



Washington State Cascadia Rising Exercise Series Mass Care Services Tabletop Exercise Situation Manual – June 15, 2022



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This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is for the exclusive use of exercise planners, facilitators, and evaluators, but players may view materials necessary to their performance. All exercise participants may view the SitMan.

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Exercise Overview

Exercise Name	Washington State Cascadia Rising 2022 Mass Care Services Tabletop Exercise
Exercise Date	June 15, 2022
Scope	This is a tabletop exercise (TTX), planned for an estimated 8 hours and will be held virtually using the Teams platform hosted by Washington (WA) Emergency Management Division (EMD). Exercise play begins at 96 hours post rupture, and is limited to mass care services assessment, critical decision making, and operational coordination between tribes, nations, counties, cities and the state following a Cascadia Subduction Zone (CSZ) earthquake.
Mission Area(s)	Response
Core Capabilities	Primary area of focus is Mass Care Services (MCS) Secondary efforts supporting MCS are Operational Coordination, Operational Communication, Situational Assessment. Logistics and Supply Chain Management, Infrastructure Systems
Objectives	<p>Temporary Shelter Objectives:</p> <ul style="list-style-type: none"> Assess the shelter needs of the community. Describe organized community sheltering strategies and operations. Describe how to effectively coordinate temporary sheltering needs among jurisdictions. <p>Hydration Objectives:</p> <ul style="list-style-type: none"> Assess the hydration needs of people and pets within the community. Describe organized community hydration strategies and operations. Describe how to effectively coordinate hydration needs among jurisdictions. <p>Feeding & Nutrition Objectives:</p> <ul style="list-style-type: none"> Assess the feeding and nutrition needs of the community. Describe organized community feeding strategies and operations. Describe how to effectively coordinate feeding and nutrition needs among jurisdictions.

Exercise Name	Washington State Cascadia Rising 2022 Mass Care Services Tabletop Exercise
Threat or Hazard	Earthquake
Scenario	Magnitude 9.0 Earthquake along the Cascadia Subduction Zone
Sponsor	Washington State Emergency Management Division (EMD)
Participating Organizations/ Jurisdictions	This is a Washington State EMD-hosted event with attendees from tribes, state agencies, counties, cities, the private sector, non-profit, non-governmental organizations and federal agencies. The full list of participating agencies is listed in Appendix B.
Points of Contact	<p>Patrick P. Niles Exercise Program Manager Washington State Emergency Management Division patrick.niles@mil.wa.gov WC: (253) 929-4416</p> <p>Robert A. Sabarese Jr. Assessment & Exercise Programs Supervisor Washington State Emergency Management Division robert.sabarese@mil.wa.gov WC: (253) 320-5892</p>

General Information

EXERCISE OBJECTIVES AND CORE CAPABILITIES

The objectives below describe the expected outcomes for the exercise. The objectives are linked to core capabilities: distinct critical elements necessary to achieve specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the exercise planning team.

Exercise Objectives	Core Capabilities	Mission Area
<p>Temporary Shelter Objectives.</p> <ul style="list-style-type: none"> a) Assess the shelter needs of the community. b) Describe organized community sheltering strategies and operations. c) Describe how to effectively coordinate temporary sheltering needs among jurisdictions. 	<p>Mass Care Services;</p> <p>Operational Coordination;</p>	
<p>Hydration Objectives.</p> <ul style="list-style-type: none"> a) Assess the hydration needs of people and pets within the community. b) Describe organized community hydration strategies and operations. c) Describe how to effectively coordinate hydration needs among jurisdictions. 	<p>Operational Communication;</p> <p>Situational Assessment;</p> <p>Logistics and Supply Chain Management;</p>	<p>Response</p>
<p>Feeding and Nutrition Objectives.</p> <ul style="list-style-type: none"> a) Assess the feeding and nutrition needs of people and pets within the community. b) Describe organized community feeding strategies and operations. c) Describe how to effectively coordinate feeding and nutrition needs among jurisdictions. 	<p>Infrastructure Systems</p>	

EXERCISE ASSUMPTIONS AND ARTIFICIALITIES

In any exercise, assumptions and artificialities are necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise and avoid letting these considerations negatively impact their participation. During this exercise, the following apply:

- This exercise will be held in an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Participants may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.
- The scenario does not provide players with answers to all their questions, which may be challenging. Real-world incidents often require response in the absence of information or answers
- The scenario assumes certain player actions as it moves through each phase. Players should first discuss the actions stipulated by the scenario. However, players are welcome to engage in “what if” discussions of alternative scenario conditions.
- The scenario includes assumptions based on modeling, research, and dedicated projects to anticipate potential impacts. Artificialities may be included to facilitate exercise play; players are encouraged to avoid contesting the scenario and focus on exercise conduct.

PARTICIPANT ROLES AND RESPONSIBILITIES

The term “participant” encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise and their respective roles and responsibilities include:

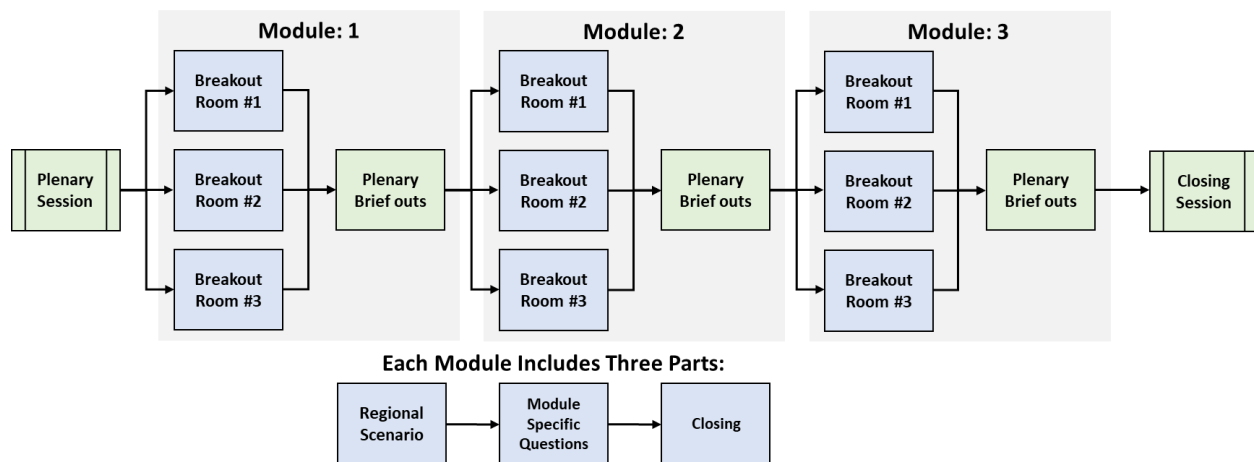
- **Players:** actively discuss or perform their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Observers:** do not directly participate in the exercise. However, they may help develop player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
- **Facilitators:** provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key exercise planning team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.

- **Continuous Improvement Moderators:** observe, collaborate, and document potential improvement planning items during the exercise. During exercise, hotwash and After-Action Review (AAR) facilitate player discussions to identify best practices and areas needing improvement.

EXERCISE STRUCTURE

This exercise is a scenario supported, facilitated discussion exercise. Players participate in the following 3 modules. These modules are further detailed the next section.

Figure 1. Mass Care Services TTX Module Structure



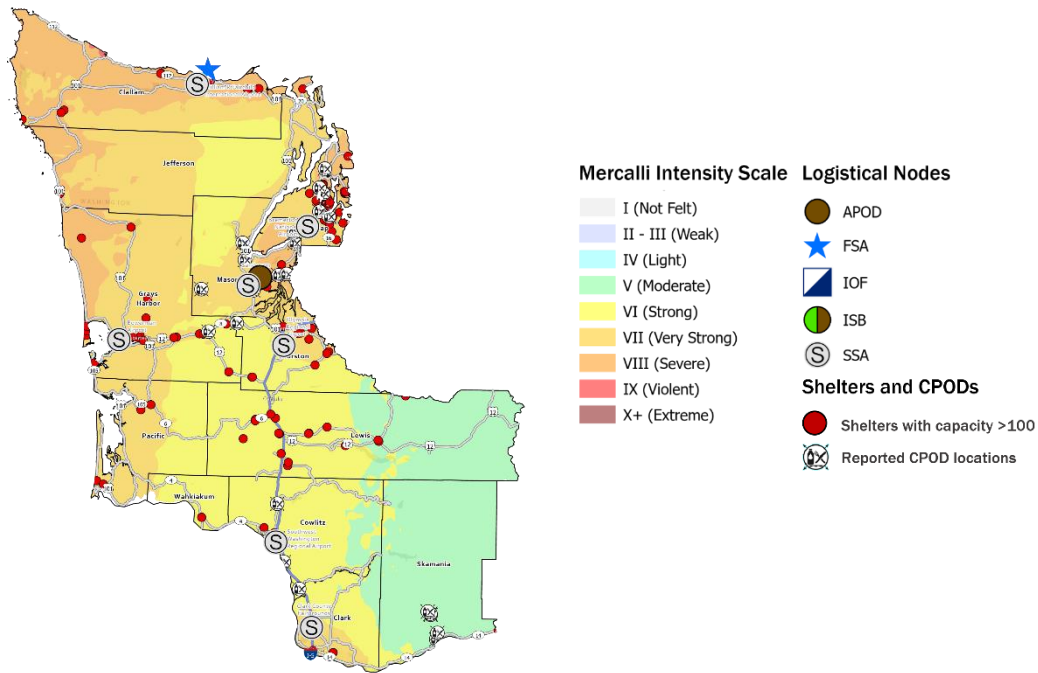
After each functional breakout room discussion, participants engage in a moderated plenary discussion in which tribal spokespersons and a local jurisdiction spokesperson from each breakout room presents a synopsis of the breakout room's actions, based on the scenario.

Each module begins with a scenario update that summarizes key issues. After the updates, participants review the situation and engage in a breakout room discussion of appropriate response issues.

BREAKOUT ROOMS

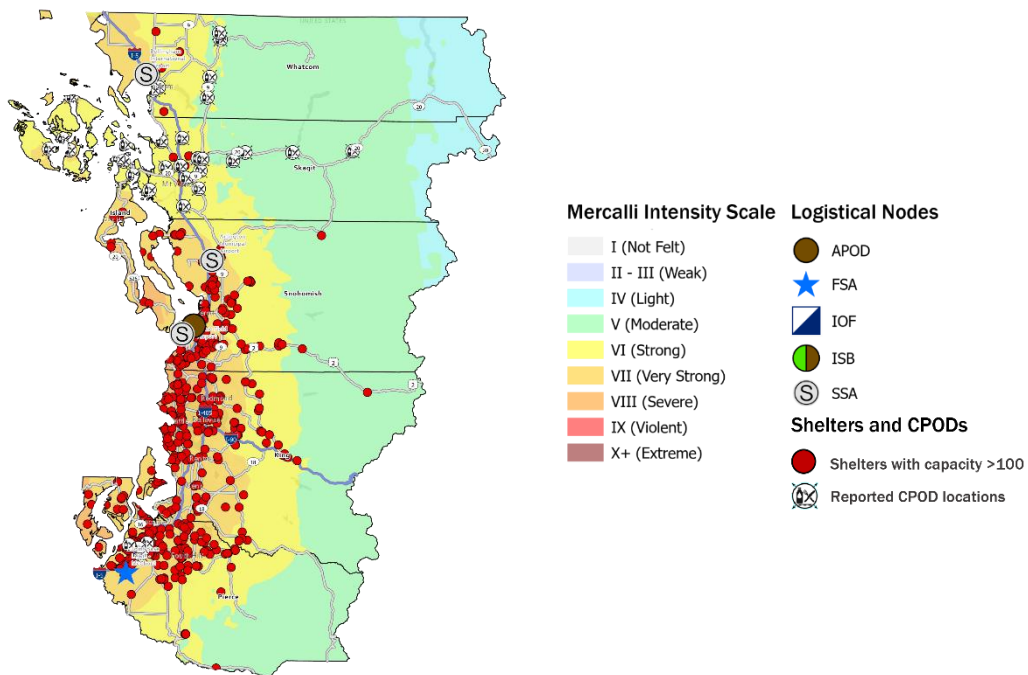
To facilitate smaller group discussion, all three modules will be conducted using breakout rooms. These breakout rooms are organized by Homeland Security (HLS) Regions and the tribes and local jurisdictions within. The breakout rooms are detailed below:

