

CITY OF SNOHOMISH CEMP ANNEX

This Annex is a part of the Snohomish County Comprehensive Emergency Management Plan (CEMP) and provides specific information for City of Snohomish.

Promulgation Date:
October 7, 2025

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Contents

- Promulgation..... 4
- 1. Forward 5
 - 1.1 Approval and Implementation..... 5
- 2. Introduction..... 6
 - 2.1 Purpose..... 6
 - 2.2 Scope 6
- 3. Situation 7
 - 3.1 Jurisdiction Profile and Demographics 7
 - 3.2 Hazard Identification and Risk Assessment (HIRA)..... 7
 - 3.3 Economy 12
 - 3.4 Government Structure..... 13
 - 3.5 Operations 13
 - 3.6 Whole Community..... 14
 - 3.7 Planning Assumptions 14
- 4. Organization, Roles, and Responsibilities 15
 - 4.1 Responsibilities and Tasks by Phase 15
 - 4.2 Support Agency Responsibilities and Tasks 28
 - 4.3 Direction, Control, and Coordination 33
- 5. Information Collection, Analysis, and Dissemination..... 36
 - 5.1 Essential Elements of Information..... 37
 - 5.2 Component Analysis 43
- 6. Concept of Operations 46
 - 6.1 Disaster Authorities and Plans..... 46
 - 6.2 Authority to Activate 50
- 7. Administration, Documentation, and Resourcing 59
 - 7.1 Administration 59
 - 7.2 Documentation..... 60
 - 7.3 After-Action Report..... 60
 - 7.4 Resources Assessment Section..... 60
- 8. Annex Development, Training, Exercise, and Maintenance 63
- 9. Authorities, References, and Attachments..... 63
 - 9.1 Authorities 63
 - 9.2 References 64
 - 9.3 Attachments..... 64
- 10. Terms and Definitions 64
- 11. Record of Revision and Exercises 67
- 12. Record of Distribution 68

Promulgation

WHEREAS all people and property within City of Snohomish are at risk to a wide range of natural, technological, and human-caused hazards, and

WHEREAS the Revised Code of Washington and the Washington Administrative Code require a Comprehensive Emergency Management Plan be in place to address local emergency operations; and

WHEREAS, when an incident occurs; local response agencies will use the National Incident Management System (NIMS) to plan, train, exercise and respond in a coordinated manner to protect people and natural resources; and to minimize property damage within the community; and

WHEREAS, this Annex to the Snohomish County Comprehensive Emergency Management Plan (CEMP) coordinates the response of emergency personnel and supporting services of all City of Snohomish agencies in the event of an emergency or disaster and during the aftermath thereof; and

WHEREAS, named organizations have the responsibility to prepare and maintain standard operating procedures and commit to the training and exercises required to support this Annex and the Snohomish County Comprehensive Emergency Management Plan;

WHEREAS, the City Council 2025-26 goals include ensuring and providing for public safety, which includes emergency and disaster preparedness;

NOW, THEREFORE, I the undersigned, by virtue of the power and authority vested in us by the laws of this State do hereby adopt the City of Snohomish Annex to the Snohomish County Comprehensive Emergency Management Plan, dated October 7, 2025. This Annex can be put into action by the undersigned.

IN WITNESS WHEREOF, I have subscribed my signature;



Mayor Linda Redmon

10/07/2025

Date

1. Forward

1.1 Approval and Implementation

The City of Snohomish's CEMP Annex establishes an all-hazards approach to enhance the City of Snohomish's ability to manage emergencies and disasters. It defines how emergency management will be coordinated within the City of Snohomish in order to save lives; protect public health, safety, property, the economy, and the environment; and foster a return to a normal way of life. It does this by:

- Identifying how organizations within the City of Snohomish coordinate to prepare for and mitigate against hazards of all kinds.
- Assigning responsibilities to organizations and individuals during emergencies that exceed the routine capability of any one agency.
- Setting forth lines of authority and organizational relationships.
- Describing how multi-agency actions will be coordinated.
- Identifying personnel, equipment, facilities, supplies, and other resources available within the City of Snohomish or by agreement with other jurisdictions.

This Annex was developed through collaborative efforts of the City of Snohomish's departments, Council, boards, commissions, public safety agencies, and Snohomish County Department of Emergency Management (DEM). This Annex applies to emergency management activities coordinated by City of Snohomish.

This version dated October 7, 2025, supersedes all previous editions.

2. Introduction

2.1 Purpose

This Annex (“Annex”) is an all-hazards annex to the Snohomish County (“County”) Comprehensive Emergency Management Plan (“CEMP”) for the City of Snohomish (“City”). The Annex describes how the City of Snohomish’s preparedness, response, and recovery activities are coordinated. The Annex may be applied to any incident, natural or human caused, that involves the response of multiple departments or agencies outside the scope of normal operations or has the potential to exceed normal capabilities.

The Annex describes how the City of Snohomish:

- Plans, trains, and exercises in preparation for disasters and emergencies.
- Partners with external stakeholders and community members to take an all-hazards, whole community approach to disaster preparedness, mitigation, response, and recovery.
- Identifies and implements mitigation strategies that reduce vulnerability to hazards.
- Establishes and enacts lines of authority and partnerships to execute tasks and responsibilities.
- Clarifies functions and responsibilities of participating and cooperating departments, agencies, municipalities, organizations, and individuals.
- Develops processes to effectively return the City of Snohomish to normal as soon as possible.

2.2 Scope

This Annex coordinates prevention, response, and recovery efforts to disasters and emergencies impacting the incorporated area of City of Snohomish. As an annex to Snohomish County’s CEMP, the Annex also describes the coordination between City of Snohomish and Snohomish County through the Department of Emergency Management (DEM) and the County’s Emergency Operations Center (EOC).

Each department and responsible entity identified in this Annex will use the annex and the County’s CEMP as the basis for development and implementation of plans, policies, procedures, and guides to direct response and recovery in the event of a disaster or emergency to the City of Snohomish.

3. Situation

3.1 Jurisdiction Profile and Demographics

The City of Snohomish is 3.6 square miles and located in the southwest portion of the County (east of Everett, the County seat). The City is bordered on the south by the Snohomish River, on the east by the Pilchuck River, on the west by SR 9 and on the north by US Highway 2. According to the 2024 Snohomish County Growth Monitoring report there are 10,350 residents within the City, approximately 18% are children, and 20% are seniors. Around ¼ of households have a person with one or more disabilities. Over 80% of residents identify as white. The City anticipates by 2044 its population will increase to 12,878 within City limits, plus 1,805 in the UGA. Please see Appendix A: City of Snohomish Profile and Demographics for a detailed profile and demographics for the City.

3.2 Hazard Identification and Risk Assessment (HIRA)

The Snohomish County Hazard Mitigation Plan (HMP) is published separately, and the accompanying risk assessment provides information on potential natural, technological, and human caused hazards throughout the County. The dynamic and cascading variables of a disaster may alter this assessment.

The Hazard Identification and Risk Assessment (HIRA) identifies Snohomish County’s hazards and their potential and estimated consequences (including impacts to residents, buildings and infrastructure, the economy, and the natural environment.) The HIRA identifies those hazards the County is at risk from as the basis for an all-hazards approach to preparedness, mitigation, response, and recovery. The table below is the ranking of the 13 hazards, from highest to lowest, that City of Snohomish faces. For more information on each hazard, please refer to the City of Snohomish’s Annex in the Snohomish County Hazard Mitigation Plan.

