the Fire Department will work with the EOC to coordinate expansion of hospital care to field operations when needed.
7. Mutual aid agreements exist with numerous jurisdictions and departments throughout Whidbey Island. Requests for assistance will normally be coordinated through the EOC in conjunction with Island County DES.
8. Communications will be through established channels and the City of Oak Harbor will follow current accepted communications procedures within the Island County medical response community known as "Medical Control", coordinated through Whidbey Health.
9. Transportation for the injured will be coordinated by Whidbey Health, and may include private carriers.

10. Assignments of patients to hospitals or temporary treatment facilities will be coordinated through "Medical Control."
11. Whidbey Health will provide support for coordination of medical supplies available in Island County upon request.

C) Emergency Hospital Services

1. Medical care for the injured will be provided at local hospitals, temporary treatment, and medical facilities. Direction and control of emergency operations at hospital facilities or medical facilities will be the responsibility of the facility managers, directors, or staff.
2. Whidbey Health is designated as the primary "Medical Control" in a mass casualty incident (MCI) and Island Hospital (Anacortes) is designated as the alternate or "back-up" control site.
3. Medical Control will coordinate the distribution of patients to hospitals or temporary treatment and medical facilities.

D) Scene Response Requirements

All first responders of the City of Oak Harbor (Police, Fire, Public Works, or Parks) shall:

1. Verify alarms.
2. Prior to arrival of medical personnel, assess the situation and inform or advise their dispatcher. Appropriate contact with emergency dispatch personnel will take precedence over other activities.
3. The first responder shall provide as much emergency traffic routing information and patient information as possible or available.
4. First responders shall establish an initial command post and provide first aid until arrival of medical personnel.

E) Communications

1. Communications and coordination of emergency medical service responders is generally handled by I-COM Communications, known as "I-COM".
2. Hospital Emergency Administrative Radio (HEAR) provides the communications network between Medic Units, the hospital designated as "Medical Control" and all other hospitals in the area affecting the City of Oak Harbor. Information transmitted over this frequency will be limited to the following:
 - a. Activation of the "all-call alert" to notify hospitals of the incident.
 - b. Return exchange of hospital patient capabilities from hospitals to "Medical Control".
 - c. The HEAR frequency would be used to relay patient medical information or arrival time to receiving hospitals.

F) Ancillary Services

1. Disaster relief organizations in addition to the American Red Cross will be requested to provide emergency medical and health services consistent with their resources, personnel and capabilities.
2. Emergency medical, health, and mortuary services, personnel and supplies not available within the City of Oak Harbor will be requested from the Island County Department of Emergency Services through the Island County EOC.
3. Private ambulances or other private transport units may be used, including buses, to transport patients. The Director of Emergency Services will coordinate this through the EOC.

G) Temporary Mortuary Services

1. The Island County Coroner has jurisdiction over bodies of all deceased (RCW 68.08.010). Procedures may vary if an incident falls under the jurisdiction of the FAA, Department of Defense, or Washington State.
2. The Coroner will coordinate support to local mortuary services as needed. Local funeral directors may assist in the processing of human remains at the discretion of the Coroner.
3. If local resources for proper handling of the dead are exceeded, the state and federal government may provide supplemental assistance for identification, movement, storage, and disposition of the dead. The Coroner may make a request for such assistance to the DES or through the WA State Department of Health.
4. In the event of many fatalities, temporary morgue facilities may be set up using semi-tractor/trailer refrigeration units until such time as other facilities are available.

V. RESPONSIBILITIES

A) Providers

Medical, health, mortuary, and hospital services are provided to residents of the City of Oak Harbor primarily by the Oak Harbor Fire Department, Whidbey Health, Island County Department of Public Health, and private hospitals. Additional medical, health, and mortuary services are provided by numerous private medical service providers. All unassigned City personnel shall be made available for duties related to a mass casualty incident as necessary.

B) Additional Providers

Non-City government, private, or non-profit organizations will be requested to support the City of Oak Harbor medical, health, and mortuary services and hospitals by providing emergency services consistent with their abilities and capabilities.

C) Fire Department

1. The Fire Department shall develop an inventory of medical facilities, clinics, medical personnel, medical transportation, communications, and supply sources as published in supporting documents.

2. The Fire Department officer in charge of the incident shall establish incident command and provide initial incident evaluation to ensure appropriate coordination of resources and mitigation of the incident.
3. Assure that the implementation of the Simple Triage and Rapid Treatment (S.T.A.R.T) system is not delayed pending the arrival of the primary medic units. The Incident Commander shall insure that all responsibilities of the Medical Group Supervisor position are completed.
4. Coordinate all aspects of medical care and transportation of patients at a specific scene, including but not limited to: triage, treatment, transportation and set-up of an initial morgue area.
5. Contact Whidbey Health as the appropriate disaster medical control facility.
6. Aid health care facilities in the implementation of plans to reduce patient populations if evacuation is necessary and with provisions for continuing medical care for patients that cannot be evacuated.
7. Provide incident status and operational needs to the EOC at regular intervals.
8. Evaluates the on-scene situation and determine the need for post incident Critical Incident Stress Debriefing (CISD).
9. Provide initial coordination and notification of outside agencies providing operational support based on requests for assistance from field personnel.

D) Local Hospitals

1. Provide a liaison at the EOC when appropriate for coordination of operations.
2. Coordinate movement of patients from the field to area hospitals through "Medical Control".
3. Coordinate the establishment of temporary medical facilities with the EOC and the Fire Department.

E) Island County Public Health Department

1. Organization and mobilization of public health services during an emergency.
2. Monitor potential causes of communicable diseases in the wake of a disaster.
3. Identify and coordinate activation of additional mental health professionals when needed.
4. Establish monitoring facilities for problems regarding public health, water supplies, sanitation, and food needs when appropriate.
5. Provide information and instructions to facility managers and the general public to safeguard public health, water supplies, sanitation and food.
6. Provide inoculation of individuals if warranted by threat of disease.
7. Provide information on health department activities to the EOC.

F) Island County Coroner

1. Coordinate with the local morticians to expand mortuary services as appropriate to the situation.
2. Establish temporary morgues, determine cause of death, coordinate the disposition of corpses, and notification of relatives.
3. Coordinate activities with the EOC, morticians, police, and incident commander(s).
4. Provide liaison at the EOC to assist in coordination of activities when appropriate.

G) Local Morticians

1. Assist the Coroner in establishing temporary morgues and transporting and storing corpses until final dispositions are determined.
2. Provide liaison at the EOC to assist in coordination activities when requested.

H) Police Department

1. Aid the medical examiner in the identification of deceased victims.
2. Provide security to field morgue operations and facilities.
3. Provide perimeter control at incident scenes when requested.

EMERGENCY SUPPORT FUNCTION – 9

SEARCH AND RESCUE ANNEX

Lead Agency: Police Department
 Support Agency: Fire Department
 Human Resources Department
 Director of Emergency Services
 U. S. Navy SAR - Helo
 U.S. Coast Guard – Waterborne, Air Operation

I. INTRODUCTION**A) Purpose**

To provide for the effective utilization of search and rescue resources and the control and coordination of various types of search and rescue operations. Supports the Safety & Security and Health & Medical lifelines by protecting life, conducting timely rescues, and ensuring emergency medical care is provided to affected individuals.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

1. This Emergency Support Function (ESF) addresses urban search and rescue operations, and includes search and rescue on the ground, from the air, or in the water occurring separately or coincidentally with a significant natural or technological disaster.
2. This ESF does not apply to searches conducted by law enforcement related to criminal apprehension and arrest.
3. This ESF does not address search and rescue operations typically conducted by fire services such as search and rescue within a burning building or entrapped in vehicles at an automobile accident.

II. POLICIES**A) Search and Rescue (SAR) means:**

The act of searching for, rescuing or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or man-made disaster, including instances involving searches for downed aircraft when ground personnel are used (RCW38.52.010[7])

B) In accordance with RCW 38.52.400(1), the chief law enforcement officers of each political subdivision shall be responsible for SAR activities within their jurisdiction. Search and rescue operations will use the National Incident Management System (NIMS) Incident Command System (ICS) and will follow procedures and responsibilities outlined in the CEMP Basic Plan and this and related emergency support functions.

1. Search operations are normally an extension of a missing person report and are normally initiated and commanded by law enforcement personnel. Other

jurisdictions and disciplines may be asked to contribute resources and equipment to a search operation.

2. Rescue operations are by nature an extension of emergency medical services (EMS) in that persons requiring rescue often require medical attention either due to their condition or to a preexisting medical condition. Fire service personnel generally provide initial EMS beyond basic first aid. The fire service is generally equipped and trained for basic rescue as an extension of removing injured persons from buildings, vehicles, or other technical entrapment situations.
 3. Initial incident command of a SAR operation will be established in accordance with ICS doctrine. A transfer of incident command due to a change in the technical mission, that is, from search to rescue will be at the discretion of the IC based on the existing situation.
- C) The United States Coast Guard (USCG) directs all SAR operations on or above navigable waters (waters where the USCG maintains navigational aids or where there is commercial shipping or navigation). Initial response may be undertaken by local jurisdictions based on urgency, location, and equipment availability. Incident command will be properly transferred to the USCG as the situation dictates.
- D) The Washington State Emergency Management Division (EMD) will issue SAR mission numbers to local authorities in response to a downed or missing aircraft for ground search only and will coordinate these missions with the Department of Transportation, Division of Aeronautics.

III. SITUATION

A) Emergency/Disaster Conditions and Hazards

1. Oak Harbor / Island County is vulnerable to the effects of flooding, extreme wind and storm, earthquake damage, landslide, and the possible effects of volcanic eruption. These hazards could cause damage and injury such that people may be trapped in structures or vehicles or stranded by high water.
2. Oak Harbor contains areas of high steep bluffs and semi-isolated beaches where people can become trapped by the unstable ground, height above ground, or rising tides.
3. Finally, persons with mental or emotional conditions and children can and do wander into woods and underbrush and become disoriented, lost, and require location and recovery.

B) Planning Assumptions

1. Law enforcement will generally assume incident command (IC) of a search operation within the City of Oak Harbor. Upon arrival, the USCG will formally assume search or rescue incident command in the waters adjacent to the City.
2. Land and near shore rescue operations will normally be conducted by fire services based on the skills and equipment required.