Figure 2. Breakout Room #1: WA HLS Regions 2, 3 and 4 – Coastal Region

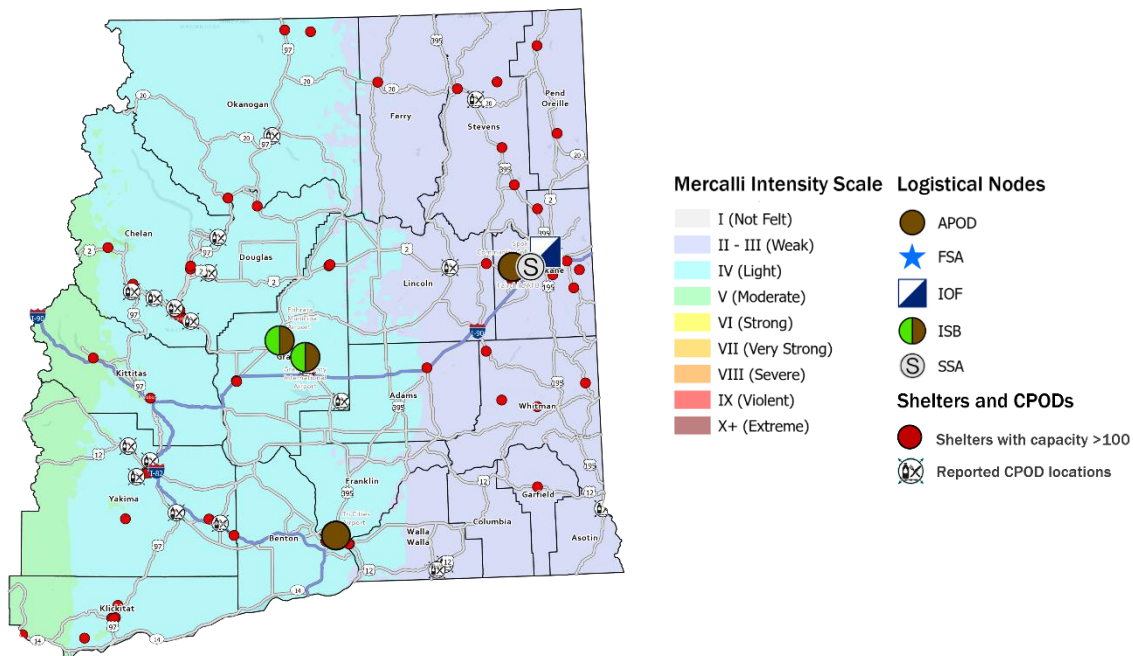


Confederated Tribes of the Chehalis Reservation; Cowlitz Indian Tribe; Hoh Indian Tribe; Jamestown S’Klallam Tribe; Lower Elwha Klallam Tribe; Makah Tribe; Nisqually Indian Tribe; Port Gamble S’Klallam Tribe; Quileute Tribe; Quinault Indian Nation; Shoalwater Bay Indian Tribe; Skokomish Indian Tribe; Squaxin Island Tribe; Suquamish Tribe; and Clallam, Clark, Cowlitz, Grays Harbor, Jefferson, Kitsap, Lewis, Mason, Thurston, Pacific, Skamania, and Wahkiakum Counties

Figure 3. Breakout Room #2: WA HLS Regions 1, 5, 6 – I-5 Corridor



Lummi Nation; Muckleshoot Indian Tribe; Nooksack Indian Tribe; Puyallup Tribe; Samish Indian Nation; Sauk-Suiattle Indian Tribe; Snoqualmie Indian Tribe; Stillaguamish Tribe of Indians; Swinomish Indian Tribal Community; Tulalip Tribes; Upper Skagit Indian Tribe; and Island, King, Pierce, San Juan, Skagit, Snohomish, and Whatcom Counties

Figure 4. Breakout Room #3: WA HLS Regions 7, 8 and 9 – East of the Cascades

Confederated Tribes and Bands of the Yakama Nation; Confederated Tribes of the Colville Reservation; Kalispel Tribe of Indians; Spokane Tribe of Indians; and Adams, Asotin, Benton, Chelan, Columbia, Douglas, Ferry, Franklin, Garfield, Grant, Kittitas, Klickitat, Lincoln, Okanogan, Pend Oreille, Spokane, Stevens, Walla Walla, Whitman, and Yakima Counties

EXERCISE GUIDELINES

- Our desired outcomes from this TTX are:
 - By the end of the exercise, participants will engage in tribal, local, regional, and state-wide collaborative discussion to assess the sheltering, hydration, and feeding needs of the whole community in a post Cascadia Subduction Zone event environment.
 - By the end of the exercise, participants will discuss and describe strategies, coordination, and resources necessary to address the whole community sheltering, hydration, and feeding needs following such a catastrophic event.
 - Following this exercise, from the discussion-based assessment of shelters, feeding, and hydration capabilities the resulting observations and findings will support the update of existing, or the development of new, mass care services plans, policies, and/or procedures for the state, tribes, and local jurisdictions.
- This is an open, no-fault environment – varying viewpoints, even disagreements, are expected.
- We ask that you respect other people's viewpoints and positions.

- Consider different approaches and suggest improvements.
- Respond to the scenario using your knowledge of current plans, policies, procedures, capabilities, and resources (i.e., you may use only existing assets) and insights derived from your training and experience.
- Decisions are not precedent setting and may not reflect your final position on a given issue. This exercise is an opportunity to discuss and explore multiple options and possible solutions.

EXERCISE EVALUATION

Exercise evaluation is based on the discussion-based activities that support completion of the exercise objectives and identifies strengths and areas for improvement relative to the core capabilities. Evaluation provides an objective review of participant's discussion and responses during the exercise.

This exercise will be evaluated using direct observation by facilitators and continuous improvement moderators, a participant hotwash moderated by facilitators and moderators, and participant feedback.

Formal Exercise Evaluation Guides will not be used, rather the exercise evaluators and observers will consolidate observations based off of the objectives and the Mass Care Services Catastrophic Incident Annex. Further analysis will inform the drafting of the After-Action Report and implement a coordinated Improvement Plan (AAR/IP). Additional information is contained in the After-Action Process section.

Tabletop Scenario Overview

Event: On June 9, 2022, a 9.0 magnitude Cascadia Subduction Zone (CSZ) earthquake has ripped along the 700-mile CSZ fault line with no epicenter. An event of this type occurs on average once every 200 to 500 years. The last major CSZ earthquake and tsunami occurred on January 26, 1700.

Ground Shaking: The shaking that results from this abrupt shifting of the earth’s crust will be felt throughout the Pacific Northwest—and the ground is expected to shake for four to six minutes. Some areas along the coast may immediately drop three to nine feet in elevation. Coastal areas will experience the highest intensities and the level of shaking diminishes the farther inland; numerous aftershocks continue to disrupt response efforts.

Tsunami: The tsunami inundation zone in Washington is located on the coast of the Pacific Ocean and along the Strait of Juan de Fuca. Some inundation is also expected on the shorelines of counties in the upper Puget Sound and Strait of Georgia. Over 163,000⁵ Washingtonians reside in the tsunami inundation zone. After the initial ground shaking, survivors may have as few as 10 minutes before the first wave makes landfall. Coastal areas are expected to receive as many as three waves in the first hour; subsequent waves may continue for nearly 18 hours.

Liquefaction/Landslides: Liquefaction-prone soils are common in river valleys, along waterfronts, and in places built on artificial fill including bridges, ports, airports, and industrial facilities. Many of the region’s most densely populated areas – such as along the I-5 Corridor between Olympia and Everett and the Vancouver Metropolitan area are likely to experience the damaging effects of liquefaction. Areas on the steep slopes of Washington’s mountain ranges and the Columbia River are susceptible to landslides and rock falls.

Lifeline Impacts 96 hours after the event:



- Government services are overwhelmed after the earthquake.
- Impacts to all other lifelines hamper the ability for government to provide basic services, like firefighting and other life-saving services.



- Over 450,000 displaced survivors are in immediate need of short-term sheltering, and over a million people need feeding and hydration – including their pets.^{1, 2}
- 100% of Coastal and 89% of I-5 Corridor potable water facilities have sustained medium to high damage.¹



- Over 19,000 survivors with varying degrees of injuries have attempted to access hospitals. ^{1, 4}
- Most hospitals have suffered medium to high damage, which has resulted in the loss of hundreds of regular and critical beds. ¹



- After the earthquake, large regions of Washington experienced complete blackout conditions. ¹
- 100% of Coastal energy infrastructure has sustained medium to high damage. ¹
- 78% of I-5 Corridor energy infrastructure has sustained medium to high damage. ¹



- Up to 6 million people have lost access to standard communication services immediately after the earthquake. ^{1, 4}
- 67% of Coastal and 21% of I-5 Corridor communications systems are likely damaged beyond repair. Facilities in eastern Washington have suffered minimal damage, but low availability of power will limit the capability of these facilities. ¹
- Lack of communication networks limit ongoing situational assessments.



- 5,655 miles of highway have sustained medium to high damage or are inaccessible requiring repair or clearance. ²
- 30% of bridges have sustained damage, and roughly 20% have collapsed or are in imminent danger of collapse. ¹



- Over 1,000 facilities in impacted areas of Washington and Oregon contain extremely hazardous substances (EHS). ¹
- 3,000 facilities in Washington have reportable quantities of less dangerous material. ¹
- 100% of Coastal and 88% of I-5 Corridor wastewater facilities in Washington suffered medium to high damage. ¹

Additional warm start and scenario information will be provided in geographically aligned scenario placemats (appendix F). See Appendix E for Endnotes.

Module 1: Sheltering

MODULE CONCEPT

- Module 1 will focus on assessment of temporary shelter needs, how to prioritize and request needed sheltering resources for disaster survivors including those with Access and Functional Needs, necessary accommodations, and pets. Participants will discuss collaborative and realistic actions to support temporary sheltering operations and the coordination and resources needed to achieve the sheltering objectives.
 - Discuss Access and Functional Needs, religious accommodations, children/infant and elderly survivors, language barriers, and pet accommodations within a shelter strategy.
 - Explain successful resource request processes at all levels, including tribes, local, county, state and federal.
- The module will be presented in four parts: common questions, module specific questions, closing, and plenary session debriefs.

MODULE 1 QUESTION TOPICS

Identifying and Coordinating Priorities, Objectives, Support and Communication	
Assess tribal and whole community needs	Communication and coordination
Resource request processes	Essential Elements of Information
Supporting agencies and organization	
Assessment	
Tribal and community shelter demand	Pre-identified shelters
Shelter-in-place assessment	Survivability and suitability
Non-traditional shelter options	
Strategies	
Shelter plans, policies and procedures	Strategy options (Mutual aid, Interlocal agreements, etc.)
How to support coordination efforts in plans that do not exist or aren't built to support needs	Evacuation, tracking, and reunification
Challenges and Constraints	
Overcoming challenges and constraints	Identification of gaps beyond exhaustion of local resources and mutual aid efforts

SCENARIO AND KEY ISSUES UPDATES

Coastal:

▪ Major Events

- 96 hours have passed since the event, and Washington State is operating within the response phase and focusing on stabilization and sustainment.
- The Governor has signed a disaster proclamation, and the President has approved a major disaster declaration.
- Estimates indicate that between 5,000¹ and 29,000³ people have been injured, and between 9,100¹ and 16,578³ have been killed in the Coastal Region.
- Initial estimates indicate that approximately 93,000³ people, including 15,000³ people with Access and Functional Needs need short-term sheltering.
- Tribal communities in the Coastal Region account for an approximately 14,500⁶ tribal members, including an estimated 2,100⁶ people with Access and Functional Needs that may be isolated and in need of Mass Care Services.
- Numerous tribal lands and reservations may be isolated in the impacted area, including the Confederated Tribes of the Chehalis, Cowlitz Indian Tribe, Hoh Indian Tribe, Jamestown S’Klallam Tribe, Lower Elwha Klallam Tribe, Makah Tribe, Nisqually Indian Tribe, Port Gamble S’Klallam Tribe, Quileute Tribe, Quinault Indian Nation, Shoalwater Bay Indian Tribe, Skokomish Indian Tribe, Squaxin Island Tribe, and the Suquamish Tribe.
- Depending on the time of year, estimates could dramatically increase in Grays Harbor and Pacific Counties due to temporary populations and visitors.
- Survivors in some areas will need to abandon their vehicles and homes with little or no immediate resources.
- Many communities will be destroyed by tsunami damage, which will force survivors to leave the area and increase the shelter demand.
- Temporary populations and visitors will be unfamiliar with routes and services and will become dependent on Mass Care Services as their needs far exceed community resources.
- Many shelters will be damaged or destroyed, rendering them unusable; those that remain will likely lack power, potable water, and sanitation.
- Ground transportation will be severely limited or non-existent, hampering logistical support.