Ranked Hazards	Local Description of Exposure and Vulnerability
Dam Failure	<p>The City is located within an identified inundation area of Culmback Dam (managed by Snohomish PUD) and the Tolt River Dam (in King County). Inundation would impact residents and businesses along the Snohomish River, including the City’s Public Works yard. Low vulnerability, due in part to established alert systems, distance from the dams, and training and resources offered by Snohomish PUD and Snohomish County.</p> <p>If jurisdictions upstream or downstream of the City are more severely impacted by dam failure, regional transportation, utilities, and emergency services may be disrupted, limiting access to mutual aid and critical resources. Displaced populations from neighboring areas could strain local shelter capacity and public health systems. Environmental contamination and economic ripple effects may also extend into the City, complicating recovery efforts.</p>

<p>Earthquake & Tsunami</p>	<p>The City of Snohomish sits within the Cascadia Subduction Zone, a seismically active region stretching from British Columbia to Northern California. This fault system has generated powerful earthquakes at least five times over the past 2,000 years, and a future megaquake poses a significant threat to the region. Within the City, all infrastructure is at risk, particularly older buildings such as City Hall and structures in the historic downtown core.</p> <p>In the event of a major earthquake, the City could become isolated due to damage to critical transportation infrastructure, including the SR-2 trestle and Interstate 5. These routes are essential for bringing emergency aid into the area and for evacuating residents. Their loss would create population islands, severely limiting access to resources, medical care, and external support for days or even weeks. The compounded effects of structural damage, transportation disruption, and limited communication capacity underscore the City’s high vulnerability to seismic events and their cascading impacts.</p> <p>Snohomish is located approximately 20 miles inland from Puget Sound when measured by road distance. This places it well east of the coastal areas most vulnerable to direct tsunami impacts, but some areas of Snohomish would be vulnerable to inundation, especially along the Snohomish River and other low-lying zones. Moderate vulnerability exists.</p> <p>If coastal jurisdictions are directly impacted by a tsunami, regional transportation, emergency services, and supply chains may be disrupted, potentially delaying aid and resources to Snohomish. Evacuees from affected areas could increase demand on local shelters and public services. Environmental and economic impacts may extend inland through river systems, affecting low-lying zones within the City.</p>
<p>Cybersecurity</p>	<p>The City is often the recipient of malicious e-mail attempts for phishing. City IT staff continually work to mitigate with updating software, backing up files, and training the other City staff to identify attempts to break into the network. All City infrastructure, including the wastewater treatment plant, water facilities, City Hall, and the Public Works yard, would be at risk. Moderate vulnerability exists.</p> <p>If a cybersecurity breach affects other jurisdictions, regional IT networks and shared systems may be compromised, increasing the risk of intrusion into the City’s infrastructure. Disruption to interagency communication and emergency coordination could delay response efforts. Additionally, attacks on nearby utilities or government systems may indirectly impact City operations and public services.</p>
<p>Hazardous Materials</p>	<p>Due to its proximity to key transportation corridors, the City of Snohomish faces a notable vulnerability to hazardous materials incidents. A major east-west rail line runs along the south bank of the Snohomish River, directly across from the City’s historic downtown and Public Works yard. This active rail corridor regularly transports freight, including potentially hazardous</p>

	<p>substances. Additionally, the City is bordered by two significant highways—SR9 and US Highway 2—which are heavily trafficked by commercial vehicles such as tanker trucks and tractor trailers. The convergence of these transportation routes near densely populated and critical infrastructure areas increases the risk of hazmat-related accidents, spills, or derailments that could impact public safety and environmental health. Moderate vulnerability exists.</p>
<p>Wildfire</p>	<p>Smoke and transportation issues related to wildland fire has previously impacted the City, most recently in the summer of 2022 from the Bolt Creek fire that burned almost 15,000 acres 40 miles to the east. Concerns include public health (from smoke), public safety, transportation, impacts to economic development (loss of business and tourism), water supply/quality, and subsequent landslide risk. Much of the City’s UGA lies in a wildland/urban interface and is at high risk of wildland fire, given the right circumstances (e.g. high winds, low humidity, etc.) High vulnerability and impact exists.</p> <p>If wildfires impact other jurisdictions, regional air quality and transportation systems may deteriorate, increasing public health risks and limiting access to the City. Economic losses from tourism and business disruption may extend into Snohomish, especially if nearby recreational areas are affected. Water supply and quality could also be compromised, and post-fire landslide risks may increase across shared watersheds.</p>
<p>Mass Earth Movement</p>	<p>The City of Snohomish contains several steep slope areas adjacent to roadways, residential neighborhoods, and commercial zones, including areas along the Pilchuck and Snohomish Rivers. While historically considered to have low vulnerability, changing climate conditions—particularly the increase in frequency and intensity of heavy rainfall events—have elevated the risk of mass earth movement.</p> <p>Intense and prolonged precipitation can saturate soils beyond their capacity, triggering unexpected slope failures and landslides. These events pose threats to public safety, property, and infrastructure, especially in areas with older retaining systems or limited drainage. The combination of steep terrain and evolving climate patterns means that vulnerability to landslides and slope movement is increasing. A mass earth movement presents a minor to moderate risk to both water supply and wastewater collection and treatment systems, because it could damage infrastructure both above ground and below..</p> <p>If mass earth movement affects other jurisdictions, regional transportation routes and utility corridors may be disrupted, limiting access to and from the City. Emergency response resources could be diverted or delayed, especially if neighboring areas experience widespread damage. Shared watersheds and river systems may also carry debris or sediment downstream, impacting water quality and increasing flood risk within the City.</p>

<p>Aircraft Accident</p>	<p>To the south of the City lies a privately owned and operated airfield (Harvey Airfield) that is actively used by private aviators and hot air balloonists. It also offers a variety of services for fixed-wing and rotary aircraft, including training and charters. The field is also used by several sky diving companies. Most flight paths to and from the field cross directly over the City, including the Public Works yard. High vulnerability exists.</p> <p>If an aircraft accident occurred outside the City, such as at Paine Field or Boeing, public safety concerns may arise from hazardous materials or airspace disruptions. Impacts to the local workforce could be significant, as many residents are employed at these facilities and emergency response resources may also be strained, particularly if multiple jurisdictions are involved.</p>
<p>Disease Outbreak</p>	<p>The City of Snohomish and its surrounding areas are susceptible to human health hazards, particularly due to their location at the intersection of two major transportation highways—SR 9 and US Highway 2. These corridors facilitate high volumes of regional and interstate travel, increasing exposure to communicable diseases and other public health threats.</p> <p>The COVID-19 pandemic highlighted the vulnerability of communities like Snohomish to widespread health emergencies. It underscored the importance of preparedness, rapid response coordination, and resilient healthcare and communication systems. Challenges such as supply chain disruptions, limited access to medical resources (the City has no hospital or medical center), create moderate risk.</p>
<p>Severe Weather Events</p>	<p>Except for a water main break in 2023 and the COVID-19 pandemic, every emergency incident the City has responded to in the past 20 years were weather related. Flooding, snow, wind, and other severe weather has caused significant property loss, power disruption, and/or transportation disruption in the past.</p> <p>The November 19, 2024 “bomb cyclone” led to power outages, affecting most of the city north of Second Street; downed trees and power lines caused several street closures, a large tree uprooted a water main, the water and wastewater infrastructure was impacted, requiring emergency generator deployment and waterline capping. The Food Bank and Senior Center lost power and City facilities like the Carnegie Building faced evacuation concerns due to power loss during a council meeting.</p> <p>On November 5, 2022, a severe wind and rainstorm caused minor flooding, and downed dozens of trees and powerlines throughout the City, causing more than a 1,000 residents to lose power for more than 72 hours. All infrastructure within the City is at risk of vulnerability, especially older infrastructure.</p> <p>High vulnerability to infrastructure, including roads and power, exists.</p>