3. U.S. Navy SAR resources responding to an Oak Harbor SAR operation will take their direction from the SAR IC but will be responsible for their own mission assessment, tactics, and safety evaluation – while coordinating with local authorities.
4. Search or rescue operations that evolve into human remains recovery will be a law enforcement operation coordinated with the Island County Coroner

IV. CONCEPT OF OPERATIONS

A) Responsible Agency

5. The Chief of Police for the City of Oak Harbor will conduct urban search and rescue operations in buildings that have been damaged during a natural or man-made event. (State law places responsibility for Search and Rescue with the chief law enforcement jurisdiction. However, practically speaking, the fire and rescue agencies will be the lead agency in conducting building search and rescue.)
6. Local resources will be used as available. When local search and rescue resources are exhausted, or if needed specialty resources are not locally available, assistance will be requested through the Island County DES.

B) Resources Used

The existing search and rescue resources consist of Fire and Police Department personnel, qualified volunteer search and rescue units, and explorer posts. These shall be the nucleus around which operations may be expanded and conducted in a major emergency or disaster. Any person used for search and rescue operations will be appropriately registered as an emergency service worker.

C) Priorities

The search for a recovery of bodies will be conducted secondarily to rescue of survivors or potential survivors. Once all efforts have been extended to surviving victims and the environment will allow for safe operations by search and rescue personnel, recovery of bodies will take place.

D) Fire Department Expertise

The Police Chief or his/her designate may request Fire Department assistance through normal communications channels and will set up a unified command post at the scene for coordination of activities.

E) Call Out

Should an incident present a situation that is beyond the City of Oak Harbor capabilities, the Incident Commander or the Chief of Police will request assistance for Search and Rescue units through ICOM Communications Center. If the search and rescue operation is in conjunction with a disaster that has activated the EOC, the call out of additional support personnel will be coordinated through the EOC.

V. RESPONSIBILITIES

The Police Chief, as the chief law enforcement officer of the City, is responsible for search and rescue operations within the City. The Director of Emergency Services shall be responsible for coordinating

and supporting actual administrative and field operations with other local governments, volunteers, and other support units, as required.

A) Police Department

1. Assumes responsibility for the direction and control of search and rescue activities and supporting units and organizations.
2. Advises the Mayor's office when search and rescue operations may warrant media attention.
3. Initiates all necessary documentation on staff and equipment use during search and rescue operations.
4. Assigns staff personnel (one or more) as the Search and Rescue Coordinator. For the purposes of this Annex, the designated on-duty Sergeant shall be the coordinator unless otherwise assigned.

B) Fire Department

1. Will assign a Coordinator within the Fire Department to act as a liaison with the Police Department.
2. Will provide any necessary staff or equipment as requested by the Police Department.

C) Human Resources

1. Provides for the registration of emergency service search and rescue workers for employee status under WAC 118-04.

D) Director of Emergency Services

1. Notifies the State Emergency Management Division of all search and rescue missions; obtains mission number at the request of the Police Department.
2. Notifies the Island County Office of Emergency Management of any significant search and rescue efforts.
3. Coordinates outside resources, as necessary, through Island County DES.
4. Forwards all records of personnel involved in search and rescue to the State for accounting in mission activities.
5. Works with the Finance Director and the Compensation Board in processing compensation claims (medical and property loss/damage) arising from search and rescue missions, for volunteers or political subdivisions, as necessary (see RCW 38.52.210 – “The compensation board shall be composed of the mayor; the director of emergency management; one councilmember or commissioner selected by the council or the commission; the City attorney or corporation counsel; and the local coordinator of medical and health services.”).

E) U.S Coast Guard

1. When requested, the USCG will conduct waterborne and/or air to ground searches. During a waterborne incident the USCG will assume on-scene incident command functions.

2. The USCG will provide as needed vessels, or airborne unit to conduct SAR activities.

F) U.S Navy – NAS Whidbey Island SAR Units

1. When requested either via the EOC or the USCG, NAS Whidbey will provide air support to conduct SAR missions.

EMERGENCY SUPPORT FUNCTION – 10

OIL AND HAZARDOUS MATERIALS ANNEX

Lead Agency: Fire Department
 Support Agency: Director of Emergency Services
 Island County DEM
 Mutual Aid Fire Departments
 Northwest Clean Air Agency

I. INTRODUCTION**A) Purpose**

1. To ensure a coordinated response to a Hazardous Materials (HAZMAT) incident, oil spill, or other release while minimizing the effects of a hazardous materials incident on people or the environment.
2. The primary objective of every HAZMAT incident is to protect the people at risk.
3. The plan will provide guidance for HAZMAT incident planning, notifications, and responses as required by **SARA Title III of 1986**.
4. The City of Oak Harbor will utilize, by reference, **Island County’s Hazardous Materials Emergency Response Plan (ESF 10)**.

Supports the **Hazardous Materials (Management)** and **Safety & Security** lifelines by protecting life, property, and the environment from chemical, biological, radiological, or oil-related hazards.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

1. This Emergency Support Function (ESF) #10 describes the situation, planning assumptions, concept of operations and responsibilities of a hazardous materials response in the City of Oak Harbor.
2. While each hazardous materials incident presents its own specific challenges, the overall concept of incident command, control, containment, mitigation, and restoration remains the same.

II. POLICY

1. Federal and State regulations require that local jurisdictions form Local Emergency Planning Committees (LEPC). The City of Oak Harbor is a member of the Island County LEPC. It is the responsibility of each LEPC to develop a Hazardous Materials Response Plan (HMRP).
2. The Community Right to Know Act requires all facilities with hazardous materials to report types and amounts of hazardous materials to the LEPC.
3. Oak Harbor Fire Department is the lead agency within the City of Oak Harbor for hazardous materials incidents. The fire department will utilize additional agencies, as required, to mitigate hazardous materials incidents.

4. All Oak Harbor Fire Fighters are trained in basic HAZMAT awareness and have access to the DOT Emergency Response Guide.

III. SITUATION

1. Hazardous materials are commonly stored, used and transported within the City of Oak Harbor.
2. Hazardous materials incidents may occur along any transportation route, or inside any structure.
3. The Oak Harbor Fire Department will assume command and control of any HAZMAT incident. This control may be redelegated to a higher level of certification should the need arise.

IV. CONCEPT OF OPERATIONS

A) Primary Response Agency

The City of Oak Harbor Fire Department has the primary responsibility for responding to and coordinating additional response, evacuation, or other measures in the event of a radiological/technological hazard. The City of Oak Harbor Fire Department has in place mutual aid agreements and will maintain its relationship to other agencies that coordinate together to form the HAZMAT team(s).

1. HAZMAT Coordination -- The Fire Department will maintain a current list of private contractors or vendors for clean-up responsibilities.

B) Organization Support

The Fire Department will, when necessary, coordinate through the Director of Emergency Services on any such incidents which will require the movement of people, sheltering, food, bedding or clothing requirements.

C) Coordination

The Fire Department will coordinate with outside agencies as required.

D) County/State Assistance

In the event of a radiological event that is beyond the Fire Department's capabilities, the Director of Emergency Services or his/her designee will request County and/or State assistance.

E) Radiological Policy

The City of Oak Harbor recognizes the potential use of nuclear weapons, although reduced, still exists. However, the policy of the City of Oak Harbor is to prepare for isolated incidents or events caused by random terrorist activity that may be related to a radiological release.

V. RESPONSIBILITIES

A) Fire Department

The Fire Department has the primary responsibility for radiological/technological hazard materials incidents and shall coordinate, when necessary, with the EOC as required.

B) Director of Emergency Services

1. Will provide necessary support to the City of Oak Harbor Fire Department as required.
2. Shall serve or appoint a radiological officer to coordinate the City's radiological equipment and training.

C) City Departments

1. City Departments will coordinate, as necessary, with the Fire Department and notify them when hazardous materials or radiological issues come to their attention.

D) Island County Department of Health

1. Island County Health shall have the primary responsibility for determining when a contaminated site is safe for re-occupancy.

E) Federal Government

1. The Coast Guard shall provide necessary support for Hazardous Materials or other issues related to the navigable waterways through the operation of the National Response Center (NRC).
2. The Federal Emergency Management Agency (FEMA) shall provide guidance and support for drills and exercises, and coordinate information in this region regarding radioactive fallout potentials, survival supplies, and emergency and operational status reports.
3. The Environmental Protection Agency (EPA) will provide necessary support to the Fire Department as required and responds with advice and technical resources to protect the environment from all types of hazardous substances.

F) Northwest Clean Air (Air Pollution Authority (NWAPA))

1. NWCA shall provide support, as necessary, to the Fire Department, and responds with advice and technical assistance and resources on identified incidents.

G) State Government

1. The Department of Ecology provides on-scene coordination, technical information on containment, cleanup, disposal and recovery, environmental damage assessment, laboratory analysis and evidence collection for enforcement actions for non-radioactive environment threatening hazardous materials incidents, as required.
2. The Washington Military Department Emergency Management Division provides 24-hour capabilities to receive notifications of incidents and requests for assistance and initial notification to local, state, and federal response organizations.
3. The Washington State Department of Fisheries will coordinate and provide resource information on potential or actual fish and fish habitat damage and cleanup.

4. The Department of Transportation (DOT) will coordinate and provide personnel and equipment needed to establish traffic control and cleanup activities on state roads and interstate highways. Requests for other than state roads and interstate highways will be made through the County office of Emergency Management.

H) State Patrol

1. The Washington State Patrol (WSP) acts as designated Incident Command for hazardous materials incidents on all interstate and state highways unless the local jurisdiction assumes that responsibility. The City of Oak Harbor has assumed that responsibility.

EMERGENCY SUPPORT FUNCTION – 11

AGRICULTURE AND NATURAL RESOURCES ANNEX

Lead Agency: Fire Department
 Support Agency: Public Works
 Police Department
 Island County Public Health Department
 Island County Department of Emergency Management
 American Red Cross

I. INTRODUCTION**A) Purpose**

This Emergency Support Function (ESF) provides for a process of emergency food and water distribution to the citizens of Oak Harbor. The ESF also aims to prevent and control contagious or economically devastating animal/zoonotic diseases and to ensure the safety of commercial food and public water supplies following a major emergency or disaster. As part of this goal, the ESF includes consideration for the well-being of household pets during an emergency response or evacuation.

Supports the Food, Water, Sheltering and Health & Medical lifelines by ensuring access to safe food and water, protecting public health, and sustaining community well-being during emergencies.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This ESF includes five (5) primary functions

1. Provide emergency food distribution to large groups of people. Included in this ESF is the distribution of potable water. The ESF will support ESF #6.
2. Respond to animal diseases and pests as part of a biological emergency or after any other type of emergency.
3. Ensuring the safety and security of commercial food and public water supplies.
4. Protect, as well as feasible, natural, cultural and historic resources.
5. Provide for the safety and well-being of household pets.