- People with Access and Functional Needs are at higher risk due to limited accommodations and unique needs.
- Many survivors may attempt to leave the region and transit into the I-5 Corridor seeking services.

▪ **Key Issues**

- Approximately 93,000 people need short-term sheltering.
- An approximate 14,500 tribal members live in areas that may have become heavily damaged or isolated and may need Mass Care Services.
- An unknown number of visitors or non-permanent residents will become dependent on local Mass Care Services.
- Remaining shelters will likely lack power, potable water, and sanitation.
- Logistical support efforts are severely hampered.
- Displaced survivors may choose to transit into the I-5 Corridor seeking services.

I-5 Corridor

▪ **Major Events**

- 96 hours have passed since the event, and Washington State is operating within the response phase and focusing on stabilization and sustainment.
- The Governor has signed a disaster proclamation, and the President has approved a major disaster declaration.
- Estimates indicate that between 7,000 ¹ and 25,000 ³ people have been injured, and between 300 ¹ and 1,600 ³ have been killed in I-5 Corridor.
- Initial estimates indicate that approximately 57,000 ³ people originating from the I-5 Corridor, including 13,500 ³ people with Access and Functional Needs, need short-term sheltering.
- Tribal communities in the I-5 Corridor account for an approximate 116,500 ⁶ tribal members, including an estimated 14,500 ⁶ people with Access and Functional Needs that may be isolated and in need of Mass Care Services.
- Numerous tribal lands and reservations may be isolated in the impacted area, including the Lummi Nation, Muckleshoot Indian Tribe, Nooksack Indian Tribe, Puyallup Tribe, Samish Indian Nation, Sauk-Suiattle Indian Tribe, Snoqualmie Indian Tribe, Stillaguamish Tribe of Indians, Swinomish Indian Tribal Community, Tulalip Tribes, and the Upper Skagit Indian Tribe.

- Depending on the time of year estimates could increase due to tourism and visitors.
 - Visitors will be unfamiliar with routes and services and become dependent on local Mass Care Services.
 - Many shelters may be damaged, rendering them unusable; remaining shelters will likely lack power, potable water and sanitation.
 - Ground transportation will be severely limited or non-existent, hampering logistical support.
 - People with Access and Functional Needs are at higher risk due to limited accommodations and unique needs.
 - An unknown number of displaced survivors from the Coastal Region may begin arriving along the few restrictive routes into Pierce County, seeking services and overwhelming local resources. Additional survivors may try to cross the Puget Sound into other Counties.
 - Many local survivors with limited resources may choose to leave and transit into the east of the Cascades region seeking services.
- **Key Issues**
 - Approximately 57,000 people need short-term sheltering.
 - An approximate 116,500 tribal members live in areas that may have become heavily damaged or isolated and may need Mass Care Services.
 - An unknown number of visitors will become dependent on local Mass Care Services.
 - Remaining shelters will likely lack power, potable water, and sanitation.
 - Logistical support efforts are severely hampered.
 - Displaced survivors from the Coastal Region may try to transit into Pierce County or across the Puget Sound and may overwhelm local resources.
 - Local survivors may choose to leave and transit into the interior of the state seeking services.

East Of the Cascades:

- **Major Events:**
 - 96 hours have passed since the event, and Washington State is operating within the response phase and focusing on stabilization and sustainment.
 - The Governor has signed a disaster proclamation, and the President has approved a major disaster declaration.

- Injury and fatality estimates are marginal east of the Cascades, with the preponderance occurring in the Coastal region and the I-5 Corridor.
 - Tribal communities east of the Cascades account for an approximate 40,500⁶ tribal members, including an estimated 5,500⁶ people with Access and Functional Needs that may be isolated and in need of Mass Care Services.
 - Numerous areas within tribal lands and reservations may be isolated in the impacted area, including the Confederated Tribes and Bands of the Yakama Nation, and the Confederated Tribes of the Colville Reservation.
 - As resources begin to arrive in western Washington, situational awareness is beginning to develop into a common operating picture.
 - The interior will become the nexus of resources flooding into the state. These resources will inundate the interstate network and other critical routes with increased traffic. Key locations such as the Vantage, Wenatchee, and Vernita bridges and potentially the Coulee City land bridge may further complicate movement along critical routes.
 - While critical routes experience heavy volume moving into the western part of the state as they reopen, millions of displaced survivors are potentially entering the region from the Coastal Region and I-5 Corridor. These displaced persons will inundate the transportation system and rural communities seeking resources and services.
 - Displaced survivors choosing to leave the western Washington may be stranded along the few restrictive routes through the Cascades when their resources are depleted.
 - As local resources and services are depleted, residents may experience difficulties in accessing resources that may be devoted to the response in western Washington.
- **Key Issues**
- Residents from east of the Cascades sheltering needs are negligible apart from communities on the eastern slope of the Cascades.
 - An unknown number of tribal members from the Yakama Nation and the Confederated Tribes of the Colville Reservation may be isolated in communities along the eastern slope of the Cascades and those that rely on access from the Columbia River Gorge.
 - The interstate network will be inundated with resources surging into the area.
 - Displaced survivors may be stranded along the few restrictive routes through the Cascades (White, Chinook, Snoqualmie, Stevens, and Washington Passes).

- Depletion and resupply of local resources may be a major concern.
- As resources arrive, FEMA contractors and the American Red Cross may seek to open congregate shelters in facilities east of the Cascades.

MODULE 1 PRIMARY QUESTIONS

The following questions are suggested so that you may prepare for the discussion. These questions are not a definitive list of items to be addressed rather, overarching questions to address the topic area. The facilitator will have follow up questions to the below list during the module conduct.

Assessment

1. How do we assess the communities' sheltering needs and capabilities in the post CSZ environment, when we may be experiencing significant limitations in staffing, communications, and our ability to establish an effective and coordinated common operating picture?
2. What sheltering support (resources and services) is expected from external agencies or organizations, and what support do they expect from existing agreements? What sheltering support is outlined within your agency's current plans, policies, procedures?
3. How are the public and private sectors provided coordinated emergency alerts, information, and instructions on protective actions?

Strategies

1. Given the minimal visibility on ground truth and limited communications, what plans, planning factors, elements of information, and situational awareness is necessary to establish and maintain sheltering strategies?
2. How are the current plans, policies, procedures, and/or agreements addressing the establishment of temporary shelters?
3. How are life sustaining sheltering needs operationally prioritized and coordinated?
4. Do your plans identify state resources necessary to meet mass care sheltering needs?
5. How do the state plan(s) incorporate tribal and local jurisdictional priorities and strategies into operational coordination and decision making?
6. *I-5 Corridor Only: With a significant number of potential high occupancy shelters along the I-5 corridor, what unique demands do these congregate shelters pose?*

7. *Eastern Washington Only:* How have tribes and local jurisdictions identified resources to assist in rapid assessment of pre-identified shelters?

Challenges and Constraints

1. What limitations, challenges, and constraints exist that must be overcome regarding support for sheltering and displaced survivors?

Module 2: Hydration

MODULE CONCEPT

- Module 2 will focus on assessment of hydration needs, how to prioritize and request needed hydration resources for disaster survivors including those with Access and Functional Needs, necessary accommodations, and pets. Participants will discuss collaborative and realistic actions to support hydration operations and the coordination and resources needed to achieve the hydration objectives.
 - Discuss Access and Functional Needs, religious accommodations, children/infant and elderly survivors, language barriers, and pet accommodations within a hydration strategy.
 - Explain successful resource request processes at all levels, including tribes, local, county, state and federal.
- The module will be presented in four parts: common questions, module specific questions, closing, and plenary session debriefs.

MODULE 2 QUESTION TOPICS

Identifying and Coordinating Priorities, Objectives, Support and Communication	
Assess tribal and community needs	Communication and coordination
Resource request processes	Essential Elements of Information
Supporting agencies and organization	
Assessment	
Forecasting of needs	Pre-identification of potential sources
Non-traditional or Private Sector resources	
Strategies	
Hydration plans, policies and procedures	Strategy options (Mutual aid, Interlocal agreements, etc.)
Post event assessment and inspection	How to support coordination efforts if plans do not exist or aren't built to support needs
Challenges and Constraints	
Overcoming challenges and constraints	Identification of gaps beyond exhaustion of local resources and mutual aid efforts

SCENARIO AND KEY ISSUES UPDATES

Coastal:

▪ Major Events

- Initial estimates indicate that approximately 288,000³ people, including over 51,000³ people with Access and Functional Needs, need short-term feeding and hydration.
- Minimal estimates indicate that 288,000³ gallons of potable water will be needed daily; estimates could dramatically increase depending on the time of year due to temporary populations and visitors.
- Significant damage to water treatment facilities and distribution systems may render existing infrastructure inoperable for an extended period.
- With the loss of power, non-shelf stable resources will diminish quickly; most resources will be lost to spoilage. Many shelf-stable resources require potable water to prepare.
- Local stores, warehouses, and food banks in western Washington are depleted, degraded, or closed.

▪ Key Issues

- Greater than 288,000 people need short-term hydration; requiring in excess of 288,000 gallons of potable water a day.
- Existing water and wastewater treatment facilities and distribution networks are destroyed or inoperable.
- Temporary distribution of commodities is severely hampered until the transportation system begins to reopen.

I-5 Corridor:

▪ Major Events

- Initial estimates indicate that approximately 1.6 million³ people originating from the I-5 Corridor, including over 794,000³ people with Access and Functional Needs, need short-term feeding and hydration.
- Minimal estimates indicate that over 1.6 million³ gallons of potable water will be needed daily.
- Significant damage to water treatment facilities and distribution systems may render existing infrastructure inoperable for an extended period.

- With the loss of power, non-shelf stable resources will diminish quickly; most resources will be lost to spoilage. Many shelf-stable resources require potable water to prepare.
- Local stores, warehouses, and food banks in western Washington are depleted, degraded, or closed.
- **Key Issues**
 - Greater than 1.6 million people need short-term hydration; requiring in excess 1.6 million gallons of potable water a day.
 - Existing water and wastewater treatment facilities and distribution networks are destroyed, severely degraded, or contaminated.
 - Temporary distribution of commodities is severely hampered until the transportation system begins to reopen.
 - Displaced survivors may choose to leave the Coastal Region transiting into Pierce County or across the Puget Sound and may overwhelm local resources.

East Of the Cascades:

- **Major Events**
 - Initial estimates indicate that approximately 70,000^{3,4} people originating from east of the Cascades, including over 5,000^{3,4} people with Access and Functional Needs, need short-term feeding and hydration. Most occurrences are in communities on the eastern slopes of the Cascades.
 - There is an unknown number of people, including those with Access and Functional Needs, that may migrate from western Washington and the eastern slope of the Cascades into the interior of the state seeking services.
- **Key Issues**
 - Residents from east of the Cascades hydration needs are negligible apart from the eastern slope of the Cascades.
 - The interstate network will be inundated with resources surging into the area.
 - Disaster survivors leaving the Coastal Region and I-5 Corridor overwhelm the transportation system and rural communities seeking resources and services.
 - Incoming resources may seek to use local water sources to support the needs of western Washington.

MODULE 2 PRIMARY QUESTIONS

The following questions are suggested so that you may prepare for the discussion. These questions are not a definitive list of items to be addressed rather, overarching questions to address the topic area. The facilitator will have follow up questions to the below list during the module conduct.

Assessment

1. How do we assess the communities' hydration needs and capabilities in the post CSZ environment, when we may be experiencing significant limitations in staffing, communications, and our ability to establish an effective and coordinated common operating picture?
2. What hydration support is expected from external agencies or organizations, and what support do they expect from existing agreements? What hydration support is outlined within your agency's current plans, policies, procedures?
3. How are the public and private sectors provided coordinated emergency alerts, information, and instructions on protective actions?

Strategies

1. Given the minimal visibility on ground truth and limited communications, what plans, planning factors, elements of information, and situational awareness is necessary to establish and maintain hydration strategies?
2. What current plans, policies, procedures, and/or agreements exist for establishing tribal and community hydration?
3. How are life sustaining hydration needs operationally prioritized and coordinated?
4. Do your plans identify state resources necessary to meet community hydration needs?
5. How do the state plan(s) incorporate tribal and local jurisdictional priorities and strategies into operational coordination and decision making?
6. *Eastern Washington Only:* What are the potential short and long-term impacts of utilizing water sources east of the Cascades to support the need west of the Cascades (e.g., economic, ecological, agricultural, etc.)?