<p>Extreme Heat & Drought</p>	<p>The City of Snohomish is increasingly vulnerable to extreme heat events due to a combination of environmental and demographic factors. Numerous urban "heat islands"—areas with dense development, limited tree canopy, and high concentrations of asphalt and concrete—amplify temperatures during heatwaves, posing serious health risks. This is especially concerning given the city's population profile: approximately 18% are children, 20% are seniors, and about one-quarter of households include individuals with one or more disabilities. These groups are particularly susceptible to heat-related illnesses and may face barriers to accessing cooling resources. As climate change drives more frequent and intense heat events, the city's vulnerability is expected to grow.</p> <p>As of 2025, 100% of Snohomish County is affected by drought conditions, with the area experiencing its 6th driest year-to-date in 131 years and a precipitation deficit of over 11 inches. The Washington State Department of Ecology issued a drought emergency declaration for portions of Snohomish County in June 2025, citing water supply shortages and reduced snowpack levels. Smaller communities and agricultural areas—including those near Snohomish—face increased risk. This vulnerability affects not only water availability for residents and businesses but also agriculture, streamflow, and public health, especially during prolonged dry spells. As climate projections indicate continued variability in precipitation and snowpack, vulnerability will increase.</p>
<p>Volcano</p>	<p>The City of Snohomish is exposed to volcanic hazards primarily from Glacier Peak, an active volcano located in eastern Snohomish County, and to a lesser extent from Mount Rainier. Glacier Peak has produced some of the most explosive eruptions in the continental U.S. over the past 15,000 years, generating massive volumes of volcanic ash and lahars—volcanic mudflows—that have historically traveled down river valleys now occupied by farms, homes, and infrastructure. While the City is not in the immediate impact zone, ashfall from a major eruption could affect air quality, transportation, and power systems, while lahars could disrupt regional water systems and downstream communities. Vulnerable populations, including seniors, children, and those with disabilities, may face heightened risks due to limited mobility and access to emergency resources. Buildings and infrastructure, especially older structures, could be impacted by ash accumulation and service disruptions. Moderate vulnerability exists, but much could be mitigated with preparedness measures, education, and identification of evacuation routes.</p> <p>If a major eruption occurs outside Snohomish County but within the region, transportation, air quality, and power systems could be severely disrupted, affecting the City even if it is outside the immediate impact zone. Ashfall may damage infrastructure and contaminate water sources, while vulnerable populations could face heightened health and mobility risks. Economic impacts may also be felt locally, especially if the regional workforce—including City residents employed in affected areas—is displaced or unable to commute.</p>

<p>Active Assailant</p>	<p>The City of Snohomish faces a high vulnerability to active assailant incidents due to a combination of public gathering spaces, demographic factors, and past incidents. Hosting more than two dozen special events annually—including parades, festivals, and races—five of which draw over 2,000 attendees, the City presents multiple soft targets for manmade threats. Snohomish High School, with a student population exceeding 1,600, reflects national trends in rising mental and behavioral health challenges among youth, as noted by the CDC. This concern is underscored by a 2011 stabbing incident on campus involving students. Additionally, the City’s compact downtown, limited ingress/egress routes, and concentration of public facilities increase the complexity of emergency response and evacuation. High vulnerability exists.</p>
<p>Flood</p>	<p>Flooding remains one of the most persistent and high-impact hazards facing the City of Snohomish. Bordered by the Snohomish and Pilchuck Rivers, the City is inherently vulnerable to riverine flooding, particularly during heavy rain events, snowmelt, and La Niña years. While downstream restoration efforts—such as those at Ebey and Union Slough—have helped reduce flood frequency, significant risk remains for residents, businesses, and critical infrastructure, including the City’s Public Works yard. Lincoln Avenue floods when river levels reach 25 feet, and the last major flood in early 2009 saw water levels exceed 33 feet in Snohomish and 24 feet in Monroe, causing over \$1 million in damage. The Snohomish River gauges in Snohomish and Monroe reflect different flood phase thresholds, complicating regional coordination. As climate change increases the intensity and unpredictability of precipitation events, the City’s vulnerability to flood remains high.</p>

3.3 Economy

The City of Snohomish maintains a diverse and evolving economic landscape shaped by its small-town character, regional connectivity, and strategic planning. Major employers include the Snohomish School District (300+ FTEs), large retailers like Fred Meyer, Home Depot, and Safeway, and specialized businesses such as Aero Construction, which may play a critical role in disaster response and infrastructure recovery. The city also hosts businesses who specialize in construction equipment rentals and hazardous materials cleanup.

Despite having nearly 6,000 jobs within city limits, only 8% are held by local residents, with 92% of workers commuting in from surrounding jurisdictions. Conversely, 90% of Snohomish residents commute out for work, reflecting a mismatch between available jobs and resident skillsets—particularly in industries like manufacturing, healthcare, and professional services.

This inflow/outflow also applies City government and operations. Only 26% of the 58 full-time City employees live within or near Snohomish. Of the 74% of employees who commute to Snohomish, 17 utilize the US Highway 2 trestle to get to work. This infrastructure has long been identified by the state and county as being vulnerable to several hazards, including flooding and seismic activity, meaning almost one-third of City employees could have difficulty reporting to work if an earthquake or catastrophic flood occurs after hours (or returning home if it occurs during business hours).

Tourism is a cornerstone of the local economy, anchored by the Historic Business District, which serves as a regional destination for shopping, dining, and seasonal events. The city hosts more than two dozen special events annually, including parades, races, and festivals, with at least five drawing over 2,000 visitors each. These events, along with the city's proximity to Snohomish Valley agritourism, contribute to a robust visitor economy but also present security and emergency management challenges due to crowd density and infrastructure strain.

Refer to APPENDIX B City of Snohomish Economic Development Element 2025 for additional details about the City's economy.

3.4 Government Structure

The City of Snohomish operates under a Mayor-Council, or "strong mayor," form of government. In this structure, the elected Mayor serves as the Chief Executive Officer, with full authority over city operations, administration, and the implementation of policies. The Mayor is responsible for managing city departments and personnel, preparing the budget, and ensuring the effective delivery of services. The City Council functions as the legislative body, responsible for enacting ordinances, setting policy direction, and representing the interests of the community. The Council consists of seven members elected by City of Snohomish residents and meets on the first and third Tuesdays of each month.

The City of Snohomish administration has one City Administrator, one City Clerk, five department directors (Finance, Planning & Development Services, Community Engagement, Human Resources, and Public Works), three managers (Information Services, Public Works Utilities and Public Works Operations), and one City Engineer. Each department director oversees two to 30 general staff. See APPENDIX E 2025 City of Snohomish Organization Chart by Position.

General staff falls into two categories, represented (union) and unrepresented.

3.5 Operations

The City of Snohomish utilizes a scalable and flexible emergency management structure centered around the Department Operations Center (DOC) model. The City of Snohomish DOC would be located at the CSO Building. For most small to moderate incidents—such as localized flooding, windstorms, or infrastructure disruptions—the DOC would be activated to coordinate response efforts across City departments, primarily led by Public Works, with support from other departments and partner agencies as needed.

In the event of a large-scale or catastrophic incident, the City's Chief Executive Officer or their designee may request activation of the Snohomish County Emergency Operations Center (EOC) through its Interlocal Agreement (ILA) with the Department of Emergency Management (DEM). This allows for broader coordination with county, state, and federal partners.

The City is also prepared to operate under Unified or Incident Command, particularly in collaboration with Snohomish Fire District #4 and the Snohomish Police Department. On-scene incident management is led by the department with jurisdiction—typically fire or law enforcement—while the DOC supports strategic coordination of operations, resource allocation, public information, and interagency communication for the City.

This structure ensures that the City can respond effectively to a wide range of emergencies, maintain continuity of operations, and scale its response based on the severity and complexity of the incident.

3.6 Whole Community

The whole community approach to emergency management refers to a commitment to incorporating participation and input from partners in the private and nonprofit sectors, including nongovernmental organizations and the public into emergency preparedness activities. The importance of the whole community in emergency management planning is that individuals, families, businesses, government, nonprofit and faith-based organizations come together to prepare for disasters and represent the needs of their respective communities. This includes those with limited English proficiency, access and functional needs, aging populations, children, and those from culturally diverse backgrounds. This Annex endeavors to engage the whole community during the planning process.