II. POLICY

- A)** The priority for providing nutrition assistance – safe food and water – will be areas most impacted by an emergency, and then to other areas of need.
- B)** Island County Public Health will provide guidance to the City of Oak Harbor to ensure the safety of food and water to the public. The City of Oak Harbor will designate areas of distribution.
- C)** The EOC will coordinate the distribution of available local supplies of food and water, prior to seeking assistance from the State.

- D)** The City will encourage individuals to maintain personal or family reserves of food, water, medications (human and pet), and hygiene items for five to seven-day supply.

III. SITUATION

A) Emergency / Disaster Conditions and Hazards

1. A significant emergency may deprive a substantial number of City residents from access to safe and reliable food and water supplies.
2. An emergency may be caused by OR cause the spread of a contagious disease through food and water systems or from animals to people.
3. Any displacement or evacuation of people from their homes may cause household pets to be placed at risk for food, shelter, and care.

B) Planning Assumptions

1. Within the disaster area, the following conditions may exist:
 - a. Commercial food supplies within the City are maintained by a ‘just-in-time’ supply system, making on-hand reserves and storage capacity low.
 - b. Any prolonged power outage will place fresh or frozen food at risk or render it unsafe for consumption.
 - c. An earthquake or other land movement may break water distribution pipes contaminating potable water supplies/
 - d. The City will not accept unprocessed donated goods during an emergency or disaster.
 - e. Distribution of food, water and donated goods will tax City government, humanitarian and social service agencies.

IV. CONCEPT OF OPERATIONS

A) Normal Operations

Elected and appointed head of City Departments and offices will operate under the City of Oak Harbor municipal code and/or the appropriate ordinance(s) for authorizing normal and emergency purchase of supplies, food, and equipment. Established procedures for procurement of supplies, food, and equipment will be followed by all departments and divisions, as set out by the Director of Finance.

B) Disaster Operations

Where the magnitude of the disaster is such that the City of Oak Harbor cannot support emergency operations logistically from local resources, the Director of Emergency Services will coordinate requests for supplemental supplies, food, and/or equipment with other local jurisdictions, the County, and the State Emergency Management Division.

C) Priority Use of Resources

The City of Oak Harbor recognizes its responsibility to properly manage food and other resources that may be in short supply in a disaster. In case of the need of emergency control of

food resources, the City will prioritize the distribution of food to ensure all segments of the population are adequately treated.

Emergency workers actively participating in the response and recovery efforts will receive appropriate rations of food and water commensurate with the activities involved.

D) American Red Cross

The American Red Cross shall be the primary provider and coordinator of mass feeding under emergency circumstances.

E) Public Information

The public will be informed as to the status of food and other supplies that may be needed, the location where distribution will take place, the time or times when such distribution will take place, and where the public may go to advise the Director of Emergency Services about shortfalls or needed supplies not listed in public information press releases ([see Basic Plan, Appendix 3](#)).

F) Household Pet Welfare

1. This ESF only applies to common household pets.
2. The EOC Logistics section will work with the Red Cross, local animal welfare organizations, and the City's animal control officer, to provide for facilities, collection and care of common household pets displaced or separated from owners.
3. Animal welfare organizations may be able to provide pet care areas with cages near shelters, so owners can continue to care for their animals. In worst case situations animal shelters may have to accept animals whose owners have no other option than to abandon them.
4. Pet owners are encouraged to plan for emergency pet care to include water, food, medications, and travel cages. The food, water, exercise, cage sanitation for household pets is the responsibility of the owner and will not be assumed by the shelter staff.

V. RESPONSIBILITIES

A) City Departments and City Council

1. Request all emergency procurement of supplies shall be through the City of Oak Public Works Administration Manager, except as provided by ordinance and/or specific procedures issued.
2. Request all emergency procurement of supplies not available through the Public Works Administration Manager through the EOC or, if not activated, through the Director of Emergency Services.
3. Provide necessary support to the Public Works Administration Manager for coordinating, supervising, documenting, and managing the procurement of supplies and other materials in a disaster.

B) Director of Emergency Services

1. The Director of Emergency Services shall work closely with the Public Works Administration Manager for the procurement supplies and other materials not available through normal channels (i.e., through County or State government).

C) Finance Department

1. The Finance Department will establish procedures as necessary for the procurement of emergency supplies and equipment not covered within normal City ordinances or emergency procedures.

D) Public Works Administration Manager

1. The Public Works Administration Manager shall be the central point of contact with private sector suppliers and shall be given the necessary support when requested.
2. The Public Works Administration Manager will assist the Department of Emergency Services office in preparing and maintaining lists of available essential supplies and equipment.
3. The Public Works Administration Manager will establish and maintain liaison with the private sector and government resource providers.
4. Assist the Director of Emergency Services in determining priorities for procurement of supplies and equipment based on justification provided by requesting entities or citizens.

E) Police Department

1. The Police Department will insure to the extent possible the safety of supplies in transit and will ensure that crowd control measures are in place at distribution points established by the Director of Emergency Services.

F) Red Cross

1. The American Red Cross will provide disaster victims with food, clothing, shelter, first aid, and meet other urgent immediate needs.
2. Assess equipment and training needs
3. Provide liaison to the City / County EOC

G) Animal Welfare Organizations

1. Coordinated with the Red Cross, as required, for household pet care near identified shelters. Acquire temporary cages and carriers for pets.
2. Train shaft members how to effectively setup and operate temporary pet shelters.
3. Plan for accepting displaced or abandoned animals following a local disaster.

Food Suppliers/Grocers

Safeway	1450 SW Erie St	(360) 279-8829
Saars Market Place.....	32199 SR 20	(360) 675-3000
Haggen	31565 SR 20	(360) 679-3011
Prairie Market Red Apple.....	408 Main St, Coupeville.....	(360) 678-5611

EMERGENCY SUPPORT FUNCTION - 12

ENERGY ANNEX

Lead Agency: Public Works Department
 Support Agencies: Puget Sound Energy
 Cascade Natural Gas
 Verizon
 AT & T

I. INTRODUCTION**A) Purpose**

1. To maintain a liaison with public utilities providing services within the City of Oak Harbor and coordinate the continued emergency services of public utilities necessary to provide essential services.
2. To provide for the effective utilization of available electrical power, water resources, telecommunications, natural gas, propane, and petroleum products to meet the needs of the City of Oak Harbor during an emergency or disaster. This includes methods for the restoration of utilities affected by the emergency or disaster.

Supports the Energy, Water, and Communications lifelines by maintaining and restoring critical utility services, ensuring community functionality, and supporting public safety and emergency response operations.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

The scope of this Emergency Support Function (ESF) includes

1. Assessment of energy systems and utility damage, post disaster supply and demand, and requirements to restore those systems.
2. Assisting City Departments and agencies to obtain fuel for transportation, communications, emergency operations and electricity for critical facilities.
3. Obtaining and disseminating current information on power and utility status for the general public
4. Assisting energy suppliers in obtaining equipment, specialized labor, and transportation to repair or restore service to pre-disaster levels.

II. SITUATION**A) Emergency/Disaster Conditions and Hazards**

Oak Harbor is vulnerable to the effects of flooding, extreme wind and storm, earthquake damage, and the possible effects of volcanic eruption. These hazards could cause damage that would disrupt the normal supply of electric power and other utilities. Additionally, power and utility infrastructure could be damaged so as to reduce capacity and further slow response and recovery operations. A widespread disaster could make repair teams and material scarce and

further slow recovery. While other hazards are possible they are not expected to produce widespread severe disruption of electricity and other utilities.

B) Planning Assumptions

A severe natural disaster or other emergency event can sever key energy and utility lifelines. This further reduces supply in impacted areas, or in areas with supply links to impacted areas. Energy and utility outages or shortages impacts firefighting, transportation, communication, food storage, and other lifelines needed for public health and safety.

1. There may be widespread and/or prolonged electric power failure. With no electric power, communications may be affected, water treatment and distribution systems will not operate properly, waste treatment plants will be affected, food storage facilities will start to degrade affecting supplies, and traffic signals may not operate, which could lead to localized transportation safety problems.
2. There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
3. There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
4. Natural gas lines may break causing fire, danger of explosion, or health (inhalation) hazards.
5. Water pressure may be low, hampering firefighting and impairing water and sewer system function.
6. City Departments, under an emergency Proclamation, will require the authority to go on to private property to evaluate and shut -off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

III. CONCEPT OF OPERATIONS

A) Requirements

When the requirement for coordinated use and mobilization of public utility resources is necessary to the City of Oak Harbor operations, or for the protection of life and property, the Director of Emergency Services will assign staff to the Utilities Unit of the Operations Section (See Emergency Operations Guidelines).

B) Utilities - Expectations of City

All public utilities, whether publicly or privately owned, will be expected to manage and operate the utility within their own service areas, providing emergency services based upon City requirements and their capabilities.

C) Capabilities Exceeded

When requests for public utility resources cannot be filled locally, requests for utility support will be made through the EOC. The EOC staff Utilities Unit will forward requests for assistance through the County and/or State EOCs.

D) Utilities Operation

To the maximum extent possible, and within the limitations imposed by either the Federal or State government, public utilities will continue to provide emergency service through their normal means. However, if curtailment of service is required, the systems will, under the control of the City of Oak Harbor government if required, comply with such curtailment.

E) Utilities Unit

The Utilities Unit will act as the liaison with public utilities not under the direct control of the City, should no representative be in the EOC. The Utilities Unit will coordinate emergency utility services from the EOC when required.

F) Public Information

The Utilities Unit, in conjunction with the utility providers and the Public Information Officer, will maintain an information program to keep the public and other utilities informed as to services available, restrictions, and requirements.

G) Compliance

The Public Works Department will provide personnel and equipment necessary to ensure that the public utilities are in compliance with State Statutes, Federal Law, and local codes, through inspections, review of designs, and construction management, to the extent possible under emergency conditions.

H) RCW

The Governor may direct any state or local governmental agency to implement programs relating to the consumption of energy, as deemed necessary to preserve and protect public health, safety, and general welfare, and to minimize to the fullest extent possible the injurious economic, social and environmental consequences of such energy supply alert. (RCW 43.21G.040)

"To protect the public welfare during a condition of energy supply alert or energy emergency, the executive authority of each state or local agency is authorized and directed to take action to carry out the orders issued by the Governor.....a local governmental agency shall not be held liable for any lawful actions consistent with RCW 43.21G.030.....in accordance with such orders issued by the Governor." (RCW 43.21G.050)

IV. ORGANIZATION AND RESPONSIBILITIES

A) Public/Private Utilities

1. All public and private utilities are expected to operate and manage their organizations and provide emergency services based on requirements and capabilities.