Challenges and Constraints

7. What limitations, challenges, and constraints exist that must be overcome regarding support for tribal and community hydration?

Module 3: Feeding and Nutrition

MODULE CONCEPT

- Module 3 will focus on assessment of feeding needs, how to prioritize and request needed feeding resources for disaster survivors including those with Access and Functional Needs, necessary accommodations, and pets. Participants will discuss collaborative and realistic actions to support feeding operations and the coordination and resources needed to achieve the feeding & nutrition objectives.
 - Discuss Access and Functional Needs, religious accommodations, children/infant and elderly survivors, language barriers, and pet accommodations within a feeding strategy.
 - Explain successful resource request processes at all levels, including tribes, local, county, state and federal.
- The module will be presented in four parts: common questions, module specific questions, closing, and plenary session debriefs.

MODULE 3 QUESTION TOPICS

Identifying and Coordinating Priorities, Objectives, Support and Communication	
Assess tribal and community needs	Communication and coordination
Resource request processes	Essential Elements of Information
Supporting agencies and organization	
Assessment	
Forecasting of needs	Specific dietary needs
Pre-identification of potential locations	Non-traditional or Private Sector resources
Strategies	
Feeding plans, policies and procedures	How to support coordination efforts if plans do not exist or aren't built to support needs
Strategy options (Mutual aid, Interlocal agreements, etc.)	Food assistance programs
Challenges and Constraints	
Overcoming challenges and constraints	Identification of gaps beyond exhaustion of local resources and mutual aid efforts

SCENARIO AND FOCUS AREA UPDATES

Coastal:

▪ Major Events

- Initial estimates indicate that approximately 288,000³ people, including over 51,000³ people with Access and Functional Needs, need short-term feeding and hydration.

▪ Key Issues

- Greater than 288,000³ people need short-term feeding and nutrition services.
- Survivors from the tsunami inundation zone do not have immediate resources and cannot rely on household stockpiles.
- Non-shelf-stable resources are spoiling, and lack of potable water is limiting the use of some shelf-stable resources that require rehydration.
- Temporary distribution of commodities is severely hampered until the transportation system begins to reopen.

I-5 Corridor:

▪ Major Events

- Initial estimates indicate that approximately 1.6 million³ people originating from the I-5 Corridor, including over 794,000³ people with Access and Functional Needs, need short-term feeding and hydration.

▪ Key Issues

- Greater than 1.6 million people need short-term feeding and nutrition services.
- Non-shelf-stable resources are spoiling, and lack of potable water is limiting the use of some shelf-stable resources that require rehydration.
- Temporary distribution of commodities is severely hampered until the transportation system begins to reopen.
- Survivors from the Coastal Region may choose to transit into Pierce County or across the Puget Sound and may overwhelm local resources.

East Of the Cascades:**▪ Major Events**

- Initial estimates indicate that approximately 70,000^{3,4} people originating from east of the Cascades, including over 5,000^{3,4} people with Access and Functional Needs, need short-term feeding. Most occurrences are in communities on the eastern slopes of the Cascades.
- There is an unknown number of people, including those with Access and Functional Needs, that may migrate from western Washington and the eastern slope of the Cascades into the interior of the state seeking services.

▪ Key Issues

- Residents from east of the Cascades feeding needs are negligible apart from the eastern slope of the Cascades.
- Residents may experience difficulties in accessing resources.
- The interstate network will be inundated with resources surging into the area.
- Survivors leaving the Coastal Region and I-5 Corridor overwhelm the transportation system and rural communities seeking resources and services.

MODULE 3 PRIMARY QUESTIONS

The following questions are suggested so that you may prepare for the discussion. These questions are not a definitive list of items to be addressed rather, overarching questions to address the topic area. The facilitator will have follow up questions to the below list during the module conduct.

Assessment

1. How do we assess the communities' feeding and nutrition needs and capabilities in the post CSZ environment, when we may be experiencing significant limitations in staffing, communications, and our ability to establish an effective and coordinated common operating picture?
2. What feeding and nutrition support (resources and services) is expected from external agencies or organizations, and what support do they expect from existing agreements? What feeding and nutrition support is outlined within your agency's current plans, policies, procedures?
3. How are the public and private sectors provided coordinated emergency alerts, information, and instructions on protective actions?

Strategies

1. Given the minimal visibility on ground truth and limited communications, what plans, planning factors, elements of information, and situational awareness is necessary to establish and maintain tribal and community feeding and nutrition strategies?
2. What current plans, policies, procedures, and/or agreements exist for establishing tribal and community feeding and nutrition?
3. How are life sustaining community feeding and nutrition needs operationally prioritized and coordinated?
4. What current plans, policies, or procedures exist that identify supplemental feeding resources and their application processes?
5. Do your plans identify state resources necessary to meet community feeding and nutrition needs?
6. How do the state plan(s) incorporate tribal and local jurisdictional priorities and strategies into operational coordination and decision making?

Challenges and Constraints

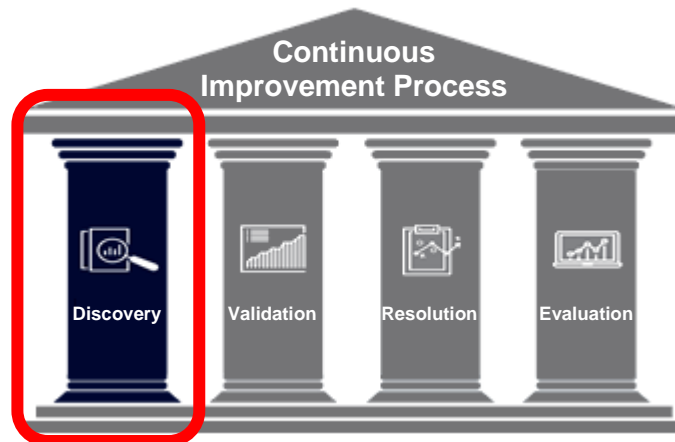
1. What limitations, challenges, and constraints exist that must be overcome regarding support for tribal and community feeding and nutrition?

After-Action Process

LESSONS LEARNED AND CONTINUOUS IMPROVEMENT

The After-Action process combines issue identification, root cause analysis, collection of recommendations, and documentation to develop collective *Lessons Learned* and support *Continuous Improvement* at all levels.

Figure 5. Continuous Improvement Process



- **Facilitator Debriefing:** *Facilitators, moderators, and support staff will attend a facilitated debriefing following the exercise.* During this debriefing, facilitators, moderators, and support staff provide an overview of their observations and discuss trends, strengths, and areas for improvement.
- **Participant Feedback Forms:** *Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design.* Participant Feedback Forms will be collected at the conclusion of the exercise. To increase probability of candid feedback, providing your name will be optional.
- **Hotwash:** *The combined CR22 exercise hotwash will be conducted on day four of the exercise series (June 16, 2022). All players are asked to participate in the hotwash.* The purpose of the Hotwash is to debrief the exercise and provide participants with the opportunity to discuss their general observations. At the conclusion of exercise play, facilitators, moderators, and support staff will facilitate a hotwash to allow players to discuss their observed strengths and areas for improvement and enable facilitators to seek clarification regarding player actions and decision-making processes. The information gathered during a hotwash contributes to the AAR/IP and any exercise suggestions can improve future exercises.

- **After-Action Review:** *The exercise After-Action Review will be conducted in the weeks following the exercise. The Exercise Planning Team, facilitators, continuous improvement moderators, decision and policymakers will participate in the After-Action Review process. The purpose of the hotwash and After-Action Review (AAR) is to develop findings, areas for improvement, and best practices. In an AAR, the exercise staff's goal is to determine the impact and root cause of each finding, area for improvement and best practices. The impact is "the so-what" and the root cause is the origin of the finding and how it gets resolved. An After-Action Report will be developed, and this report will be presented at an After-Action Meeting (AAM). Once the findings are validated at the AAM, an Improvement Plan (IP) will be developed to correct, update, or develop procedures or plans, reorganized the organization, purchase equipment, conduct training and/or future exercises.*
- **Roles and Responsibilities:**
 - **Facilitator:** Facilitators guide the hotwash discussion and are responsible for ensuring that participant discussions remain focused on the exercise objectives and making sure all issues are explored as thoroughly as possible within the available time.
 - **Player:** Input and feedback to discussion topics
 - **Scribe:** Observe and document discussion
- **Hotwash Agenda:**

Hotwash Agenda (June 16, 2022)	
9:00 a.m. - 9:10 a.m.	Welcome and Administration
9:10 a.m. – 10:00 a.m.	Critical Transportation Hotwash
10:00 a.m. – 10:10 a.m.	Break
10:10 a.m. – 11:00 a.m.	Critical Transportation Hotwash (continued)
11:00 a.m. – 11:10 a.m.	Break
11:10 a.m. – 12:00 p.m.	Mass Care Services Hotwash
12:00 p.m. – 12:30 p.m.	Lunch
12:30 p.m. – 1:20 p.m.	Mass Care Services Hotwash (continued)
1:20 p.m. – 1:30 p.m.	Break
1:30 p.m. – 2:00 p.m.	CT, MCS, and Additional Parking Lot Items
2:00 p.m. - 2:15 p.m.	FEMA CR22 ROC Preliminary Observations
2:15 p.m. - 2:35 p.m.	Evaluator Summary of Takeaways
2:35 p.m. - Until Complete	Closing Comments

- **Hotwash Rules:**
 - Be respectful of other opinions and feedback
 - Raise your hand for facilitator attention
 - Remember the goal: Gain perspectives and best practices for continued response
 - Link your responses back to the Exercise Objectives

Exercise Objectives

Temporary Shelter Objectives.

- a) Assess the shelter needs of the community.
- b) Describe organized community sheltering strategies and operations.
- c) Describe how to effectively coordinate temporary sheltering needs among jurisdictions.

Hydration Objectives.

- a) Assess the hydration needs of people and pets within the community.
- b) Describe organized community hydration strategies and operations.
- c) Describe how to effectively coordinate hydration needs among jurisdictions.

Feeding and Nutrition Objectives.

- a) Assess the feeding and nutrition needs of people and pets within the community.
- b) Describe organized community feeding strategies and operations.
- c) Describe how to effectively coordinate feeding and nutrition needs among jurisdictions.

Appendix A: Exercise Schedule

Time	Activity
June 15, 2022	
8:00 am - 8:13 am	Welcome and Administration
8:13 am - 8:25 am	Warm Start Video
8:25 am - 8:28 am	NWS Seattle Weather and Hydrology Brief
8:28 am - 8:38 am	FEMA Mass Care Concept of Support Overview
8:38 am - 8:43 am	EMD Plans Overview
8:43 am - 8:45 am	Breakout Room Guidance
8:45 am - 8:55 am	Breakout Room Migration, Rules, and Warm Start Lifeline Status Update
8:55 am - 9:10 am	Break
9:10 am - 10:00 am	Breakout Session: Module 1 – Sheltering
10:00 am - 10:10 am	Break
10:10 am - 11:00 am	Breakout Session: Module 1 – Sheltering (Continued)
11:00 am - 11:10 am	Break
11:10 am - 11:45 am	Breakout Session: Module 1 – Sheltering (Continued)
11:45 am - 12:00 pm	Plenary Session: Module 1 – Back Briefs
12:00 pm - 12:30 pm	Lunch
12:30 pm - 1:20 pm	Breakout Session: Module 2 – Hydration
1:20 pm - 1:30 pm	Break
1:30 pm - 1:45 pm	Breakout Session: Module 2 – Hydration (Continued)
1:45 pm - 2:00 pm	Plenary Session: Module 2 – Back Briefs
2:00 pm - 2:10 pm	Break
2:10 pm - 3:00 pm	Breakout Session: Module 3 – Feeding and Nutrition
3:00 pm - 3:10 pm	Break
3:10 pm - 3:25 pm	Breakout Session: Module 3 – Feeding and Nutrition (Continued)
3:25 pm - 3:40 pm	Plenary Session: Module 3 – Back Briefs
3:40 pm - 3:50 pm	Break
3:50 pm - Until Complete	Closing Session