Whole community also includes a determination of the best ways to organize and strengthen resources, capacities, and interests. Engaging in whole community emergency management planning builds a more effective path to societal security and resilience. This Annex supports the following whole community principles:

- Understand and meet the needs of the entire community, including people with disabilities and those with other access and functional needs.
- Engage and empower all parts of the community to assist in all phases of the disaster cycle, including those who do not speak English as a primary or native language.
- Strengthen activities that work well daily to be leveraged in a disaster response.

In keeping with the whole community approach, this Annex was developed with the guidance of the City's Community Navigator, who provides representation of our most vulnerable communities, and representatives from City/County departments, law enforcement, fire services, emergency management, the access and functional needs communities, and various other stakeholders.

3.7 Planning Assumptions

The following assumptions apply to this Annex:

- Local authorities maintain operational control and responsibility for emergency management activities within their jurisdiction, unless otherwise superseded by statute or delegation of authority.
- Some emergencies or disasters will occur with enough warning that appropriate notification can be achieved to ensure some level of preparation. Other situations will occur with no advanced warning.
- Priority of response and recovery will be to protect life, property, the environment, and the economy.
- An incident may overwhelm the capabilities of the jurisdiction or the County to provide prompt and effective emergency response and recovery.

- If the situation is beyond the response or recovery capabilities of the jurisdiction or county department, then the jurisdiction, county department, or outside agency will request activation of the County's Emergency Operations Center (EOC) who, as available and appropriate, will coordinate with other city, town, tribal, county, State, and Federal emergency management agencies and responders.
- Response and recovery are best coordinated at the lowest level of government.
- Infrastructure damage after a major disaster could cut parts of the county off from assistance. County residents, businesses, and industries need to be prepared to be self-sufficient following a disaster for a minimum of fourteen days.
- Communications systems may be overloaded and/or suffer physical disruption from incident damage and/or loss of staff.
- Emergency personnel may be casualties of the incident, preventing them from performing their assigned emergency duties.
- Separate or cascading incidents may complicate response and recovery operations.
- Survivors may be in life-threatening situations requiring immediate rescue and medical care. Resources for these rescues may not be available.
- Damage to lifeline infrastructure such as roads, rail, air transportation facilities, ports, seaport terminals, communications systems, and utilities (water, power, gas) may hinder emergency response efforts, as well as impact normal distribution of public/private resources (food, fuel, water, etc.).
- The County may be unable to satisfy all emergency resource requests during an emergency or disaster. The arrival of state and/or federal assistance may be delayed dependent upon the magnitude of the disaster.
- Emergency management activities are accomplished using the National Incident Management System (NIMS).
- Before requesting EOC resources, normal operational and mutual aid requests must be exhausted or are forecasted to be exhausted.
- The Annex and activities will align with State and Federal plans unless they inhibit the response and recovery efforts of activities at the local level.
- Department and agency supporting plans and procedures are updated and maintained by responsible parties but align with this Annex.
- The Annex may not cover all aspects of every disaster but provides a framework response to all hazards.
- Vulnerable populations (including but not limited to those who may have special health or medical conditions, disabilities, access and functional needs, limited English proficiency, children, or those that may be experiencing homelessness) have unique needs and may require additional assistance before, during, and after disaster.
- Mitigation activities conducted prior to an emergency or disaster may reduce loss of life, injuries, and damage.

4. Organization, Roles, and Responsibilities

4.1 Responsibilities and Tasks by Phase

[NOTE: The responsibilities listed for the Emergency Operations Center reflect the duties that would be expected of the following positions if they were activated and assigned to report to the Snohomish County EOC.]

Phase of Emergency Management	City of Snohomish Mayor (Chief Elected Official)
Preparedness	<ul style="list-style-type: none"> • Promulgate CEMP Annex. • Allocate resources for preparedness efforts including planning, training, and equipment. • Serve as the Agency Administrator for Incident or Unified Command.
Response	<ul style="list-style-type: none"> • Proclaim local emergency. • Provide visible leadership to the community. • Participate in press conferences and media opportunities. • Request assistance from Snohomish County DEM, if necessary. • Execute emergency activities authorized by City Code. • Carry out the duties of the Office of the Mayor. • Maintain continuity of government. • Ensure staff and responders have adequate resources and equipment for response. • Represent the City in Unified Command or authorize someone to serve in this capacity. • Attend initial incident assessment briefing and provide information, guidance, and direction – including priorities and constraints. • In Unified Command, ensure a common understanding between the City and incident leadership regarding such things as the environmental, social, political, economic, and cultural issues relevant to the incident and its location. • Request activation of, attend, or assign designee to, the Countywide Policy Group, to discuss multi-jurisdictional coordination of policy changes during a disaster that require broad input and coordination.
Recovery	<ul style="list-style-type: none"> • Allocate resources for organizational and community recovery efforts. • Ensure a thorough After-Action Review is conducted and make any necessary policy, staffing, training, or funding adjustments.
County Emergency Operations Center	<ul style="list-style-type: none"> • Provide policy direction for the City. • Ensure unified messaging. • Participate in the MAC and/or Countywide Policy Group.
Phase of Emergency Management	City of Snohomish Council
Preparedness	<ul style="list-style-type: none"> • Participate in training related to emergency response, recovery, or emergency operations. • Understand policy role.
Response	<ul style="list-style-type: none"> • Adopt ordinances related to emergencies and funding. • Appropriate emergency funds to meet community needs. • Maintain continuity of government.

Recovery	<ul style="list-style-type: none"> • Provide policy guidance for recovery efforts. • Allocation of resources to support response and recovery efforts, including emergency funding, use of city buildings and equipment, staffing authorizations, and coordination with external agencies.
County Emergency Operations Center	<ul style="list-style-type: none"> • Provide policy direction for carrying out emergency activities authorized by City Code. • Ensure unified messaging.
Phase of Emergency Management	City of Snohomish Emergency Management Coordinator
Preparedness	<ul style="list-style-type: none"> • Updating the CEMP Annex. • Develop emergency evacuation plans for municipal building. • Coordinate emergency management program. • Participate in training related to emergency response, recovery, or emergency operations. • Communicate training needs of the jurisdiction to Snohomish County DEM for inclusion in the countywide Integrated Preparedness Plan. • Attend DEM quarterly EOC trainings to maintain EOC skills.
Response	<ul style="list-style-type: none"> • Provide communication coordination for response agencies during a disaster. • Warn the public of impending disasters and provide adequate instructions before, during, and after an emergency. • Assist the Chief Elected Official with public information in coordination with the Joint Information System during response.
Recovery	<ul style="list-style-type: none"> • Act as point of contact for requesting disaster assistance, other than mutual aid, from other governmental agencies. • Collect damage assessments, incident reports, or other disaster analysis reports as necessary. • Coordinate and/or participate in a thorough After-Action Review. • Submit damage assessment information to DEM for potential public and individual assistance programs.
County Emergency Operations Center	<ul style="list-style-type: none"> • Coordinate facilities, staff, and equipment availability and use. • Coordinate with the Snohomish County EOC.
Phase of Emergency Management	City of Snohomish Public Information Officer
Preparedness	<ul style="list-style-type: none"> • Develop and maintain public information plans and protocols. • Build relationships with media, community partners, and stakeholders. • Participate in training, exercises, and planning meetings. • Create templates and pre-scripted messages for potential incidents. • Educate the public on hazards, preparedness actions, and emergency procedures. • Coordinate with other agencies to ensure consistent messaging.