B) Public Works Department/Utilities Unit

1. Coordinates inspection of emergency utility work if the work falls within the normal purview of inspections.
2. Reviews emergency utility designs and construction within the normal purview of responsibilities.

3. Establishes a liaison with all public utilities providing essential services to the City, as needed or required.
4. Conducts emergency utilities liaison services from the EOC.
5. Advises the Emergency Preparedness Council and the Director of Emergency Services, utility service status.
6. Advises utilities of essential emergency services needed to protect life and property.
7. May assign clerical or communications support to the EOC to assist in maintaining close communications with all utilities in a major disaster.

EMERGENCY SUPPORT FUNCTION - 13

PUBLIC SAFETY ANNEX

Lead Agency: Police Department
 Support Agencies: Island County Sheriff's Office
 Washington State Patrol

I. INTRODUCTION**A) Purpose**

To provide public safety and security to support incident operations, including threat, pre-incident, and post-incident situations. To provide effective coordination of local law enforcement operations and resources during major emergencies and disasters.

Supports the Safety & Security lifeline by protecting life and property, maintaining public order, and coordinating law enforcement resources to ensure community stability during emergencies.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

The intent of this Emergency Support Function (ESF) is to outline the law enforcement procedures required to respond to emergencies and disaster incidents within the City of Oak Harbor.

II. POLICIES

- A) The Police Chief will function as the law enforcement coordinator for emergencies, disaster and catastrophic events in accordance with RCW 38.52
- B) A law enforcement-oriented emergency, disaster or catastrophic event is any large-scale situation where the maintenance of law and order is the primary focal point such as; hostage or terrorist activity, riot, civil disturbance, terrorism incidents as declared by the senior officer of the responsible law enforcement agency / department.
- C) The Incident Command System (ICS) will be utilized at all City of Oak Harbor emergency or disaster incidents. At declared law-enforcement incidents the senior law-enforcement officer will assume the position of IC until command is formally transferred.

III. SITUATION**A) Emergency/Disaster Conditions and Hazards**

Oak Harbor is vulnerable to the effects of flooding, extreme wind and storm, earthquake damage, and the possible effects of volcanic eruption. These hazards could cause public and private property loss and damage, death and injury, damage to the environment, and prolonged disruption of commercial activity in the county. These and other possible hazards will require maximum efforts by available law enforcement personnel to maintain civil control and property security. While other hazards are possible they are not expected to produce as widespread or prolonged impact on the City.

B) Planning Assumptions

1. General law enforcement problems are compounded by disaster related community disruption, restriction of movement, impacted communications and facilities, and a shortage of law-enforcement resources.
2. The capabilities of local law enforcement agencies will be quickly exceeded. Supplemental assistance shall be requested through local and state emergency management channels and the operation of mutual aid agreements (MAAs).

IV. CONCEPT OF OPERATIONS**A) Lead Agency**

Oak Harbor Police Department is the lead agency for the coordination of law enforcement activities within the City of Oak Harbor.

B) Coordination of Activities

1. The Chief of Police will designate an EOC representative to assist in the coordination of field activities and resources associated with an emergency or disaster. The EOC staff shall provide efficient direction, control and coordination of emergency police enforcement services.
2. Mobilization of personnel and equipment will be determined by the degree of mobilization required to handle an event or series of events and may include the activation of mutual aid agreements already in place. The operational structure of the Police Department may be modified during emergency operations.
3. When necessary, a field command post(s) may be established and staffed to handle field operations. Under widespread events, the field command post may be a department operations center linked to the EOC for coordination.
4. Field communications posts may be established whenever the disaster requires the response of multiple agencies and the coordination of police activities with those agencies in the field.
5. The Incident Command System will be followed at command posts. The On-Scene Commander shall provide regular status reports and coordinate all requests for additional resources through the EOC. Co-located or unified command posts will be the preferred method of field operations when multiple departments/agencies have command posts established.

C) Communications

The Police Chief or his/her designee will designate a communications support person to operate back up communications equipment in the EOC when requested by the Director of Emergency Services. This will be requested to supplement regular communications capabilities and provide for coordination and/or allocation of City resources. In no case shall the EOC be utilized to be a radio communications site in place of regular communications procedures unless absolutely necessary.

The alert system utilized to mobilize police department personnel shall be the call out system established with the Police Department. Back up notification shall be by emergency public information outlets.

D) Outside Agency Assistance

In the event that the police department requests outside assistance under mutual aid agreement or under emergency or disaster requests, the unified command structure will be utilized when at all possible.

E) Military Support

The Police Chief or his/her designee will coordinate activities with the on-scene military commander in the event military troops are utilized to maintain order or assist in other activities.

V. RESPONSIBILITIES

A) Police Chief

1. The Chief of the Oak Harbor Police Department is responsible for the direction, control, and coordination of emergency police services for City government. Emergency police services will be provided through the personnel and equipment available within the department and/or supported through mutual aid, if required.
2. The Chief shall issue instructions to ensure coordinated and effective deployment of personnel and equipment.
3. The Chief will inform the Mayor to emergency police activities related to the disaster, as appropriate, through the Emergency Preparedness Council briefing.
4. The Chief will request assistance and/or mutual aid from neighboring police agencies, Island County, State and Federal law enforcement departments, though the EOC.
5. Periodically conduct/coordinate briefings pertaining to law enforcement activities for key officials as requested.
6. Appoint an Operations Section Law Enforcement Unit staff member for the EOC.

B) Police Department

1. Determines personnel and equipment needs for conducting field operations.
2. Establishes field command posts and staging areas as required.
3. Establishes vital facility and supply security and area access controls.
4. Coordinates evacuations of endangered areas as necessary.

Mutual Aid Example and List of Agencies Signing Mutual Aid

A copy of the mutual aid agreement and the list of agencies signing the agreement with the City of Oak Harbor Police Department are kept in the files of the office of the Chief of Police.

Police Department Emergency Operational Procedures and Unusual Occurrence Procedures are confidential in nature and are kept on file with the department.

EMERGENCY SUPPORT FUNCTION - 14

LONG-TERM COMMUNITY RECOVERY ANNEX

Lead Agency: Director of Emergency Services

Support Agencies: All City Departments

I. MISSION

To provide guidance in reporting long-term community recovery information to state and local emergency management agencies. Coordinate mechanisms and requirements for post-incident assessments, plans, and activities, including addressing the needs of Access and Functional Needs populations. Identify long-term environmental restoration issues and coordinate with animal welfare and agricultural stakeholders and service providers in long-term community recovery efforts.

Supports the Health & Medical, Food, Water, Sheltering, Safety & Security, and Energy lifelines by ensuring community needs are assessed and restored following a disaster, critical services are resumed, and vulnerable populations are supported throughout the recovery process.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

II. FUNCTION

Upon activation of the City of Oak Harbor's EOC, a call-out will be conducted to each City Department to inform them of the activation.

- A) Department Heads will provide a representative to the EOC if response activities involve their department's resources or at the request of the Director of Emergency Services.
- B) Department Heads or their designees will report the following information to the EOC: situation status, resource status (personnel, equipment, and facilities), preliminary damage assessment, and projected needs.
- C) The Director of Emergency Services and Development Services Director will compile the information necessary to provide Island County Department of Emergency Management and Washington State Emergency Management Division with a reasonable account of the situation.
- D) A copy of any local Proclamation of emergency will be sent in the most expedient means possible (telephone, radio, facsimile, teletype) to the Island County Department of Emergency Services and the Washington State Emergency Management Division. Any request for assistance from state or federal agencies or requests beyond the purview of ordinary mutual aid agreements will be handled in like manner.

III. PRE-DISASTER ACTIVITIES

- A) Develop procedures for soliciting, receiving, recording, evaluating and disseminating damage assessment information.
- B) Develop plans and operational strategies with public and private stakeholders. Develop and maintain a 'who's who' guide as to points of contact and what services can be readily provided.

- C) Conduct annual tabletop training exercises with City staff, Island County DEM, and other key players such as Whidbey Health, school district, Red Cross, and faith-based agencies. Include damage assessment, recovery, and restoration activities.
- D) Develop a list of 'high-priority' target hazard areas where the greatest loss of life and/or structural damage may occur.
- E) Provide different forums for public education, to include community events, seminars, and distribute printed information.
- F) Develop a list of all City Department critical facilities and services that can be provided. Critical facilities are those needed for continuity of government and public safety.

IV. POST DISASTER ACTIVITIES

- A) Continue to support or assist with the coordination of recovery and restoration activities. Assist other agencies as needed. Provide liaison with County, State and Federal agencies as required.
- B) Coordinate with the PIO or JIC with providing timely and accurate information for the public. Information to include available services and assistance programs.
- C) Complete an after-action report detailing all aspects of the incident, what went well and areas needing improvement.
- D) In coordination with DEM, EOC and the ARC identify potential sites for temporary campsites, or housing areas. Site accommodations to assist displaced families must be spaced for sanitation facilities, cooking areas, portable generators, and other equipment required to support living conditions.
- E) Begin the financial reconciliation to determine all costs involved and begin the process of requesting State or Federal assistance.
- F) Post disaster recovery efforts may be short or long, depending on the event and extent of damage. Individuals may require assistance from FEMA, or other government sponsored programs. The EOC or DEM will have the materials available to assist those persons.

TAB A

DAMAGE REPORTING

PRIVATE PROPERTY INITIAL DAMAGE ASSESSMENT INFORMATION

The information requested on this form is the information needed by the City of Oak Harbor Emergency Services Director to include your private property damage in the City’s initial damage assessment. Please complete as much of the form as possible and return it to a City representative. The information in the same order may also be e-mailed to: XXXX@oakharbor.org. Collection of this information is time sensitive.

THIS FORM DOES NOT AUTOMATICALLY QUALIFY YOU FOR ANY CASH OR OTHER ASSISTANCE PAYMENTS BUT WITHOUT THIS INFORMATION YOUR PROPERTY AND THE COUNTY MAY NOT QUALIFY FOR ANY ASSISTANCE.

This is my: Primary Residence Secondary Residence Rental Property
Circle the category that applies to your property

1. **Jurisdiction:** Name of city, or community, or development: _____

2. **Incident Type:** *Circle one that best applies:*

- a. **WIND DAMAGE** - INCLUDES WIND DAMAGE TO STRUCTURE and TREE BLOW-DOWN DAMAGE TO STRUCTURE
- b. **WIND DRIVEN RAIN AND FLOODING** – same as “a” includes water damage
- c. **TIDAL FLOODING** d. **EARTHQUAKE**
- e. **LANDSLIDE (NOT EARTHQUAKE)** f. **OTHER:** _____

3. **Date(s) of Damage:** From: _____ To: _____

4. **Last Name:** _____ **First Name:** _____ **MI:** _____

5. **Street Address:** _____ **ZIP Code:** _____

6. **Occupant:** *Circle one that applies:* **OWNER** **RENTER**

7. **Habitable:** *Circle one that applies:* **HABITABLE** **NOT HABITABLE**

8. **Accessible:** *Circle one that applies:* **YES** **NO**
(Accessible – can you drive to your property as you normally would, is your driveway or road intact, blocked by trees, covered with water, mud or debris too deep to cross?)