Appendix B: Exercise Participants

Registered Participating Organizations/Jurisdictions from Extent of Play Agreements
Federal
Federal Emergency Management Agency
Federal Emergency Management Agency, Region 10
Civil Air Patrol
United States Navy, Third Fleet
Tribes and Nations
Lower Elwha Klallam Tribe
Nisqually Indian Tribe
Quinalt Indian Nation
Shoalwater Bay Indian Tribe
Skokomish Indian Nation
State
Washington Emergency Management Division
Washington Military Department
Washington Department of Agriculture
Washington Department of Commerce
Washington Department of Corrections
Washington Department of Ecology
Washington Department of Employment Security
Washington Department of Health
Washington Department of Labor and Industries
Washington Department of Licensing
Washington Department of Natural Resources
Washington Department of Social and Health Services
Washington Department of Transportation

Registered Participating Organizations/Jurisdictions from Extent of Play Agreements
Washington Department of Veterans Affairs
Washington Conservation Commission
Washington Gambling Commission
Washington Office of Energy
Washington Office of the Auditor
Washington Office of the Insurance Commissioner
Washington State Patrol
Local
Benton County
Chelan County
Clallam County
Clark County
Douglas County
Franklin County
Grant County
Grays Harbor County
Island County
Jefferson County
King County
Kitsap County
Kittitas County
Klickitat County
Okanogan County
Pacific County
Pend Oreille County
Pierce County

Registered Participating Organizations/Jurisdictions from Extent of Play Agreements
Skagit County
Snohomish County
Spokane County
Thurston County
Walla Walla County
Yakima County
Volunteer Organizations Active in Disaster, Non-Profit and Non-Governmental Organizations, and Other Governmental Organizations
American Red Cross
Salvation Army
Bainbridge Prepares
Central Washington University
Empact Northwest
Independent Living Council
WAsafe Coalition

Appendix C: Maps

Figure 6. Washington State Map with topography, seismic activity layer, routes, logistical nodes, Shelters, and Identified CPODs

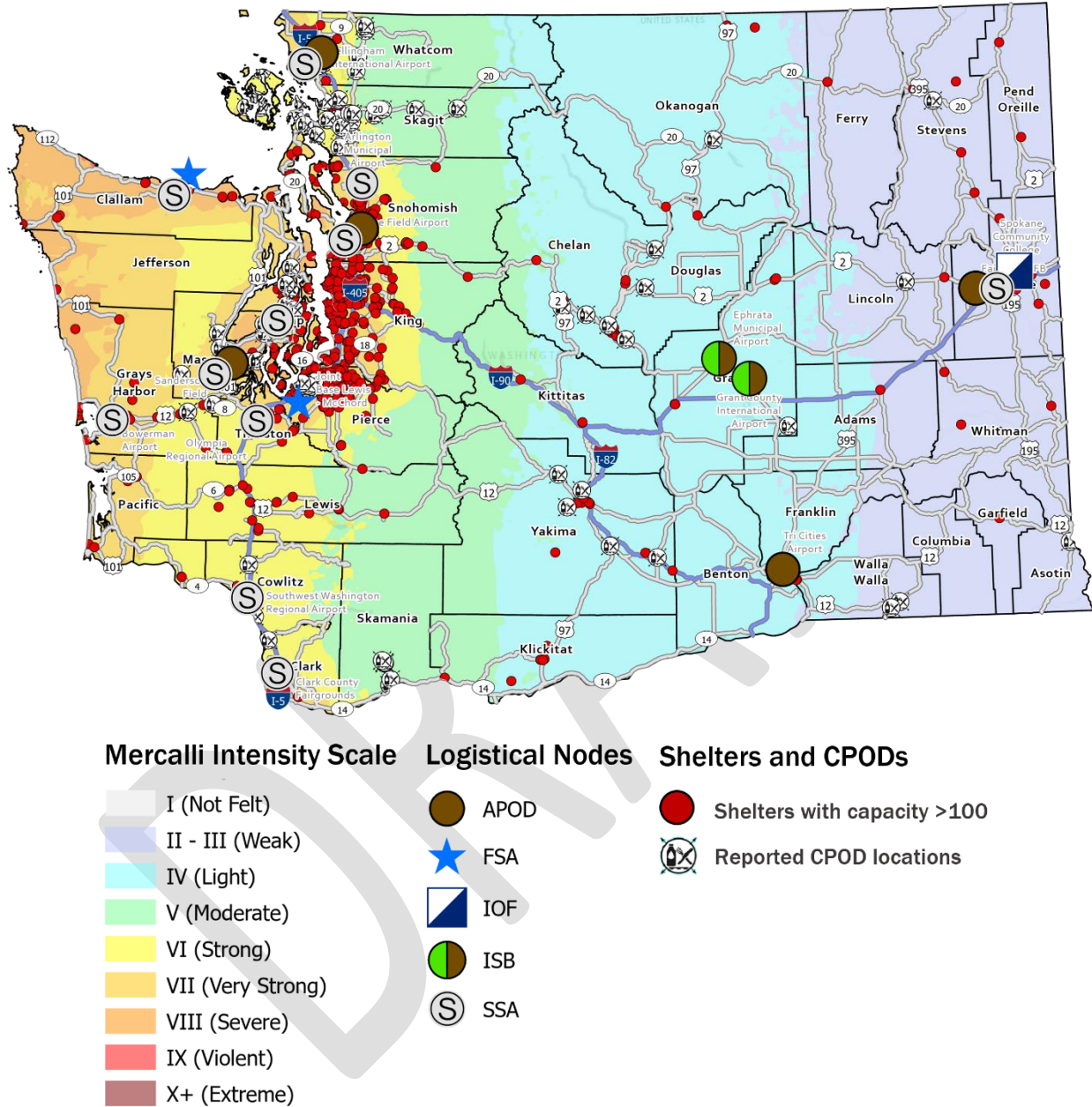
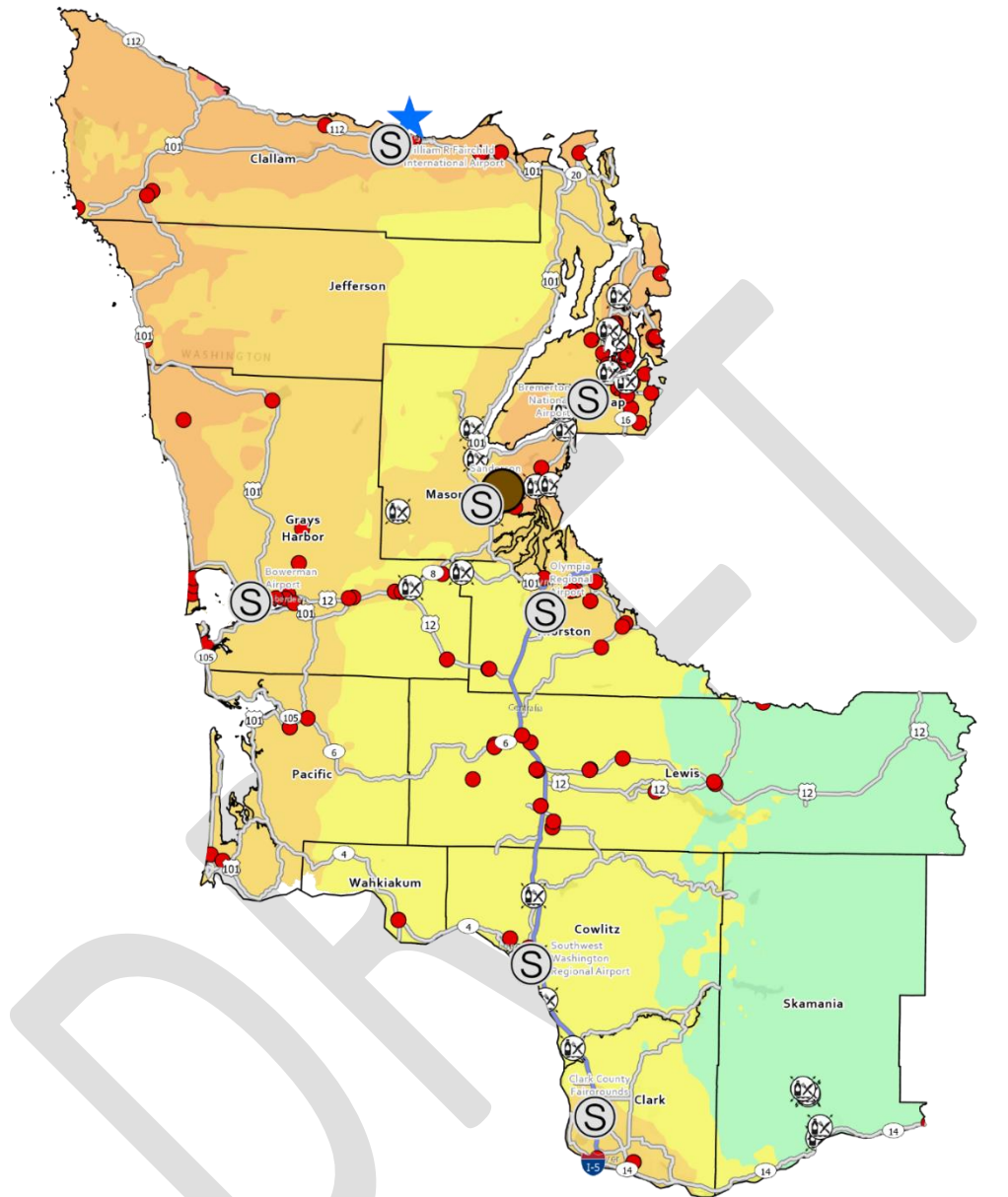


Figure 7. Breakout Room 1 with topography, seismic activity layer, routes, logistical nodes, Shelters, and Identified CPODs



Mercalli Intensity Scale

- I (Not Felt)
- II - III (Weak)
- IV (Light)
- V (Moderate)
- VI (Strong)
- VII (Very Strong)
- VIII (Severe)
- IX (Violent)
- X+ (Extreme)

Logistical Nodes

- APOD
- FSA
- IOF
- ISB
- SSA

Shelters and CPODs

- Shelters with capacity >100
- Reported CPOD locations

Figure 8. Breakout Room 2 with topography, seismic activity layer, routes, logistical nodes, Shelters, and Identified CPODs