<p>Response</p>	<ul style="list-style-type: none"> • Serve as the official spokesperson for the jurisdiction or agency. • Disseminate timely, accurate, and accessible information to the public and media. • Monitor media and social media for misinformation and public sentiment. • Coordinate with any activated Joint Information Center (JIC) and the County’s Joint Information System (JIS). • Ensure messages are culturally and linguistically appropriate. • Support rumor control and clarify evolving situations.
<p>Recovery</p>	<ul style="list-style-type: none"> • Provide updates on recovery efforts, resources, and assistance programs. • Communicate timelines and expectations for restoration of services. • Share stories of resilience and community support. • Continue coordination with media and stakeholders. • Evaluate communication efforts and incorporate lessons learned. • Support long-term public engagement and trust-building.
<p>County Emergency Operations Center</p>	<ul style="list-style-type: none"> • Operate within the EOC or remotely, depending on the incident and structure. • Coordinate with the Incident Commander and other EOC staff to ensure message accuracy. • Liaise with external agencies, the County JIS, and any activated JICs for unified messaging. • Maintain situational awareness to inform public messaging. • Document communications and media inquiries for after-action review. • Ensure information flow between the EOC and the public is consistent and timely.
<p>Phase of Emergency Management</p>	<p>City of Snohomish Treasurer</p>
<p>Preparedness</p>	<ul style="list-style-type: none"> • Be familiar with emergency proclamation process. • Participate in continuity of operations planning, especially for financial systems. • Identify essential financial functions and develop procedures for maintaining them during emergencies. • Ensure access to emergency funds and establish protocols for emergency purchasing. • Coordinate with other departments to understand financial needs during disasters. • Train on emergency financial procedures and participate in exercises.
<p>Response</p>	<ul style="list-style-type: none"> • Ensure disaster-related expenditures are made in accordance with applicable laws, regulations, and accounting procedures. • Support emergency procurement and payment processes. • Ensure continuity of payroll and other critical financial operations. • Advise leadership on financial implications of response decisions. • Coordinate with finance/admin section in the EOC or DOC if activated.

<p>Recovery</p>	<ul style="list-style-type: none"> • Participate in potential public and individual assistance programs in coordination with the County. • Lead efforts to compile and submit documentation for disaster cost recovery (e.g., FEMA Public Assistance). • Reconcile emergency expenditures and ensure proper accounting. • Assist with budget adjustments and financial planning for recovery projects. • Provide financial reports to leadership and stakeholders. • Support grant management and compliance for recovery funding.
<p>County Emergency Operations Center</p>	<ul style="list-style-type: none"> • Serve as a member of the Finance/Admin Section, if activated. • Provide real-time financial guidance to the Incident Commander and EOC leadership. • Ensure financial documentation is collected and organized during the incident. • Coordinate with external agencies on funding and reimbursement processes. • Maintain situational awareness of financial impacts and resource needs.
<p>Phase of Emergency Management</p>	<p>City of Snohomish Clerk</p>
<p>Preparedness</p>	<ul style="list-style-type: none"> • Be familiar with emergency proclamation process. • Ensure records management policies include provisions for emergencies. • Help staff identify essential records and develop procedures for their protection and recovery. • Participate in continuity of operations planning, especially for public records access. • Train on emergency documentation procedures and participate in exercises. • Coordinate with IT and legal teams to ensure secure and compliant recordkeeping systems.
<p>Response</p>	<ul style="list-style-type: none"> • Maintain accurate and timely documentation of emergency actions and decisions. • Ensure public records requests are managed appropriately, even during emergencies. • Assist with the issuance of emergency proclamations, orders, and public notices. • Coordinate with legal counsel to ensure compliance with public records laws.
<p>Recovery</p>	<ul style="list-style-type: none"> • Organize and archive records related to the incident for future reference and audits. • Respond to public records requests related to the emergency. • Support after-action reporting and documentation efforts.

	<ul style="list-style-type: none"> • Assist in the restoration of records systems and services disrupted by the incident. • Evaluate records management performance and update procedures as needed.
County Emergency Operations Center	<ul style="list-style-type: none"> • Serve as a documentation and records management resource within the EOC. • Record official decisions, actions, and communications for legal and historical purposes. • Coordinate with the Planning Section to ensure proper documentation of incident activities. • Support transparency and accountability through accurate recordkeeping. • Ensure compliance with public records laws and retention schedules during the incident.
Phase of Emergency Management	City of Snohomish Human Resources Director & Risk Manager
Preparedness	<ul style="list-style-type: none"> • Prepare and plan for the risks or hazards identified in the Hazard Mitigation Plan, in coordination with department directors that may impact personnel needs and the city’s continuity of operations. • Oversee the management of any volunteers or volunteer service programs in coordination with staff and directors, who directly supervise the volunteers and/or volunteer services. • Understand federal, state, and local reporting requirements (e.g. OSHA, COBRA, WARN, LNI, WISHA, AWC, WCIA etc.) related to personnel and risk management. • Work with insurance carriers to reduce risk and liability to the city, as well as ensure compliance with requirements.
Response	<ul style="list-style-type: none"> • Ensure response by staff is in accordance to city personnel policies and the Collective Bargaining Agreement, as well as state and federal law, in coordination with management and department directors. • Coordinate with directors and management to ensure all departments can meet staffing needs and ensure adequate personnel are available. • Ensure internal communication to employees about the emergency, response, recovery efforts and changes to work arrangements. • Coordinate with insurance carriers and between departments/management to ensure compliance with claim management and related requests/requirements.
Recovery	<ul style="list-style-type: none"> • Communicate with personnel about employee assistance programs and resources available to employees affected by emergencies and/or disasters. • Oversee recruitment and hiring for any temporary or permanent staff to support recovery efforts. • Manage employee benefits, ensuring employees have access to necessary support and resources.

County Emergency Operations Center	<ul style="list-style-type: none"> • Deploy a representative of the department to the EOC during large-scale and/or long-term response/recovery efforts. • Provide all the functions listed above to City personnel and policy leaders.
Phase of Emergency Management	City of Snohomish Attorney
Preparedness	<ul style="list-style-type: none"> • Provide legal advice. • Ensure legal compliance. • Contract review and negotiation. • Identify and mitigate legal risks.
Response	<ul style="list-style-type: none"> • Provide legal counsel on matters that arise to staff, leadership, and the Chief Elected Officer. • Representation of the City in legal matters. • Prosecution of offenses related to emergency orders. • Coordination with other legal professionals and agencies under unified command. • Ensure the city's legal operations can continue even during a disaster, including planning for continuity of judicial operations. • Review and approve emergency orders and declarations/proclamations.
Recovery	<ul style="list-style-type: none"> • Support disaster recovery efforts and provide legal counsel and advice.
County Emergency Operations Center	<ul style="list-style-type: none"> • Provide all the functions listed above to City personnel and policy leaders.
Phase of Emergency Management	City of Snohomish Public Works – Utilities
Preparedness	<ul style="list-style-type: none"> • Develop Standard Operating Procedures (SOP) for standing up and managing Department of Operations Center (DOC).
Response	<ul style="list-style-type: none"> • Provide information on current utility infrastructure conditions. • Coordinate debris removal or disposal. • Keep storm, sewer, and water systems sanitary and operational. • Provide equipment and operators to assist in emergency situations. • Collect damage assessment information.
Recovery	<ul style="list-style-type: none"> • Restoring essential services such as water, wastewater, and transportation systems • Assessing and repairing damage to public infrastructure • Coordinating with external utility providers • Assist with clearing debris to reopen roads • Supporting operational objectives through resource mobilization and status reporting