9. **Insurance (circle one):** **homeowners,** **flood,** **earthquake,** **hurricane,** **NONE**

10. **Insurance Deductible:** *(enter dollar amount or percentage amount)*

by \$ Amount: _____

by % of structure’s Fair Market Value: _____

11. **Estimated Structural Loss (in dollars, BEST GUESS) \$** _____

Do Not wait for an insurance estimator or contractor’s estimate.

12. **Estimated personal property loss in dollars (\$\$): \$** _____

Your BEST GUESS value for essential items: clothing, furniture, cars, appliances. For renters this will be the only damage reported. Do not wait for other estimates.

13. **Damage Category:** **DESTROYED** **MAJOR** **MINOR** **AFFECTED**

Destroyed: Total Loss, Permanently Uninhabitable

Major: Significant or structural damage greater than 50% of value, uninhabitable

Minor: Conditional use, repairable in less than 30 days, few \$1000’s for repairs

Affected: Living space damaged, but still habitable

14. **BRIEF DESCRIPTION OF THE DAMAGE.** Be brief. Comment on the damage to the structure and contents and any access problems or restrictions. **Damage to outbuildings and landscaping is not eligible. Bulkheads, Seawalls, Dikes are eligible.**

15. **Contact information:**

Current address: _____

Current telephone phone number: _____

Cell Phone Number: _____

E-mail address: _____

[This is a feeder form for HS form 1-PR. Information will be consolidated on to the 1-PR and transmitted to Washington State EMD]

TAB B

INDIVIDUAL ASSISTANCE PROGRAMS

This compendium identifies typical individual assistance programs that **may** be available following an emergency or disaster. Each program has its own eligibility requirements which **must be met** by each applicant to receive assistance.

Program **HUMANITARIAN SERVICE GROUPS**

Examples: American Red Cross, Salvation Army, Church Groups, Voluntary Organizations, Community Service Groups, etc.

Funded by Agency or Group

Administered by Agency or group at temporary or permanent locations

Services provided Immediate emergency aid such as clothing, food, medical assistance, shelter, clean-up help, transportation, furniture, and medical supplies. These services can be requested by individuals, local, or state officials.

Program **EMERGENCY FOOD STAMP PROGRAM**

Funded by Food and Nutrition Services (USDA)

Administered by State Department of Social and Health Services

Services provided Food coupons to qualifying disaster victims. Requires a request to the USDA by the Department of Social and Health Services, based on request to DSHS by State Emergency Management in coordination with local Emergency Services.

Program **INSURANCE ASSISTANCE**

Administered by American Insurance Association (AIA)
Federal Emergency Management Agency
National Flood Insurance Program

Services provided Counseling on insurance problems and/or questions.

Program **PROTECTION**

Administered by State Attorney General's Office

Services provided Provides counseling on consumer problems such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordinating with the Insurance Commissioner and/or legal counsel.

Program **CRISIS COUNSELING**

Administered by Department of Social and Health Services

Services provided Available only after a special request by the Governor and approved by FEMA. Referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

Program **INDIVIDUAL AND FAMILY GRANT PROGRAM (IFGP)**

Funded by 75% Federal; 25% State

Administered by State Emergency Management

Services provided Intended to aid individuals and families to permit them to meet those disaster-

related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement or insurance program.

Program **TEMPORARY HOUSING PROGRAM**

Funded by 100% Federal Administered by: FEMA

Services provided Financial assistance or placement in government-owned dwellings, if available, for those whose primary residences are uninhabitable because of a disaster.

Program **DISASTER LOANS**

Funded by U.S. Small Business Administration

Administered by U.S. Small Business Administration

Services provided Physical Disaster Loans. Low interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans). Low interest loans to businesses for repair, replacement or rehabilitation of disaster damaged property.

Economic Injury Disaster Loans (EIDL). For business that are suffering economic loss as a result of single sudden physical event of catastrophic nature. SBA's maximum loan is up to \$500,000. Funds can be used for indebtedness and operating expenses.

Program **EMERGENCY LOANS (FARMS)**

Funded by Farmers Home Administration (FHA)

Administered by US Department of Agriculture

Services provided Low interest loans to farmers, ranchers, and agricultural operators, either tenant-operator or owner-operator, for physical and production losses. Loan may also be used to repair or replace farm property and supplies, or for repayment of farm operating debts incurred during the disaster year. May also be available if approved by the USDA following a Governor's request.

Program **DISASTER UNEMPLOYMENT ASSISTANCE**

Funded by FEMA

Administered by US Dept of Labor through the State Employment Security Department (DOL)

Services provided Weekly benefit payments to those out of work due to the disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.

Program **TAX ASSISTANCE**

Administered by Internal Revenue Service (IRS) County Assessors

Services provided Counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses or farming/ranching operations.

Benefits may also result from filing amended state income tax returns. County assessors may provide information on possible property tax relief.

Program **SOCIAL SECURITY BENEFITS**

Funded by..... Social Security Administration (SSA)

Administered by Social Security Administration

Services provided Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and SSI payments.

Program **VETERAN'S BENEFITS**

Funded by..... Veterans Administration (VA)

Administered by Veterans Administration (VA)

Services provided Assistance in applying for VA death benefits, pensions, insurance settlements and adjustments to VA insured home mortgages. VA representatives will also record address changes if necessary.

Program **LEGAL SERVICES**

Administered by Federal Emergency Management Agency

Services provided Free legal counseling to low income persons for disaster related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

Program **INFRASTRUCTURE ASSISTANCE COORDINATION COUNCIL (IACC)**

Administered by State Department of Community, Trade and Economic Development (CTED)

Services provided The IACC is an organization of state and federal agencies and associations that provides Washington communities with public financial and technical assistance. Through the council, these agencies coordinate their efforts to better assist counties, cities, towns, special purpose districts, utilities and tribal governments.

[SEE ESF-5 -- EMERGENCY MANAGEMENT AND APPENDIX REPORTS 1 AND 2.](#)

EMERGENCY SUPPORT FUNCTION - 15

EXTERNAL AFFAIRS ANNEX

Lead Agency: Mayor – City of Oak Harbor
 Support Agencies: Director of Emergency Services
 All City Departments

I. INTRODUCTION

During a disaster or emergency, efficient and clear communications are critical to effectively guide the City through the incident. Effective public information and communication help ensure public trust and support the credibility of the Island County Emergency Public Information (EPI) Plan. Education and communication assist City and County response and recovery efforts by limiting the impact and effects of the disaster.

Utilization of the EPI Plan involves all types of media, including television and radio, social media apps, websites, information lines, conference calls, and phone trees, as well as local communication equipment for first responder and governmental agencies.

Supports the Communications and Safety & Security lifelines by ensuring timely and accurate information is disseminated to the public, emergency personnel, and supporting organizations, enhancing situational awareness and coordination throughout all phases of an emergency.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

A) Purpose

The purpose of accurate public information during a disaster or emergency event is to provide a rapid and efficient means of communicating with the public. Emergency Public Information will enhance public confidence in local governmental officials. It will provide the public with information to make the best possible decisions for their families and communities. The first forty-eight hours of the event are most important in establishing public credibility for the remainder of the event. The Island County Emergency Public Information Plan will:

1. Provide accurate, consistent, complete information.
2. Provide the public with the facts about the emergency.
3. Address rumors, inaccuracies and misperceptions.
4. Serve as a resource for emergency responders.
5. Through education, it will minimize hostility and public misconceptions.
6. Provide for a Public Information Officer (PIO) and if required a Joint Information Center (JIC) will be mobilized.

B) Scope

This ESF details suggested Emergency Public Information policies and procedures to be used by the City and Island County staff during an emergency or disaster

II. POLICY

- A) The City in conjunction with Island County will endeavor to release timely and accurate emergency information to the public concerning emergency preparedness, response and recovery. This will, when possible, be coordinated with the Island County cities and and/or towns and the United States Navy at Naval Air Station Whidbey Island (NASWI).
- B) Island County and its incorporated cities and towns are entitled to release information concerning their emergency actions. Any releases prepared by the County EOC, city, town, or the NASWI EOC which quote or mention another jurisdiction should be coordinated with the respective jurisdiction before being released.
- C) This plan supports the Incident Command System (ICS) PIO

III. SITUATIONS

- A) A disaster or emergency may necessitate an Emergency Public Information (EPI) operation and possibly the need for a JIC.
- B) Emergency Public Information will be effective in warning the public and mitigating the impact of a disaster or emergency.
- C) The public has a right to know what the emergency is and to be provided this information quickly and accurately.
- D) A local disaster or emergency will generate intense, immediate and sustained media attention.

IV. CONCEPT OF OPERATIONS

A) General

The PIO, as authorized by the Mayor and/or the Director of Emergency Services, will coordinate the timely release of all information and instructions to the public and may coordinate with other PIO's if required.

It is vital to keep the public informed of the progress of events, including pre-event warnings, if available, during the event, and post-event information. This information must be accurate, timely and available on multiple media sources. i.e. social media, television, radio, and in-person. A special effort will be made to report positive information regarding emergency response efforts to reassure the community that the situation is being controlled. Rumor control will be a major aspect of the informational program.

B) Pre-Incident Preparation

During the pre-incident stage, public information and communications activities will include:

1. Raising the community's awareness regarding disaster preparedness, establishing lines of communications, establishing 'call-back' networks.
2. Designation and training of PIO and other staff members to assume the role of PIO should the need arise.
3. Plans for evaluating the training and assisting Island County with the EPI plan.
4. Maintain accurate list(s) of community contacts.

C) During the Incident

1. Provide accurate information, as it becomes available, and disseminate that information by any means available.
2. Inform the public of protective measures that can be taken during (and after) an emergency.

D) After the Incident

1. Reassure the residents that everything possible is being done as quickly as possible.
2. Provide information as to the location of shelters, food, water, and human resources.
3. The PIO(s) must provide reliable and accurate information.
4. Inform the public on protective measures that can be taken to protect their property and themselves. Reduce the rumor mill – by providing consistent and accurate information.