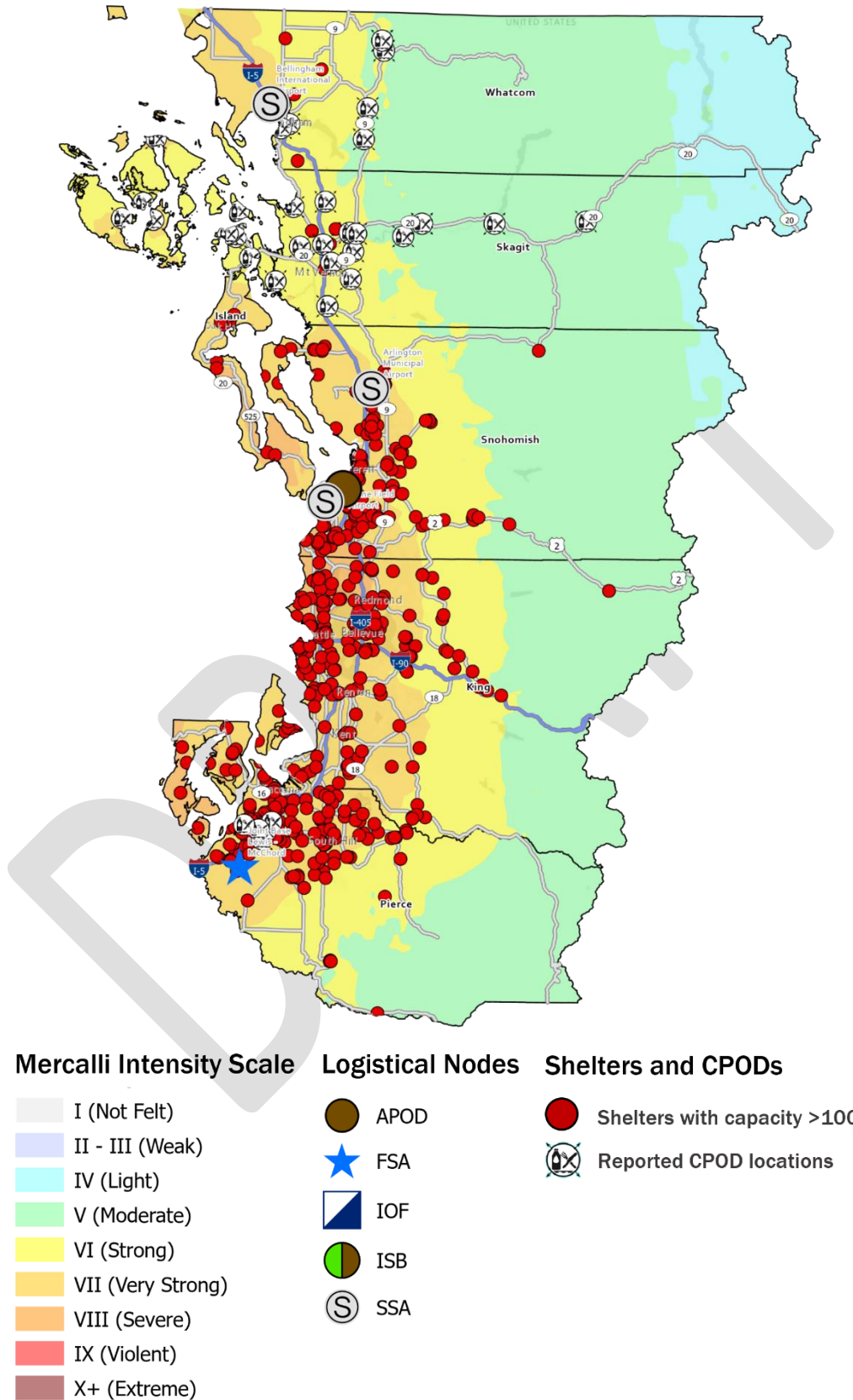
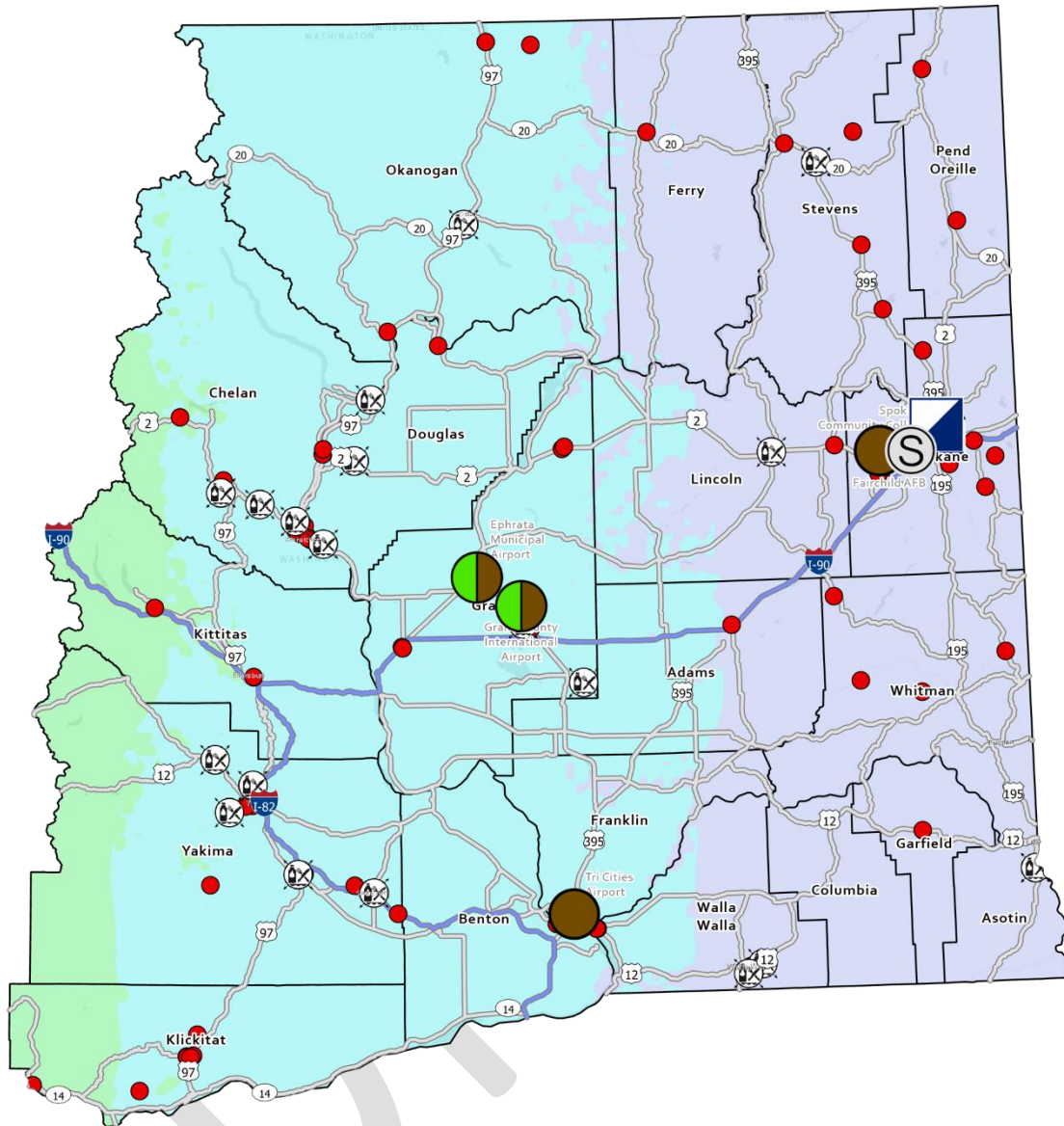


Figure 9. Breakout Room 3 with topography, seismic activity layer, routes, logistical nodes, Shelters, and Identified CPODs



Mercalli Intensity Scale

- I (Not Felt)
- II - III (Weak)
- IV (Light)
- V (Moderate)
- VI (Strong)
- VII (Very Strong)
- VIII (Severe)
- IX (Violent)
- X+ (Extreme)

Logistical Nodes

- APOD
- FSA
- IOF
- ISB
- SSA

Shelters and CPODs

- Shelters with capacity >100
- Reported CPOD locations

Appendix D: Geographically Aligned Scenario Placemats

Figure 10. Cascadia Rising 2022 Base Scenario –
1st Page is Common to All Geographically Aligned Regions