<p>County Emergency Operations Center</p>	<ul style="list-style-type: none"> • Assess and report damage to water, wastewater, and stormwater systems. • Coordinate restoration efforts for disrupted utility services, including working with external providers. • Support resource requests and logistics for field crews and emergency operations. • Provide situational updates to the Planning Section and contribute to status reports and Incident Action Plans (IAPs). • Prioritize infrastructure repairs and debris clearance to restore access and functionality. • Track utility-related resources and ensure accurate documentation for recovery and reimbursement.
<p>Phase of Emergency Management</p>	<p>City of Snohomish Public Works – Engineering</p>
<p>Preparedness</p>	<ul style="list-style-type: none"> • Develops and maintains infrastructure plans such as the Transportation Master Plan, Stormwater Comp Plan, and Water and Sewer System Comp Plans, which are foundational for hazard mitigation. • Ensures new development complies with erosion control, stormwater, and building standards to reduce vulnerability to disasters. • Participates in planning for critical infrastructure resilience, including lift stations, water distribution, and road systems.
<p>Response</p>	<ul style="list-style-type: none"> • Supports damage assessment of public infrastructure (roads, bridges, utilities). • Provides technical expertise to guide emergency repairs and ensure safety standards are met. • Coordinates with Public Works and Utilities to prioritize restoration of essential services.
<p>Recovery</p>	<ul style="list-style-type: none"> • Leads or supports infrastructure reconstruction, permitting, and inspection. • Advises on redevelopment strategies that incorporate hazard mitigation and climate adaptation. • Assists in documenting damage and preparing materials for state and federal reimbursement.
<p>Emergency Operations Center</p>	<ul style="list-style-type: none"> • Serve in the Planning or Operations Section, providing technical assessments, mapping, and infrastructure status updates. • Help develop the Incident Action Plan (IAP) and support coordination with external agencies (e.g., WSDOT, utility providers). • Contribute to resource tracking, logistics planning, and situational awareness for decision-makers.
<p>Phase of Emergency Management</p>	<p>City of Snohomish Public Works – Parks & Facilities</p>
<p>Preparedness</p>	<ul style="list-style-type: none"> • Assist in the development plans for emergency sheltering and/or feeding in parks and/or city facilities during and/or following a disaster.

Response	<ul style="list-style-type: none"> • Provide support to Public Works for debris removal, traffic control, road closures and perimeter control.
Recovery	<ul style="list-style-type: none"> • Inspect and document damage to parks, trails, recreational facilities, and open spaces. • Support Public Works in clearing debris from public areas to restore safe access. • Coordinate repairs to park infrastructure, including playgrounds, restrooms, shelters, and signage. • Provide open spaces for temporary shelters, staging areas, or community resource centers. • Assist in disseminating recovery information through signage, bulletin boards, and public engagement. • Reopen parks and trails to support community well-being and provide safe spaces for recreation and recovery.
Emergency Operations Center	<ul style="list-style-type: none"> • Coordinate the use of City parks and facilities for staging areas during disaster response.
Phase of Emergency Management	City of Snohomish Public Works – Streets & Traffic Control
Preparedness	<ul style="list-style-type: none"> • Assist in the development plans for emergency sheltering and/or feeding in the parks and/or city facilities during and/or following a disaster.
Response	<ul style="list-style-type: none"> • Provide support to Public Works for debris removal, traffic control, road closures and perimeter control.
Recovery	<ul style="list-style-type: none"> • Clearing debris from roadways to restore emergency access and public mobility. • Assessing and repairing damage to streets, sidewalks, signage, and traffic control systems. • Supporting detour planning and traffic control, especially during evacuations or utility restoration. • Coordinating with Public Works and Engineering to prioritize road repairs and infrastructure stabilization. • Providing equipment and personnel for field operations, staging, and logistics. • Documenting damage and work completed for recovery reporting and reimbursement.
Emergency Operations Center	<ul style="list-style-type: none"> • Coordinate the use of city parks and facilities for staging areas during disaster response.
Phase of Emergency Management	City of Snohomish Information Technology

Preparedness	<ul style="list-style-type: none"> • Identify the activities, resources, and procedures to carry out processing requirements during prolonged interruptions to normal operations. • Identify hazards and work to mitigate. • Maintain and test network infrastructure, data backups, and redundant systems to ensure operational continuity. • Support emergency communication platforms (e.g., TextMyGov, GIS mapping tools, internal messaging systems). • Ensure staff have access to necessary hardware, software, and permissions for emergency operations.
Response	<ul style="list-style-type: none"> • Provide technical support to the Department Operations Center (DOC) and field teams. • Ensure connectivity and uptime for critical systems, including email, phones, and cloud-based tools. • Troubleshoot and resolve system outages or cyber disruptions that may occur during the incident.
Recovery	<ul style="list-style-type: none"> • Assist in data recovery, system restoration, and documentation of IT-related impacts. • Support reimbursement documentation for damaged or replaced technology assets. • Evaluate and implement resilience improvements based on lessons learned.
Emergency Operations Center	<ul style="list-style-type: none"> • No responsibilities or tasks assigned.
Phase of Emergency Management	City of Snohomish Planning and Development Services
Preparedness	<ul style="list-style-type: none"> • Ensures that development aligns with hazard mitigation strategies, such as avoiding flood-prone areas or enforcing building codes that improve seismic resilience. • Building Code Enforcement that meet safety standards and reduce vulnerability to disasters. • Support public education efforts about safe development practices and hazard awareness.
Response	<ul style="list-style-type: none"> • Assist in evaluating structural damage to buildings and infrastructure. • Maintain geographic data that can be critical for situational awareness during emergencies.
Recovery	<ul style="list-style-type: none"> • Help streamline the permitting process to help residents and businesses recover quickly. • Planning for rebuilding strategies that incorporate resilience and sustainability.
Emergency Operations Center	<ul style="list-style-type: none"> • Provide technical expertise on land use and infrastructure. • Coordinate with other departments on recovery planning. • Support logistics and resource allocation related to development and rebuilding.

Phase of Emergency Management	City of Snohomish Economic Development Coordinator
Preparedness	<ul style="list-style-type: none"> • Collaborates with local businesses to develop resiliency and continuity of operations plans (COOP). • Maintains relationships with key economic stakeholders, including chambers, nonprofits, and tourism groups. • Supports risk communication and preparedness outreach to business owners and event organizers.
Response	<ul style="list-style-type: none"> • Serves as a liaison between the City and the business community to assess immediate impacts. • Helps coordinate resource distribution to affected businesses (e.g., generators, signage, access routes). • Supports the Joint Information Center (JIC) with messaging tailored to economic and tourism audiences. • Work with state and federal agencies during response and recovery to fill unmet needs of the business and private sectors.
Recovery	<ul style="list-style-type: none"> • Assists in damage assessments for commercial areas and tourism assets. • Connects businesses with state and federal recovery programs, including SBA loans and grants. • Supports economic impact documentation for reimbursement and future mitigation planning. • Helps prioritize reopening of key commercial corridors and tourism destinations.
Emergency Operations Center	<ul style="list-style-type: none"> • May serve in the Planning or Liaison Section, providing real-time updates on business impacts and recovery needs.
Phase of Emergency Management	City of Snohomish Community Navigator
Preparedness	<ul style="list-style-type: none"> • Provide resources and training for non-profits to ensure resiliency. • Provide resources and training for residents to ensure personal preparedness. • Builds relationships with community organizations, service providers, and residents to identify needs and barriers. • Helps develop inclusive emergency plans that consider language access, mobility, and cultural sensitivity. • Supports outreach and education efforts to ensure underserved populations understand risks and resources.
Response	<ul style="list-style-type: none"> • Coordinate with the Community Organizations Active in Disaster (COAD) for the provision of basic human needs such as temporary housing, clothing, household food, etc. • Work with state and federal agencies during response and recovery to fill community unmet needs. • Assists in identifying and locating individuals who may need extra support during evacuations or sheltering.