V. RESPONSIBILITIES**A) Mayor's Office**

1. Authorizes and approves information to be disseminated to the public. In his/her absence the Director of Emergency Services shall assume that duty.

B) Director of Emergency Services

1. Develop and maintain a public information plan and provide an educational program for all City staff.
2. Coordinate and maintain a working relationship with the local media.
3. Shall provide the JIC / PIO with the information to be disseminated.
4. Shall coordinate with other agencies to provide personnel, information or resources as needed.

EMERGENCY SUPPORT FUNCTION - 16

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EMERGENCY SUPPORT FUNCTION - 17

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EMERGENCY SUPPORT FUNCTION - 21

EVACUATION AND MOVEMENT ANNEX

Lead Agency: Mayor
 Support Agencies: Director of Emergency Services
 Public Works Department
 Fire Department
 Police Department

I. INTRODUCTION**A) Purpose**

To provide for and assist in the coordinated evacuation or temporary relocation of all or part of the population of the City of Oak Harbor from any area when that population is threatened or stricken by a natural or technological disaster.

Supports the Safety & Security, Health & Medical, and Transportation lifelines by ensuring the safe movement and protection of people, providing access to emergency medical care, and maintaining transportation routes during evacuations and relocations.

See Appendix 11 – Community Lifelines Crosswalk and Status Report Checklist.

B) Scope

This ESF is to provide guidance on the potential movement of residents of the City. Due to the geographic nature of the city one section could be affected while the remaining portion of the city is habitable.

It is likely that a major evacuation will affect surrounding jurisdictions. To aid in the coordinating of evacuation activities in or near the risk area or affected by movement of people, the EOC will coordinate with State, County, and local jurisdictions.

II. POLICY

The City recognizes the importance of protecting all citizens. The City will do all things possible to maintain a safe and habitable area in which to live. However, there may be situations, beyond the City's control, that may necessitate the movement and/or relocation of some areas of the population. The City will attempt to provide as much warning as possible.

III. SITUATION

The City of Oak Harbor is located on Whidbey Island and may be subject to severe weather events including but not limited to: high wind, earthquakes, low level flooding, extreme cold temperatures, the potential for damage due to volcanoes is low but does exist.

IV. CONCEPT OF OPERATIONS**A) Responsibility**

In the event of an incident requiring the evacuation of all or part of the City, the evacuation order may be issued by the Mayor, the Director of Emergency Services, Police Chief, or Public Works Director. On-scene Incident Commanders may issue evacuation orders to mitigate

dangerous and /or life-threatening situations. Except in situations where there exists an immediate life-threatening situation, evacuation efforts shall be coordinated through the EOC.

B) Activation of the EOC

The individual ordering an evacuation shall request the Director of Emergency Services to activate the EOC any time there is a need to evacuate individuals to public shelter or across jurisdictional boundaries.

C) Control

The City of Oak Harbor will provide direction and control for the movement of people within the City. Coordination with other jurisdictions and authorities involved in the evacuation and/or reception of victims shall be through the EOC.

D) Highest Ranking Official Responsible

Evacuation orders shall be issued by the highest ranking official available at the time of the emergency. Evacuation information shall be clear and direct as to provoke an immediate response by the affected population. Direction and control of on-scene evacuation activities shall be performed by uniformed personnel whenever possible.

E) Access and Functional Needs and Mass Transit

Any provisions for the evacuation of individuals with Access and Functional Needs and use of mass transit for the relocation of affected individuals will be handled on a case-by-case basis, according to the specific needs of the situation.

F) Fallout Area

The City of Oak Harbor would experience radioactive fallout area in the event of a nuclear device detonation as a result of war or terrorist attack. It is anticipated that in the event of a nuclear threat, citizens may choose to spontaneously evacuate. Direction and control during an evacuation of this type will be limited to recommending evacuation routes, traffic control where possible, and coordination with jurisdictions outside the threat area for reception and shelter requirements.

G) Information

Dissemination of evacuation information shall be through the procedures designated in Annex B Warning and Communications ESF as appropriate.

V. RESPONSIBILITIES

A) Mayor

1. Issues a local Emergency Proclamation and evacuation orders when appropriate.

B) Director of Emergency Services

1. Issues evacuation orders in the absence of a higher authority.
2. Appoints a Public Information Officer to prepare media releases and emergency public information.
3. Activates the EOC as appropriate.

4. Coordinates the use of resources for involved agencies.
5. Communicates and coordinates with nearby jurisdictions, including Island County, Island Transit, and the State regarding emergency activities, including evacuation routes, destination areas and reception/shelter centers.
6. Coordinates the dissemination of emergency public information, as needed by the Public Information Officer. Coordinates the activation of the Emergency Broadcast System (EAS) through Island County.

C) Public Works Department

1. Provides assessment of transportation routes, identifies alternate routes, and provides temporary traffic control measures/devices and operational control of traffic signals when appropriate.
2. Coordinates public transportation resources planned for use in an evacuation and coordinates with outside resources, including Island Transit, School Districts, Para-transit organizations, etc., through the EOC.
3. Provides for the removal of debris or other transportation obstacles from evacuation routes when requested.
4. Provides for the relocation of essential resources (personnel, critical supplies, equipment, etc.) to reception areas when requested.

D) Fire Department

1. Provides direction and control for evacuation when designated as the lead agency.
2. Provides support to the EOC in dissemination of evacuation information to the public.

E) Police Department

1. Provides internal and perimeter control and security of the evacuation area.
2. Provides for emergency traffic control in and around the evacuation area.
3. Coordinates evacuation activities with other law enforcement jurisdictions and with the State Patrol when appropriate.
4. Provides direction and control for evacuation efforts when designated as the lead agency or provides support to any other lead agency in evacuation efforts affecting the City of Oak Harbor populous.
5. Provides dissemination of evacuation information to the public as appropriate.

EMERGENCY SUPPORT FUNCTION - 22

DAMAGE ASSESSMENT ANNEX**(Safety Assessment Program - ATC-20)****Post-Earthquake Safety Evaluations of Buildings**

Lead Agency: Development Services Department

Support Agencies: Director of Emergency Services

I. INTRODUCTION**A) Purpose**

Is to ensure that buildings that have been exposed to the effects of an earthquake are structurally sound.

The implementation of a detailed safety assessment program during the early hours after a disaster will give the City critical information on the type of damage in the community and help establish priorities for additional inspection.

B) Scope

This ESF is to address the procedures to follow after an earthquake has occurred. The inspections may be conducted with a 'windshield' assessment, or if required a more detailed inspection utilizing the City's Engineering, Building, and / or Fire Departments.

In the event the damage is severe, or the earthquake powerful structural engineers may be required to conduct a building-by-building inspection prior to re-occupancy.

II. POLICY

It will be the policy of the City to conduct inspections of buildings as soon after an earthquake as possible. The highest priority will be life safety, without subjecting City staff to unreasonable risks. Inspections will be prioritized from high-target hazards i.e. critical infrastructure buildings, (water, sewer, power, etc.) high occupancy structures, industrial and so forth.

III. SITUATION

The City of Oak Harbor is located on Whidbey Island and as such is surrounded by numerous earthquake fault lines. Should a sizable earthquake occur, Oak Harbor and Whidbey Island would be isolated from the mainland.

Access would be limited at best. It is vital to conduct a safety survey / inspection of the structures within the City to confirm they are occupiable as soon as practical after an earthquake.

IV. CONCEPT OF OPERATIONS**A) General**

The goals of a safety assessment program are to identify structures that are and are not safe to occupy and, thereby, to get as many people as possible back into their homes and buildings as soon as possible.

To assist the City in this task, a state and federally recognized/organized resource pool of qualified and trained, volunteer engineers, architects, and building inspectors are maintained within the State of Washington. Safety Assessment Volunteers will be requested through the City Building Department and coordinated through the Director of Emergency Services.

The Safety Assessment Program uses a document developed by the Applied Technology Council, Procedures for Post-Earthquake Safety Evaluations of Buildings, as the basis for determining building safety. Sometimes referred to as ATC-20, the document has been provided to most building departments.

B) Initial Reporting

Part of the Safety Assessment Program is a set of placards indicating the condition of inspected buildings. The current version has three placards: INSPECTED, RESTRICTED USE (limited entry), AND UNSAFE. INSPECTED placards are commonly green, RESTRICTED USE are yellow, and UNSAFE are red. These placards refer to the immediate condition of the building at the time of inspection; they are not engineering evaluations or notification of demolition.

Buildings which have been tagged with a "Limited Entry" or an "Unsafe" placard are required to have an additional evaluation by the owner's engineer/s to establish any allowable occupancy and structural repairs in conjunction with the Building Official. If the owner is absent, occupancy would be determined by the Building Official.

C) City Department Reporting/Assignments

The Development Services Department is responsible for coordinating the Safety Assessment Program. All reporting forms will be copied and returned to the Director of Emergency Services at the end of each workday.

D) Use of Reports

Reports will provide the basis for:

1. Briefings of the Policy Group
2. Briefings of government officials
3. Requests for assistance
4. Allocation of essential resources
5. Damage assessment
6. Dissemination of information

E) Action Checklist

1. Identify types of buildings that will be given priority for inspections (e.g. essential City service facilities, mass care facilities, hospitals, schools, jails).
2. Establish phone numbers to handle phone call requests for inspections.
3. Create a database to manage records of damaged buildings and to provide daily reports of building status.
4. Request additional inspectors to help with Safety Assessments through the DES. This request can then be transmitted to the county and then to the state if

necessary. This assures the most effective use of resources and makes reimbursement easier. (NOTE: Safety assessments are reimbursable from FEMA if a Presidential Proclamation is declared; damage assessments, as required for Preliminary Damage Assessments [PDA's], are not.)

5. Make sure there are additional copies of Procedures for Post-Earthquake Evaluations of Buildings (ATC-20) and of the Field Manual (ATC-20-1) to give to volunteer inspectors. Also have ample supplies of the placards and evaluation forms.
6. Clarify the role of other designated inspection groups, such as the fire department (for occupancies), the state for inspection of schools, City, state, and federal buildings.
7. The City will be responsible for providing the volunteers with food, lodging and transportation. If necessary, make arrangements with local restaurants and hotels to provide these services. These costs are reimbursable if there is a Presidential Disaster Proclamation.
8. In order for the volunteers to post buildings with official jurisdiction placards, they need to be accompanied by an assigned City representative. It is simplest to deputize the volunteers as deputy building inspectors. The volunteers should be registered as Disaster Service Workers with the state. This can be accomplished through the Director of Emergency Services in advance, or at the time of the incident.
9. Those performing safety assessments will be, in many cases, the first "officials" seen by citizens. Develop information lists for use by safety assessors with addresses and phone numbers of:
 - a. first aid stations
 - b. emergency shelters
 - c. food and water distribution centers
 - d. emergency agencies
 - e. utility companies
 - f. Disaster Application Centers (DAC)

Much of this information will need to be provided after the event when damage locations are known.