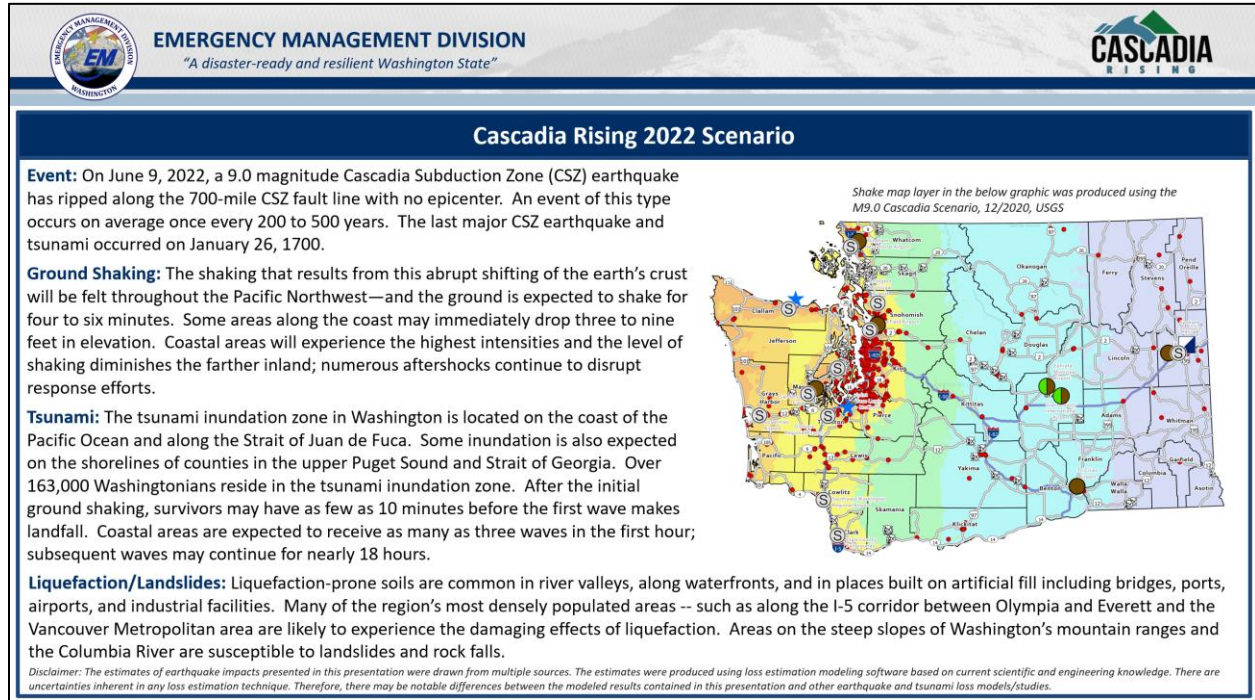


Figure 11. Coastal Geographically Aligned Region – Page 2

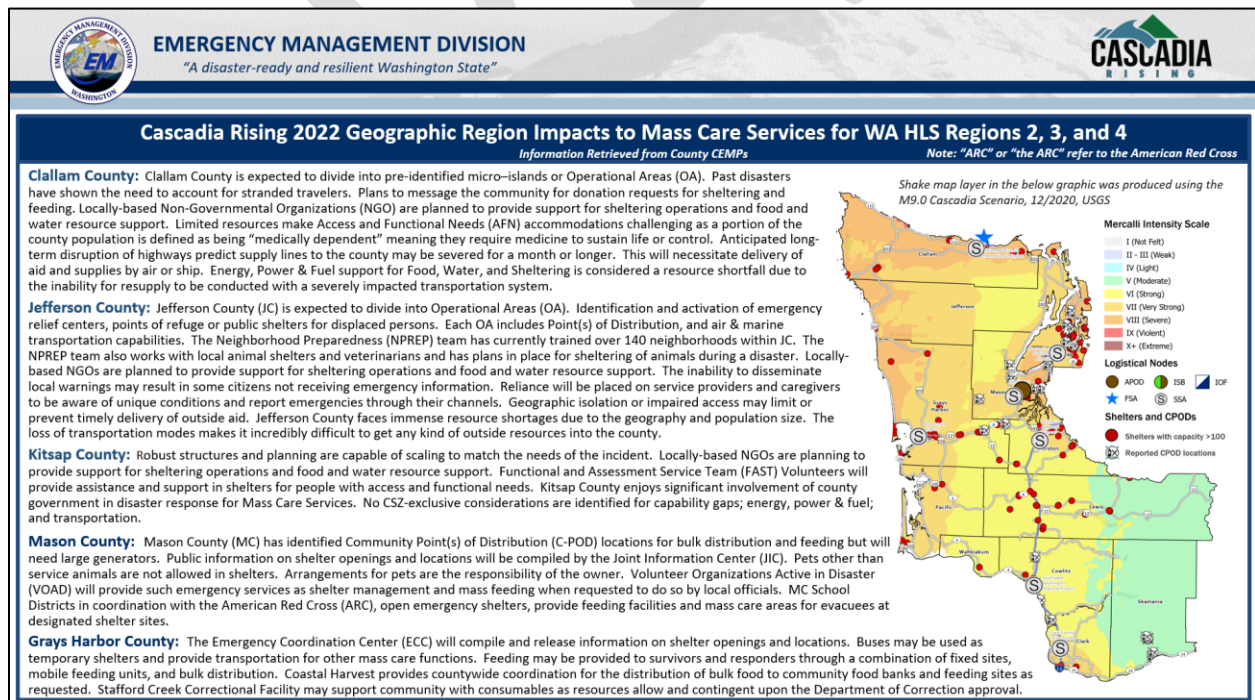


Figure 12. Coastal Geographically Aligned Region – Page 3



Figure 13. I-5 Corridor Geographically Aligned Region – Page 2

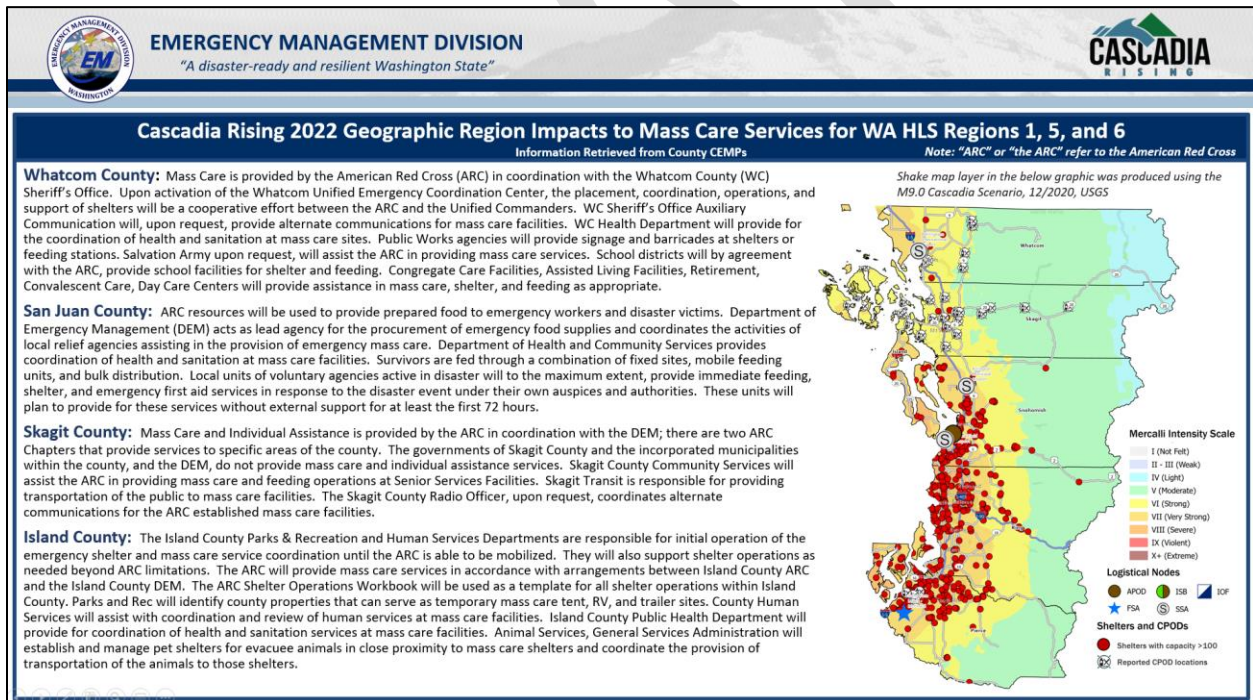


Figure 14. I-5 Corridor Geographically Aligned Region – Page 3



Figure 15. East of the Cascades Geographically Aligned Region – Page 2

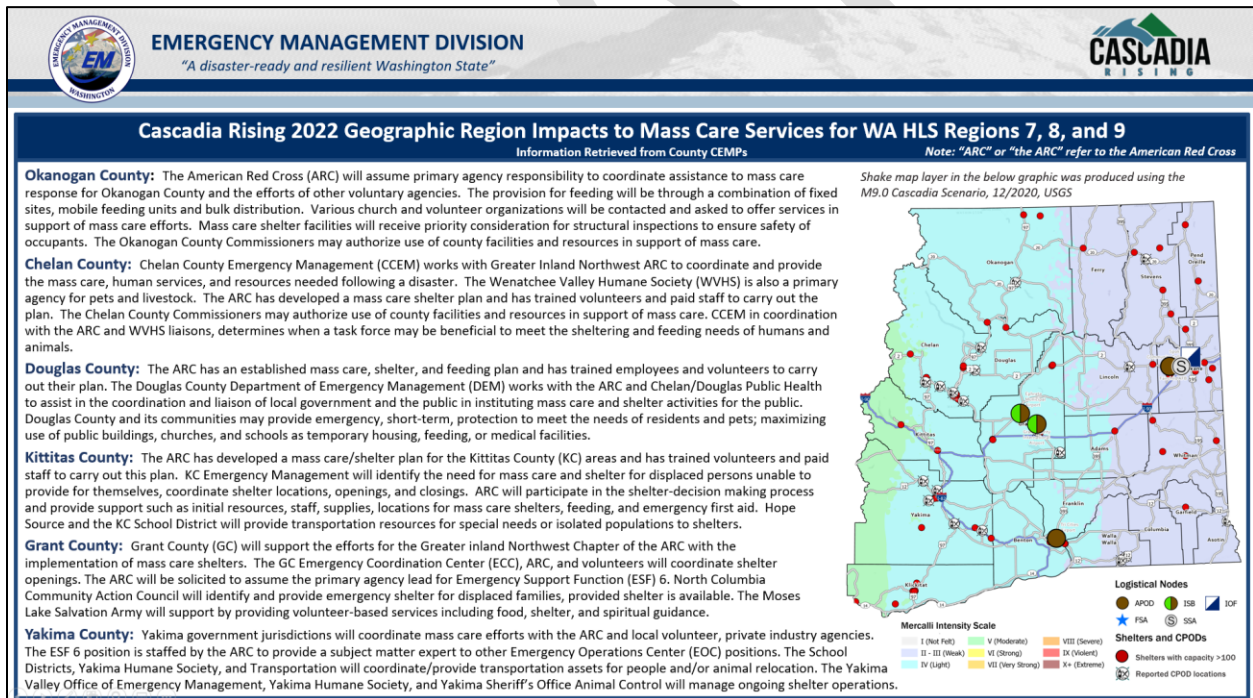




Figure 16. East of the Cascades Geographically Aligned Region – Page 3



EMERGENCY MANAGEMENT DIVISION
"A disaster-ready and resilient Washington State"



Cascadia Rising 2022 Geographic Region Impacts to Mass Care Services for WA HLS Regions 7, 8, and 9

Information Retrieved from County CEMPs Note: "ARC" or "the ARC" refer to the American Red Cross

Klickitat County: ARC of Southwest Washington is the co-primary agency responsible for mass care and has joint responsibility, along with Klickitat County (KC) DEM, to coordinate mass care. KC DEM will coordinate efforts to provide shelter, food, and water for household pets and service animals. The KC Commissioners may authorize use of county facilities and resources in support of mass care. Possible shelter and/or feeding sites may include, but are not limited to schools, county fairgrounds, community centers, and churches. Campgrounds and the county fairgrounds could be used for tent or RV camping.

Benton County: The ARC is the primary agency responsible for managing mass care, other agencies support the mass care mission. The ARC will coordinate with the Benton County EOC to provide needed support. Requests for assistance from citizens or jurisdictions within the county that come to the EOC will be referred to the local ARC. County or city officials may authorize use of county or city facilities and resources in support of mass care. Possible shelter or feeding sites may include, the three local colleges, public and private schools, Granges, community centers, and churches. The Benton-Franklin Fairgrounds could be used for tent or RV camping.

Franklin County: The ARC serving Central and Southeastern WA Chapter of the ARC is the primary support agency under ESF 6. Parks and Recreation will provide parks and recreation facilities to be used for mass care assembly and relocation areas. Respective county or city officials may authorize use of county or city facilities and resources and may enter into contracts with local businesses. Primary mass care facilities will be public buildings, supplemented on as needed basis by private buildings.

Walla Walla County: The ARC serving Central and Southeastern WA is the primary agency responsible for managing mass care activities. Resources from the private sector will also be applied to the response and recovery effort. The ARC will coordinate with the Walla Walla (WW) EOC to provide needed support. The WW County Emergency Management Executive Board may authorize use of county facilities and resources in support of mass care. The WW EOC will coordinate with involved support agencies regarding specific mass care site locations that will be used. The ARC will assess situation and status reports from the WW EOC and ARC damage assessment teams.


Columbia County: Due to the small size of the county and limited resources, the response to major disasters has been conducted in part through the employment of efficient task forces. This is especially efficient for feeding and sheltering. The ARC in collaboration with the Columbia County Emergency Management Department works to identify facilities that are adequate to meet the immediate and short-term shelter needs. Once the shelter is stood up, the ARC provides dormitory services including cots, blankets, food, and water. The ARC will work with other support agencies to provide emergency feeding. Public Transportation will provide transportation resources to special needs or isolated populations. The County Public School District will provide shelter location, shower/restroom facilities.

Garfield County: The ARC has been designated the primary agency responsible for managing mass care activities. The Garfield County Emergency Management Department and the County EOC will coordinate and support mass care operations and coordinate those activities that are beyond the capability of the mass care operations. The County Director of Emergency Management may authorize use of County facilities and resources. Volunteer groups and religious organizations will coordinate with the ARC to provide food, water, bedding, clothing, or other supplies.


Asotin County: Emergency Management and the ARC will share and coordinate all lists of victims and disaster assistance inquiries. The opening of shelters is a function of the ARC upon request for, or in coordination with EM. The Salvation Army will provide mobile canteen services, emergency feeding services, and sheltering services as requested by the EOC or ARC. Parks and Recreation will coordinate with the ARC or Salvation Army, county properties that could serve as mass care or tent city sites.

Whitman County: The City of Pullman, Whitman County, and Washington State University may become one or more relocation sites for the region for those displaced by a disaster as a sheltering area. Sheltering services are only available through external assistance. In the event of severe devastation throughout the Palouse Region and/or county, fundamental resources such as water, food, first aid supplies, utilities, fuel, shelter, sanitation supplies, and basic survival supplies may be needed.

Figure 17. East of the Cascades Geographically Aligned Region – Page 4



EMERGENCY MANAGEMENT DIVISION
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Cascadia Rising 2022 Geographic Region Impacts to Mass Care Services for WA HLS Regions 7, 8, and 9

Information Retrieved from County CEMPs Note: "ARC" or "the ARC" refer to the American Red Cross

Adams County: Adams County supports the efforts of the ARC in implementation of mass care shelters. ARC is the lead agency for identifying, planning, coordinating, operating, and stocking shelter operations. The Adams County EOC Manager coordinate's locations of shelters with ARC's Disaster Coordinator. The Adams County EOC and volunteers will coordinate shelter openings.

Lincoln County: The Lincoln County DEM will work with the ARC to assist in the coordination and liaison with local government and the public in providing mass care and shelter services for the public in need. Lincoln County DEM will maintain current inventories of available public shelter facilities. Lincoln County Public Health Services will provide basic medical services for shelters and mass care operations.








Spokane County: The provision of mass care services in Spokane County (SC) is a shared responsibility between County government, incorporated cities and towns, special purpose districts and businesses, the ARC and other non-profit agencies. SC Community Organizations Active in Disaster, supported by SC Emergency Management will act as the coordinating entity to align mass care services. Feeding will be provided through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Spokane Regional Health District will provide for food safety monitoring. Humane Evacuation Animal Rescue Team, Spokane County Regional Animal Protection Service, and SCOPE Livestock Emergency Evacuation Team will provide support for the evacuation, housing, and care of stray or displaced animals.

Pend Oreille County: Pend Oreille Emergency Management along with Inland Northwest Chapter of the ARC, Indian Health Services, Kalispel Tribe Social and Health Services, and Northeast Tri-County Public Health; including support from Pend Oreille County School Districts, The Salvation Army and Companion Animal Care Organizations coordinate and perform mass care activities. Pend Oreille County EOC resources will quickly be exhausted and will rely on mutual aid and other pertinent resources. The EOC will coordinate with appropriate community-based organizations in support of mass care and will assist in the coordination of long-term services and assistance until appropriate agencies are engaged. The EOC will also coordinate companion animal rescue and shelter with appropriate organizations.

Stevens County: Stevens County EMD in coordination with the ARC and supporting community organizations will manage and carry out local mass care functions. Past incidents, in Stevens County, have shown that most people evacuated from their homes for extended periods of time will obtain shelter in other locations. The ARC will provide trained volunteers and staff; lead registration of sheltered persons and tracking of displaced citizens; and provide reunification services; accept donations at certain shelter locations; provide basic medical and mental health assistance within mass care facilities; and coordinate and maintain mental health response programs to assist the victims of disasters and provide appropriate staff and volunteers with available training. Community organizations will assist in providing support services and locally organized and trained volunteer groups will provide the majority of additional specialized emergency personnel resources for areas such as operations, damage assessment, shelter and mass care activities, handling donated goods and other emergency functions.

Ferry County: Ferry County Organizations and Departments will implement procedures for providing or requesting mass care for personnel or populations affected by the emergency or disaster. Procedures include the opening of shelters, recommending evacuations/shelter-in-place, and provide for the physical and mental health of the community. Health care facilities will provide medical services at mass care and medical shelters, as needed.

WA HLS Regions 7, 8, and 9 Lifeline Status

○ Green – No Impacts

△ Amber – Moderate Impacts

□ Red – Major Impacts

Appendix D: Geographically Aligned Scenario Placemats 40 Washington State Emergency Management Division
 FOR EXERCISE USE ONLY

Appendix E: Community Lifelines

DEFINITION

A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Community lifelines reframe incident information to provide decision-makers with impact statements and summarize the root causes of disruptions to lifeline services.



COMPONENTS AND SUBCOMPONENTS

Each lifeline is composed of multiple components and subcomponents that help define the services that make up that lifeline. Components represent the general scope of services for a lifeline. The components are further divided into relevant subcomponents that provide a granular level of enabling functions for the delivery of services to a community. Lifelines and components are fixed, but the subcomponents may be adjusted as necessary.