	<ul style="list-style-type: none"> • Coordinates with the DOC and public safety partners to relay real-time needs from the community. • Helps disseminate emergency information in accessible formats and languages.
Recovery	<ul style="list-style-type: none"> • Connects residents with recovery resources such as housing assistance, food, medical care, and financial aid. • Supports the reactivation of community services and facilities. • Documents unmet needs and helps shape long-term recovery strategies that promote equity and resilience. • Coordinate for the provision of disaster mental health services following disaster response and into disaster recovery.
Emergency Operations Center	<ul style="list-style-type: none"> • May serve in the Mass Care and Social Services Unit (ESF 6) or as a Liaison Officer, ensuring that community voices are represented in decision-making.
Phase of Emergency Management	Snohomish Police Department
Preparedness	<p>[NOTE: The Snohomish Police Department, through a contract for police services from the Snohomish County Sheriff’s Office, provides law enforcement services for City of Snohomish.]</p> <ul style="list-style-type: none"> • Participate in training related to emergency response, recovery, or emergency operations. • Attend in-person County EOC quarterly trainings. • Supports development of evacuation routes, traffic control plans, and security protocols for special events and critical infrastructure. • Maintains readiness for rapid deployment and mutual aid coordination.
Response	<ul style="list-style-type: none"> • Provide command and control for law enforcement field operations through established Incident Command Posts. • Provide guidance for emergency traffic control. • Direct or support evacuation efforts as appropriate. Coordinate with other government agencies as appropriate. • Provide investigative support to the Snohomish County Medical Examiner for identification of the deceased. • Provide support in the dissemination of emergency warning information to the public. • Provide support to the Emergency Management Coordinator in the dissemination of emergency warning information to the public. • Provide support to other departments in traffic control, emergency warnings, road closure and protection of property as appropriate. • Provide initial jurisdiction-wide damage observation as appropriate, including, the observation of department facilities, as well as ongoing assessments as necessary. • Coordinate with other County ESFs to ensure a comprehensive response.

<p>Recovery</p>	<ul style="list-style-type: none"> • Assists in damage assessment, especially in areas impacted by criminal activity, civil unrest, or infrastructure failure. • Supports reopening of public spaces and restoration of normal operations. • Helps document incidents for legal, insurance, and reimbursement purposes. • Participate in long-term recovery operations within the service area as warranted.
<p>Emergency Operations Center</p>	<ul style="list-style-type: none"> • Serves in the Operations Section or as part of Command Staff, providing real-time updates on law enforcement activities. • Coordinates with the Public Information Officer (PIO) to share safety messages and updates. • Provide support and coordination, if possible, to the County EOC for the appropriate ESF role.
<p>Phase of Emergency Management</p>	<p>Snohomish Fire District 4</p>
<p>Preparedness</p>	<p>[NOTE: Snohomish Fire District 4 provides fire services, fire suppression services, and emergency medical services, for the protection of life and property RCW 52.02.020(1) in the City of Snohomish]</p> <ul style="list-style-type: none"> • Participate in training related to emergency response, recovery, or emergency operations. • Attend in-person County EOC quarterly trainings. • Supports development of evacuation plans, shelter operations, and hazard-specific protocols (e.g., fire, HAZMAT, medical emergencies). • Maintains readiness for rapid deployment and mutual aid coordination.
<p>Response</p>	<ul style="list-style-type: none"> • Provide command and control for fire/hazmat field operations for emergency incidents using the Incident Command System. • Provide wildfire and structural fire suppression services. • Provide hazardous materials incident command. • Provide hazardous materials response operations up to the level trained, which may include containment, diking, diverting, entry denial, and evacuation operations. Coordinate with other government agencies as appropriate. • Provide light and heavy rescue response. Coordinate with other government agencies as appropriate. • Provide water rescue response. Coordinate with other government agencies as appropriate. • Provide emergency medical services. When necessary and resources are available, coordinate the establishment of first aid stations, temporary medical treatment facilities and morgues within the jurisdiction. Coordinate transportation to hospitals. • Direct or support evacuation efforts as appropriate.

	<ul style="list-style-type: none"> • Provide support to the Emergency Management Coordinator in the dissemination of emergency warning information to the public. • Provide support to other departments in traffic control, emergency warnings, road closure and protection of property as appropriate. • Provide initial jurisdiction-wide damage observation as appropriate, including, the observation of department facilities, as well as ongoing assessments as necessary. • Coordinate with other County ESFs to ensure a comprehensive response.
Recovery	<ul style="list-style-type: none"> • Participate in long-term recovery operations within the City of Snohomish as warranted.
Emergency Operations Center	<ul style="list-style-type: none"> • Provide appropriate staffing to local/own jurisdiction DOCs (when stood up) and coordinate directly with the County EOC/DEM Duty Officer.

4.2 Support Agency Responsibilities and Tasks

Support Agency	Roles and Responsibilities
Local	
Business Associations (EASC, Chamber of Commerce, HDSA)	<p>Purpose Statement: Support economic recovery and coordinate with local businesses on continuity and reopening.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Share impact assessments and recovery needs from the business community. 2. Assist with communication, resource coordination, and reopening strategies.
Snohomish County Boys and Girls Club	<p>Purpose Statement: Support youth and families during emergencies by providing safe spaces and community outreach.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Offer facilities for sheltering or resource distribution. 2. Assist with youth engagement and family support services.

<p>Sno-Isle Library</p>	<p>Purpose Statement: Serve as a trusted community hub for information, internet access, and public engagement during recovery.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Provide space for community meetings or resource centers. 2. Support public information dissemination and digital access.
<p>Snohomish Senior Center</p>	<p>Purpose Statement: Support older adults during emergencies through outreach, wellness checks, and access to services.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Assist with identifying and supporting vulnerable seniors. 2. Provide space or coordination for recovery services.
<p>Snohomish Food Bank</p>	<p>Purpose Statement: Ensure food security for residents impacted by emergencies and support resource distribution.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Distribute food and supplies to affected households. 2. Coordinate with DOC and volunteers for logistics and outreach.
<p>Snohomish Faith-Based Organizations</p>	<p>Purpose Statement: Contribute to disaster response and planning by providing essential services and trusted leadership to reach vulnerable populations, particularly in the immediate aftermath of a disaster when emotional support is crucial.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Helping to identify natural “points of distributions” within the City. 2. Leveraging networks and leadership to reach vulnerable populations during and after an emergency. 3. Collaborating to strengthen community resiliency. 4. Participating in training, drills, and exercises to ensure community preparedness. 5. Assisting with the coordination of volunteers, donations and resources during disaster recovery. 6. Working alongside the City and other agencies to assess needs and identify gaps in response efforts.
<p>County</p>	

<p>Snohomish Public Utility District (PUD)</p>	<p>Purpose Statement: Ensure continuity and restoration of electrical services and coordinate utility-related emergency response.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Restore power to critical infrastructure and community facilities. 2. Provide outage maps and updates to the DOC and public.
<p>Snohomish County Department of Emergency Management</p>	<p>Purpose Statement: Be leaders and integral partners in all five phases of emergency management: prevention, mitigation, preparedness, response, and recovery) and support efficient, reliable, and integrated 911 service in order to enhance the resilience of Snohomish County.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Provide 24/7 Duty Officer support for emergency management related requests. 2. Provide PIO assistance in developing coordinated messaging and alert and warning. 3. Provide DEM resources such as, MITRU or other incident support trailers, generators, as requested and available. 4. Coordinate countywide emergency management training and exercise needs through the Integrated Preparedness Plan. Host requested trainings and exercises. 5. Participate in countywide and state level planning efforts. 6. Assist partners in the development of disaster-related plans including CEMP and HMP Annexes, COOP/COG, and EOC plans. 7. Maintain emergency management plans including the CEMP, HMP, and Disaster Recovery Framework. 8. Provide EOC and technical support. 9. Activate and manage the County EOC in response to disasters, including the JIC if required. 10. Coordinate resource requests to county, state, and federal agencies. Deploy liaisons to local EOCs as appropriate and available. 11. Coordinate Individual Assistance and/or Public Assistance requests with Washington State and FEMA. 12. Provide public information, education, and outreach on emergency preparedness. 13. Coordinate the dissemination of public alerts and warnings. 14. Provide radio and communications support and Auxiliary Communications Services volunteers. 15. Coordinate disaster recovery activities.
<p>Community Transit</p>	<p>Purpose Statement:</p>