EMERGENCY SUPPORT FUNCTION - 23

RELIGIOUS AND VOLUNTARY AGENCY AFFAIRS ANNEX

Lead Agency: Chaplains, Police and Fire

Support Agencies: Local Church leaders

I. INTRODUCTION

A) PURPOSE

1. To provide an organized group within the City of Oak Harbor government to assist emergency preparedness workers.
2. To coordinate and provide spiritual direction, counseling and leadership to those that may request or need such care.
3. To coordinate the use of churches and private schools in their use as mass care and social service activities or needs.
4. To assist in the dissemination of emergency information and instructions to the population.
5. To promote voluntary groups within the City of Oak Harbor at both the residential and business level.

B) B. SCOPE

This ESF is designed to provide for any type of religious support to the community. The Chaplains, Police and Fire, will be made available to assist local churches, or religious groups to assist the public. These Chaplains will be working in the community and will be able to direct person(s) to the appropriate resources for assistance.

II. POLICIES

It will be the policy of the City to assist the Police and Fire Chaplains in fulfilling their respective functions and mission. The City will provide the necessary resources for the Chaplains. The City will establish a volunteer resource list and utilize volunteers to the best of their abilities while providing necessary people power to the City and its mission.

III. SITUATION

During the time of disasters or emergency situations, people tend to rely heavily on the clergy and religious institutions. The City must be able to assist individuals and provide information as to where they may receive assistance.

Volunteers will come forward wanting to assist however and wherever they can. Those groups must be directed and controlled in so much as they are an asset to the community and not a deterrent.

IV. CONCEPT OF OPERATIONS

A) Police and Fire Department Lead

The chaplain programs available through the Oak Harbor Police and Fire Departments will be used in disaster or emergency situations, if appropriate.

B) Chaplain Role in Disaster

The chaplains on call during an emergency will be used to minimize potential injury and damage, expedite recovery operations, and encourage the public through public information avenues.

C) Local Churches Role

The local churches in the City of Oak Harbor shall be asked to volunteer resources and personnel to support emergency operations.

D) Chaplain Liaison

The chaplains available to the City will provide a liaison to the City's EOC if requested.

E) Denomination Responsibility

The executive head of each denomination will be responsible for the religious leadership and action taken by respective denominational groups. The City of Oak Harbor does not promote nor involve itself in the religious affairs of any organization or any segment of the population.

F) City Use of Volunteers Not Restricted

The City of Oak Harbor will work with any denominational group who volunteers resources, time, or personnel.

G) Denominational Non-Discrimination Encouraged

The City of Oak Harbor encourages all denominational groups to provide assistance without regard to spiritual faith, social status, or race.

H) Other Groups

Other volunteer groups that can provide resources will be utilized to the greatest extent possible during and after a disaster. Such groups include the Community Emergency Response Teams (CERT).

V. RESPONSIBILITIES

The coordination of religious affairs will be done through the Chaplain program of the Oak Harbor Fire and Police Departments.

The coordination of other volunteer groups will be processed through the Department of Emergency Services.

It is expected that, during a major disaster, spontaneous volunteers will arrive. The coordination of spontaneous volunteers will be handled through the American Red Cross.

EMERGENCY SUPPORT FUNCTION - 24

ANIMAL CARE ANNEX

Lead Agency: Police Department (Animal Control)
 Support Agencies: Whidbey Animals' Improvement Foundation (WAIF)
 American Red Cross
 WSU Cooperative Extension

I. INTRODUCTION**A) Purpose**

To address the needs of animals following an emergency or disaster by providing emergency care and shelter and supporting congregate shelter and basic animal needs provided through private organizations.

B) Scope

This ESF is to provide for, as well as possible, the care and security of household animals (pets) during and after a disaster. While human life safety is paramount, the care and well-being of animals is important. The City and DEM will attempt to care for or locate areas / shelters that will care for animals. The City will do its utmost to reunify pets with their owners.

II. POLICIES

A) The City / EOC will contact animal care providers if possible.

B) The EOC will assign the Animal Control Officer the task(s) of animal care, or coordination of animal care services with the local veterinarians and animal shelters.

III. SITUATION

During times of disasters or severe emergency events animals may become separated from their owners/ families. Those animals may be scared or running free within the City. It is in the best interest to locate those animals house them in s secure location and to locate their respective owners. To do so a large group of volunteers and/or veterinarians may be called upon to locate, retain and provide for the safety of the animals.

IV. CONCEPT OF OPERATIONS**A) The Oak Harbor Animal Control Holding Facility, non-emergency operations:**

1. Operated by the City of Oak Harbor for lost and found animals.
2. This facility is not an Animal Shelter. Animals cannot be dropped off or adopted from this location.
3. Stray animals picked up by the City Animal Control Officer or the Oak Harbor Police Department will be taken to this location.
4. Animals remain at this location for six (6) days, after which, animals are transferred to another location by the Whidbey Animal Improvement Foundation (WAIF).

B) The Whidbey Animals' Improvement Foundation (WAIF) provides services for animal-related problems and issues

- C) Requests for disaster services may be directed to the individual care providers or may be coordinated through the Incident Command Post.
- D) A designated Disaster Veterinarian Coordinator maintains lists of local Veterinarians, Animal Health Technicians, and facilities that will provide disaster assistance for pets and animals
 - 1. It is American Red Cross policy that pets (other than assistance animals such as seeing-eye dogs) are not allowed in shelters; however, research has shown that people will want to bring their pets with them if they are asked to evacuate. People should be encouraged to bring their own methods of confinement and control of their pets (such as a travel container for small animals and leashes for dogs) as well as food and water for pets so they may be kept in their automobiles or in a designated area outside of the shelter. Efforts will be made to coordinate pet concerns with local care providers.

V. RESPONSIBILITIES

A) City of Oak Harbor Animal Control Holding Facility

- 1. Provides public information about emergency/disaster considerations for animals.
- 2. Provides information and/or services for the disposal of dead animals.
- 3. Provides emergency feeding and limited emergency shelter for animals.
- 4. Provides limited emergency care for pets brought to public shelters or congregate care facilities.

B) WAIF

- 1. Provides public information about emergency/disaster considerations for animals.
- 2. Provides information and/or services for the disposal of dead animals.
- 3. Provides emergency feeding and limited emergency shelter for animals.
- 4. Provides limited emergency care for pets brought to public shelters or congregate care facilities.

C) WSU Cooperative Extension

- 1. Provides assistance and acts as a liaison for the care and treatment of domestic livestock.

D) Office of Emergency Management

- 1. Maintains contact with a designated local Disaster Veterinarian Coordinator who may assist in the coordination of care providers and local veterinarians concerning animal related disaster issues.

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COMPREHENSIVE EMERGENCY MANAGEMENT PLAN 2026-2030



City Council Workshop

01/27/2026
Page 307 of 325

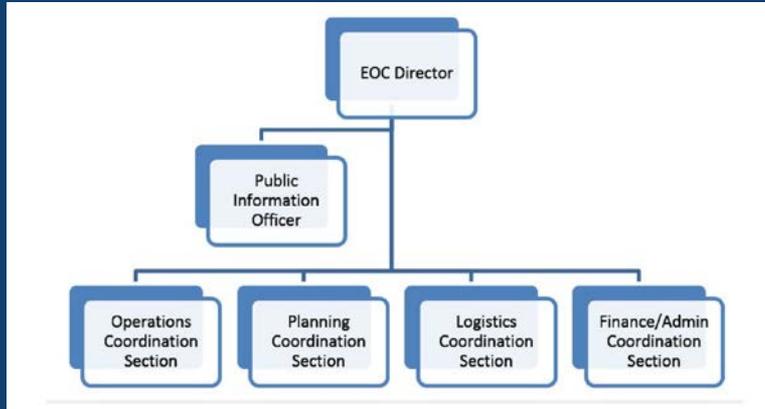
BACKGROUND

- State law requires the City of Oak Harbor to establish and maintain a local emergency management organization and to develop, maintain, and submit a Comprehensive Emergency Management Plan (CEMP) that is consistent with the State of Washington's Comprehensive Emergency Management Plan.
- The CEMP is required by state law to be reviewed and updated every five years to ensure continued compliance and alignment with state requirements.

PREVIOUS DISCUSSION

- An overview of Emergency Management was provided at the March 25, 2025 City Council Workshop.
 - Requirement to update CEMP expiring 2026.
 - Challenges of sharing an EOC with Island County Emergency Management.
 - Island County CEMP state's their EOC and their director.
 - Oak Harbor CEMP state's our EOC and our director.
 - Island County switched to Incident Support Model structure in EOC.
 - Oak Harbor utilizes ICS like model for structure in EOC.