The graphic provides an example breakdown of the Food, Water, and Shelter Lifeline into components and subcomponents

ASSESSMENT

Lifeline components can be analyzed using six assessment categories that capture essential information for response decision-makers

Component: Identify the component

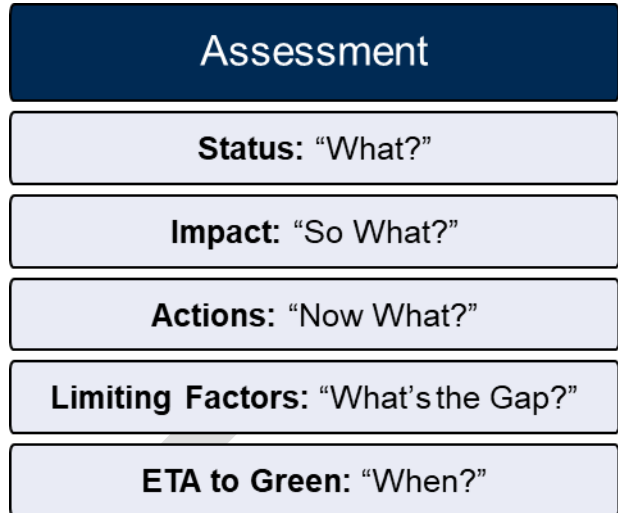
What: Summarize the root cause(s) of disruption to lifelines services.

Impact: Explain the disaster impacts to specific communities, disaster survivors, and response operations. Detail how the survivor experience or response operation will improve if this component is stabilized. Specify the impacted areas and population totals.

Actions: Describe the actions that are being taken to stabilize and re-establish the disrupted services. Summarize the most critical actions being taken across the Whole Community.

Limiting Factors: Express issues that are preventing services from being stabilized or re-established. Such issues can stem from another lifeline/component, resource shortfall, management, policy, etc.

Estimated time to transition to Green: Provide current component condition or an estimated timeframe for when a change in condition is expected.



ASSIGNING A CONDITION

Assess lifeline conditions as incident circumstances evolve and over the course of response operations.

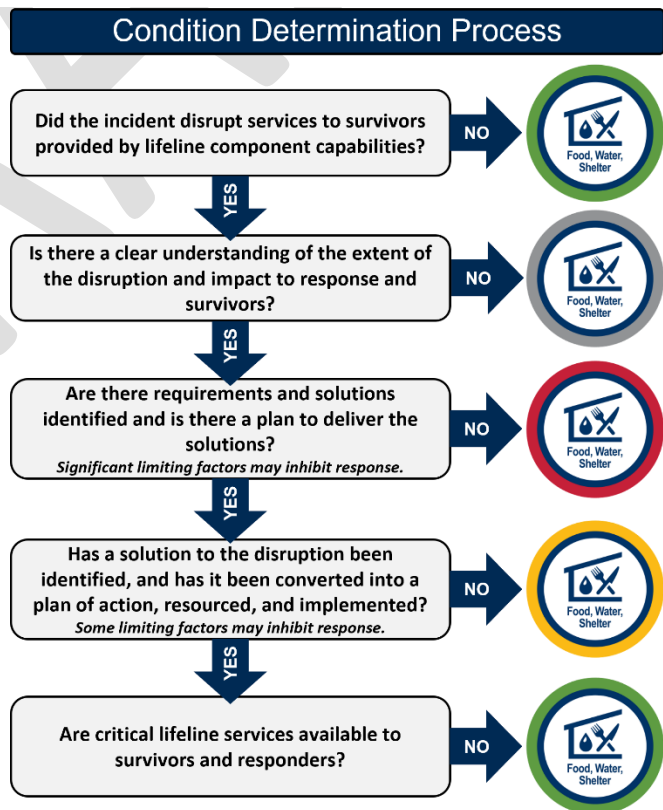
A color designation represents a snapshot in time for that response operational period.

Stabilization targets will provide the baseline against which lifelines can be compared.

The flowchart shows an example of how responders may think through assigning lifelines a color.

A Blue icon without a border does not indicate an operational status or condition; it is used for administrative purposes, such as presentations and briefings.

Figure 18. Lifeline Condition Determination Process



Appendix F: Relevant Plans and Reports

1. Region 10 Cascadia Subduction Zone (CSZ) Earthquake and Tsunami Plan, Federal Emergency Management Agency, January 2022
2. [Washington State Comprehensive Emergency Management Plan](#)
3. [Washington State Enhanced Hazard Mitigation Plan](#)
4. Washington State Catastrophic Incident Annex
 - a. Tab A: Critical Transportation
 - b. Tab B: Mass Care Services

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Appendix G: References and Endnotes

- 1 FEMA Cascadia Rising 2022 exercise scenario document (December 2020)
- 2 Washington State 2021 THIRA/SPR Capability Target(s)
- 3 Washington State 2021 WA State SPR Capability Reporting
- 4 United States Census Bureau Data (2010 and 2020)
- 5 2021 Washington State Tsunami Vertical Evacuation Structure Impact Analysis Assessment
- 6 FEMA Resilience Analysis and Planning Tool (RAPT)
- 7 Washington State Catastrophic Incident Annex; Tab A: Critical Transportation

The above list of data sources is not an all-inclusive list of sources; however, the ones listed may include inherent limitations based on scenario modeling, self-reported data, the use of planning figure percentages of the impacted population and/or assumptions made on those metrics.

Appendix H: Acronyms, Abbreviations, and Key Terms

Acronym	Term
AAR	After-Action Report
AAR/IP	After-Action Report/Improvement Plan
AAM	After-Action Meeting
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
APOD	Aerial Point of Debarkation (logistics term)
APOE	Aerial Point of Embarkation (logistics term)
ARC	American Red Cross
ATC-(#)	Applied Technology Council (ATC) publication (#); under the National Earthquake Technical Assistance Program (NETAP)
CC	Clark County (Placemat – Appendix D)
CCEM	Chelan County Emergency Management (Placemat – Appendix D)
COAD	Community Organizations Active in Disasters
CPOD	Community Point of Distribution (logistics term)
CR	Cascadia Rising
CSZ	Cascadia Subduction Zone
DAC	Disaster Assistance Council (Placemat – Appendix D)
DART	Disaster Assistance Response Team (Placemat – Appendix D)
DEM	Department of Emergency Management
DHS	U.S. Department of Homeland Security
ECC	Emergency Coordination Center
EEG	Exercise Evaluation Guides
EHS	Extremely Hazardous Substances
EMD	Emergency Management Division
EOC	Emergency Operations Center
ETA	Estimated Time of Arrival

Acronym	Term
FAST	Functional and Assessment Service Team
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FSA	Federal Staging Area (logistics term)
GC	Grant County (Placemat – Appendix D)
HLS	Homeland Security
HSEEP	Homeland Security Exercise and Evaluation Program
I-#)	Interstate-(#), of the Interstate Highway System
IOF	Interim Operating Facility
IP	Improvement Plan
ISB	Incident Staging Base
JC	Jefferson County (Placemat – Appendix D)
JFO	Joint Field Office
JIC	Joint Information Center
KC	King County (Placemat – Appendix D) Kittitas County (Placemat – Appendix D) Klickitat County (Placemat – Appendix D)
KCOEM	King County Office of Emergency Management (Placemat – Appendix D)
M(#)	Magnitude (#) earthquake
MC	Mason County (Placemat – Appendix D)
MCS	Mass Care Services
NGO	Non-Governmental Organizations
NPREP	Neighborhood Preparedness
NVOAD	National Volunteer Organizations Active in Disasters
OA	Operational Areas
POC	Point of Contact
RAPT	Resilience Analysis and Planning Tool
RV	Recreational Vehicle

Acronym	Term
SC	Spokane County (Placemat – Appendix D)
SCOPE	Spokane County Community Organizations Active in Disaster (Placemat – Appendix D)
SitMan	Situation Manual
SME	Subject-Matter Expert
SPR	Stakeholder Preparedness Review
SSA	State Staging Area (logistics term)
TC	Thurston County (Placemat – Appendix D)
TCEM	Thurston County Emergency Management (Placemat – Appendix D)
THIRA	Threat and Hazard Identification and Risk Assessment
TTX	Tabletop Exercise
USGS	United States Geological Survey
VOAD	Volunteer Organizations Active in Disaster
WA	Washington
WC	Whatcom County (Placemat – Appendix D)
WebEOC	Web Based Emergency Operations Center (Placemat – Appendix D)
WVHS	Wenatchee Valley Humane Society
WW	Walla Walla [County] (Placemat – Appendix D)

Key Term:	Definition:
After Action Meeting (AAM)	A meeting that serves as a forum to review the revised AAR and the draft IP. Participants should seek to reach final consensus on strengths, areas for improvement, draft corrective actions, concrete deadlines, and owners/ assignees for implementation of corrective actions.

Key Term:	Definition:
Access and Functional Needs (AFN)	Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.
Aerial Port(s) of Debarkation (APOD)	An airfield for sustained air movement at which personnel and material are discharged from aircraft. Aerial ports of debarkation normally serve as ports of embarkation (APOE) for return passengers and retrograde cargo shipments.
Community Point of Distribution (CPOD)	A location from which basic material assistance is provided to the public in the form of emergency food and drinking water. The CPOD may also distribute other commodities such as ice, tarps, baby food, etc. A CPOD is not the same as a point of dispensing, which distributes or administers pharmaceuticals.
Federal Staging Area (FSA)	A temporary facility in the vicinity of the affected area at which commodities, equipment, and personnel are received and from which they may be deployed upon State request. Resources at a Federal Staging Area are assigned to the disaster, awaiting tactical assignment. These resources are under the control of the FEMA Region Office, Regional Response Coordination Center, its Incident Management Assistance Team, or the Joint Field Office, and are allocated by FEMA according to specific requests by the affected State.
Hotwash	A facilitated discussion held immediately following an exercise among exercise players from each functional area that is designed to capture feedback about any issues, concerns, or proposed improvements players may have about the exercise. The hot wash is an opportunity for players to voice their opinions on the exercise and their own performance. This facilitated meeting allows players to participate in a self-assessment of the exercise play and provides a general assessment of how the jurisdiction performed in the exercise. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. Evaluators should take notes during the hot wash and include these observations in their analysis.
Interim Operating Facility (IOF)	A site identified in consultation with the state—as a precursor to the establishment of a Joint Field Office (JFO).

Key Term:	Definition:
Incident Staging Base (ISB)	A location near an impacted disaster area at which FEMA mobilizes and pre-positions commodities and other resources in response to, or in anticipation of, a state request for assistance. Resources at an ISB are national-level resources under the control of FEMA's National Response Coordination Center and are available for deployment nationwide. FEMA considers establishing an ISB to be a valid course of action when an incident is foreseen, or for multi-state incidents
Isolated Community	A localized condition restricting the ability to move from place to place, maintain communications, or have access to services or infrastructure. Communities may become isolated due to severe and long-lasting transportation damages. ⁷
Magnitude (earthquake)	The magnitude is a number that characterizes the relative size of an earthquake. Magnitude is based on measurement of the maximum motion recorded by a seismograph. USGS
Shelter (Mass Care)	A facility where government agencies and/or pre-established voluntary organizations process, evaluate, and provide disaster services. Meals and water should be available, as well as basic first aid, pet sheltering (if applicable), sleeping quarters, hygienic support, and basic disaster services (e.g., counseling, financial assistance, and referral). Durable medical equipment, communication aids and other necessary support assistance will be available at these locations as well.
Shelter Demand	The estimated percentage or number of people in a population who will require mass care services in public shelters.
Shelter-in-Place	The use of a structure to temporarily separate individuals from a hazard or threat.
Spontaneous Evacuees	Evacuees who will evacuate regardless of directives by public officials due to perceived risk of danger.
State Staging Area	A temporary facility in the vicinity of the affected area at which commodities and equipment are received and from which they may be deployed. The State Staging Area is the focal point in the supply chain for resources to be delivered from multiple sources to survivors in a community. Resources staged at a State Staging Area may be distributed directly to the point of use or to a County Staging Area or Community Point of Distribution (CPOD). Co-location of state, tribal and/or local jurisdictions will provide a more efficient transfer of ownership. The goal of each staging area, once stocked, is to provide needed resources within 12 hours of receiving a request.

Appendix I: Notes

Use the following section to capture notes during the discussion. Consider noting action items, key takeaways or other issues that require additional coordination.

MAJOR TAKEAWAYS AND RECURRING THEMES

ACTIONS NEEDED/TIMELINES/POCS