EOC STRUCTURE



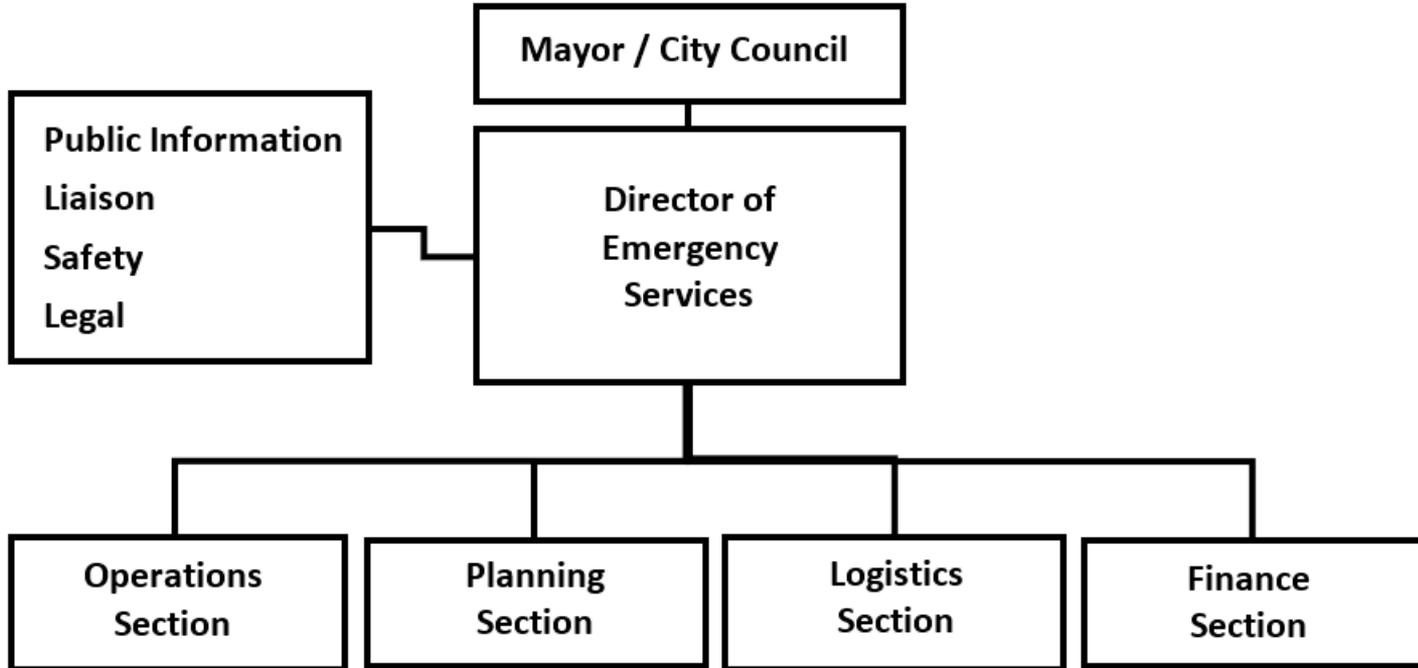
PREVIOUS DISCUSSION

- City Council recommendations during the March 2025 workshop was to continue to have dialogue with Island County on EOC and staffing.
 - CEMP- Language was added to have a Multi-Agency Coordination Group (City and County policy group combined).
- CEMP needs to be completely rewritten next cycle or sooner.
 - First need to decide how we partner with Island County and leverage resources, if possible (new Director of Emergency Management was just hired).

OAK HARBOR POLICY GROUP

- The Oak Harbor Policy Group is an executive-level body that provides strategic policy guidance and support for disaster response. This group focuses on high-level decision-making and the overall direction of the response, rather than on-the-ground tactical operations.
- Mayor of Oak Harbor
- Oak Harbor City Council
- Oak Harbor City Administrator
- Oak Harbor Finance Director
- Oak Harbor City Attorney
- Oak Harbor Police Chief
- Oak Harbor Fire Chief
- Oak Harbor Public Works Director
- Oak Harbor City Clerk

OAK HARBOR EOC



MULTIAGENCY COORDINATION GROUP

- The City of Oak Harbor and Island County both have limited resources and personnel available to fill operational and leadership roles during a disaster. In certain situations, it may be beneficial to combine resources and establish a MultiAgency Coordination (MAC) Group to manage large-scale incidents that impact both the City and the County.
- The determination to establish a MAC Group will be made by the Mayor, in coordination with the Oak Harbor Emergency Services Director, and in partnership with the Island County Board of Commissioners.

MULTIAGENCY COORDINATION GROUP

- The MAC Group offers executive-level, strategic guidance for disaster response, focusing on high-level decision-making, prioritization of scarce resources, and overall response direction rather than tactical field operations.
- The MAC Group will provide recommendations and direction to the Emergency Operations Center (EOC) Manager—who shall be a qualified individual from either Oak Harbor or Island County Emergency Services.

MULTIAGENCY COORDINATION GROUP

- The EOC Manager is responsible for implementing MAC Group direction, coordinating overall response operations, and ensuring an effective, unified effort across all participating agencies. The EOC team will consist of Oak Harbor employees, Island County representatives, and any professional or volunteer organizations identified as having essential roles in the response effort.

OTHER KEY CHANGES

- Align with Federal requirements and best practices
 - Remove Command language from EOC (EOC is support).
 - Activation levels (brought in line with FEMA).
 - Incorporated Community Lifelines.
 - Updated Chart of Responsibility.
 - Created Emergency Support Function 2.1- Cybersecurity.

ACTIVATION LEVELS

Level	Name	Description
1	Full Activation	Highest level of activation for a catastrophic event. All EOC functions (Operations, Planning, Logistics, and Finance/Administration) are fully activated.
2	Partial Activation	Used for incidents that exceed local capabilities, requiring a multi-departmental response and partial EOC activation.
3	Monitoring	EOC is on standby or open to monitor potential or escalating threats, providing periodic updates to key personnel.
4	Normal Operations	Lowest level, often referred to as “enhanced watch.” EOC staff may remain in their normal work areas or operate virtually, monitoring daily events and routine emergency management responsibilities.

CHART OF RESPONSIBILITY

CHART OF RESPONSIBILITIES BY FUNCTION/TITLE

TITLE	Director of Emergency Services	Operations Section	Planning Section	Logistics Section	Finance Section
Fire Chief	P	p*			
Police Chief	A	p*			
Public Works Director	A	p*			
Finance Director					P-1
Finance Manager- Planning					P-2
Finance Manager- Accounting					A
Director, Dev. Services			P-2		
Harbormaster			A		
Human Resources Dir.					
Parks & Rec Director					
Fire Deputy Chief	A	p*			
Police Deputy Chief		p*			
Fire Marshal			P-1		
PW Administration Mgr.				P-1	
Building Official					
PW Operation Mgr.				P-2	
PW Senior Forman				A	

P – Denotes primary functional responsibility.

A – Denotes alternate responsibility in absence of primary.

COMMUNITY LIFELINES



LIFELINES

Community Lifelines – ESF Crosswalk (City of Oak Harbor)

This table aligns the FEMA Community Lifelines framework with the City of Oak Harbor's Emergency Support Functions (ESFs). It identifies the lead City Departments and support agencies responsible for stabilizing each lifeline during emergency operations.

Community Lifeline	Primary ESFs	Lead City Department(s)	Support Agencies / Partners
Safety and Security	ESF 13 – Public Safety and Security	Oak Harbor Police Department	Island County Sheriff's Office, Washington State Patrol,
Food, Water, Sheltering	ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services ESF 11 – Agriculture and Natural Resources	Oak Harbor Fire Department (Emergency Management) Parks & Recreation	Island County Department of Emergency Services, American Red Cross, Police Department, Public Works
Health and Medical	ESF 8 – Public Health and Medical Services	Oak Harbor Fire Department	Whidbey Health EMS, Island County Public Health Department, Local Health Providers, Island County Medical Examiner, Local Morticians, Police Department
Energy (Power & Fuel)	ESF 12 – Energy	Public Works Department	Puget Sound Energy, Cascade Natural Gas, Verizon, AT&T
Communications	ESF 2 – Communications ESF 15 – External Affairs	Fire Department Mayor-Oak Harbor	All City Departments, ICOM, Amateur Ham Radio Operators
Transportation	ESF 1 – Transportation	Public Works Department	Island Transit, Washington State DOT, Director of Emergency Services
Hazardous Materials (Management)	ESF 10 – Oil and Hazardous Materials Response	Oak Harbor Fire Department	Island County DEM, Mutual Aid Fire Departments, Northwest Clean Air Agency

Lifeline Status Report Template

The Lifeline Status Report Template provides a standardized format for the City of Oak Harbor Emergency Operations Center (EOC) to assess and communicate the operational status of FEMA Community Lifelines during an incident. It is used during each operational period to guide resource prioritization and decision-making.

3. Incident Information

Incident Name:	
Operational Period:	From _____ To _____
Date/Time Prepared:	
Prepared By:	

4. Lifeline Status Summary

Community Lifeline	Status	Key Issues / Impacts	Priority Actions / Resource Needs	Lead ESF / Department
Safety and Security	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Food, Water, Sheltering	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Health and Medical	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Energy (Power & Fuel)	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Communications	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Transportation	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			
Hazardous Materials (Management)	<input type="checkbox"/> Stable <input type="checkbox"/> Degraded <input type="checkbox"/> Collapsed			

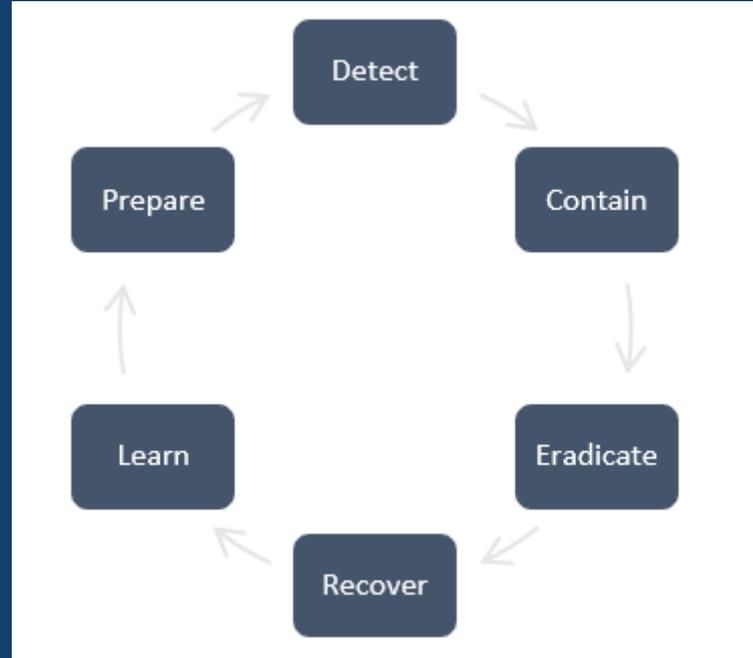
- Stable: Lifeline services are functional and meeting community needs.
- Degraded: Lifeline services are impaired but partially operational; limited community impact.
- Collapsed: Lifeline services are nonfunctional or severely disrupted; major community impact.

NEW EMERGENCY SUPPORT FUNCTION

- **EMERGENCY SUPPORT FUNCTION (ESF) – 2.1 CYBERSECURITY ANNEX**
- **Lead Agency: City of Oak Harbor Information Technology Team**
- **The purpose of ESF 2.1 is to outline how the City of Oak Harbor will coordinate response, remediation, and recovery efforts following a cybersecurity incident in order to reduce potential loss of life, loss of property, and loss of data, and to restore critical services. Supports the Communications, Energy, and Safety & Security lifelines by maintaining the integrity of information systems, protecting public safety operations, and ensuring continuity of essential services.**

ESF 2.1 CYBERSECURITY

- Concept of operations for a cybersecurity incident is broken into 6 phases



NEXT STEPS

- Feb 3rd meeting CEMP will be brought back for adoption.
- Further discussion with Island County to discuss EOC and staffing.
- Continue to do more EOC and ICS training for city staff.
- Complete an annual exercise to test or training and plan.

CLOSING

- Questions?
- Comments?