	<p>Community Transit provides essential public transportation services that support mobility, access to critical resources, and continuity of operations for residents and workers in Snohomish County.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Maintain transit operations to support essential travel, including access to medical care, shelters, and emergency services. 2. Coordinate with emergency management agencies to adjust routes, schedules, and capacity based on incident needs and public safety priorities. 3. Support evacuation operations by providing buses and drivers for transporting individuals from impacted areas to safe locations. 4. Communicate service status and emergency transit information to the public and emergency partners. 5. Assist in transporting emergency personnel and supplies if requested by the City of Snohomish or Snohomish County DEM. 6. Monitor and report operational status of transit infrastructure (e.g., bus depots, fueling stations, communication systems).
<p>Snohomish County Public Works</p>	<p>Purpose Statement: Support regional infrastructure recovery and coordinate with City Public Works on shared systems and resources.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Assist with debris removal and road restoration. 2. Provide equipment or personnel support as needed.
<p>Snohomish County Department of Health</p>	<p>Purpose Statement: Coordinate public health surveillance and disease control during emergencies.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Support mass care operations with sanitation and health inspections. 2. Provide guidance on environmental health hazards and contamination risks. 3. Assist with public messaging related to health and safety.
<p>Puget Sound Energy</p>	<p>Purpose Statement: Ensure continuity and restoration of electrical services and coordinate utility-related emergency response.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Restore power to critical infrastructure and community facilities. 2. Provide outage maps and updates to the DOC and public.

<p>Republic Services</p>	<p>Purpose Statement: Support debris removal and solid waste management during response and recovery.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Coordinate with Public Works to prioritize access routes and disposal sites. 2. Provide additional containers and hauling capacity as needed. 3. Assist in post-disaster cleanup and restoration of waste services.
<p>State/Regional</p>	
<p>Washington State Department of Health</p>	<p>Purpose Statement: Ensure public health standards are maintained, particularly regarding water quality and sanitation.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Provide guidance on water safety and boil advisories. 2. Support health-related assessments and recovery planning.
<p>Washington State Department of Ecology</p>	<p>Purpose Statement: Oversee environmental protection and wastewater system compliance during and after emergencies.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Advise on wastewater treatment plant (WWTP) operations and spill response. 2. Support environmental impact assessments and reporting.
<p>Washington State Department of Fish & Wildlife</p>	<p>Purpose Statement: Protect aquatic and wildlife resources impacted by infrastructure damage or environmental hazards.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Assess impacts to local habitats and waterways. 2. Coordinate with WWTP and stormwater teams on mitigation.
<p>Comcast/Ziply</p>	<p>Purpose Statement: Maintain and restore telecommunications and internet services essential for emergency coordination and public communication.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Support restoration of broadband and phone services. 2. Coordinate with IT and DOC to ensure connectivity at emergency sites.

<p>WSDOT</p>	<p>Purpose Statement: Manage state transportation infrastructure and support traffic control and detour planning during emergencies.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Provide updates on state highway conditions and closures. 2. Assist with detour routing and traffic management.
<p>Washington Department of Natural Resources (DNR)</p>	<p>Purpose Statement: Support emergency preparedness, response, and recovery efforts related to geologic hazards, wildfires, and natural resource protection.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Support wildfire suppression and forest resource protection. 2. Provide technical expertise on land management and geologic hazards. 3. Coordinate with local agencies on mitigation and recovery of natural areas. 4. Assist with damage assessments on state-managed lands

4.3 Direction, Control, and Coordination

4.3.1 Direction

During an emergency or disaster, the Chief Elected Official (Mayor) of the City of Snohomish holds ultimate authority for setting the jurisdiction’s overall goals, priorities, and strategic direction. Responsibilities may be delegated to a designee, such as the City Administrator and/or Emergency Management Coordinator, depending on the nature and scale of the incident.

The City’s response strategy shall be set by the Incident Commander and/or a Unified Command structure, which may include representatives from contracted public safety agencies (Snohomish Police Department or the Snohomish County Sheriff’s Office and Snohomish Fire District 4), relevant City departments, and other supporting entities.

Field operations are directed and controlled by the on-scene Incident Commander/Unified Command, who is responsible for managing emergency resources, initiating protective actions (including evacuation or shelter-in-place), implementing traffic control, and requesting additional resources from the City DOCs, County EOC, or County Duty Officer. The Incident Commander/Unified Command also initiates public warning and emergency instructions within the impacted area. For mass alerting (e.g., Reverse 911, EAS, WEA), Snohomish County DEM or Snohomish 911 will issue messages countywide based on direction from the Incident Commander/Unified Command, in coordination with the City Public Information Officer (PIO). If the County Joint Information System (JIS) is activated, alerts will be coordinated through that system.

If the scope or complexity of the incident exceeds the City's capacity to manage internally, the Mayor may request activation of the Snohomish County Emergency Operations Center (EOC) through the Department of Emergency Management (DEM) to support response and recovery operations. Under normal conditions, DEM operates a 24/7 Duty Officer program, which can be contacted directly or via 911 for time-sensitive emergency management support.

To support strategic direction and continuity of government, the City may activate the Department Operations Centers (DOC) for Public Works. During emergency operations, department heads retain administrative control over their personnel and equipment; however, staff and resources assigned to the incident operate under the direction of the Incident Commander/Unified Command, which may include working outside normal jurisdictional boundaries.

Communication of Strategic Direction

- Internal communication: Strategic goals and priorities are communicated to City staff and response partners through regular briefings, situation reports, and incident action plans. The DOC lead and department heads are responsible for disseminating information within their teams and ensuring alignment with operational objectives.
- External communication: Public messaging is coordinated through the Incident Commander/Unified Command to the City's PIO and, when activated, the Snohomish County Joint Information System (JIS). This ensures consistent, accurate, and timely information is shared with the public, media, and other stakeholders.

The strategic direction must be communicated to:

- All activated DOCs and department heads
- Unified Command partners
- Emergency Management Coordinator
- Public Information Officer
- Snohomish County DEM (if EOC support is requested)
- JIS (if activated)
- Elected officials and City Council (as appropriate)

This structure ensures that the City's emergency response is guided by clear leadership, coordinated across agencies, and communicated effectively to all stakeholders.

4.3.2 Control

The on-scene Incident Commander is responsible for field operations. Some field operations can be handled independently of an EOC, and others require greater coordination with one. The Incident Commander is responsible for the following:

- Direct and control the on-scene response to the emergency and managing the emergency resources committed.

- Demobilization of resources or staff that have exceeded their capacity, functionality, and/or lifecycle, or are no longer needed or projected to be necessary.
- Initiating warning to the population in the impacted incident area and providing emergency instructions.
 - For mass alerting (Reverse 911, EAS, WEA) County DEM or Snohomish 911 will create and send messaging throughout the County, based on direction from the on-scene Incident Commander.
 - If the County Joint Information System is activated, alerts will be coordinated there.
- Determining and implementing protective measures, evacuation or in-place sheltering, for the population in the impacted incident area and for emergency responders at the scene.
- Implementing traffic control arrangements in and around the incident scene.
- Requesting additional resources from the City of Snohomish's EOC, County EOC, or County Duty Officer.

During emergency operations, department heads retain administrative control over their employees and equipment. However, personnel and equipment assigned to the incident carry out mission assignments directed by the Incident Commander. This may include working outside normal jurisdictional boundaries.

4.3.3 Coordination

In the event of a significant emergency, the City of Snohomish may stand up one or both Department Operations Centers (DOCs)—specifically for Public Works and Finance/Administration—to manage internal operations and continuity of government functions. The City will enter into Unified Command with contracted public safety partners, including the Snohomish County Sheriff's Office and Fire District 4, to ensure coordinated response efforts.

If the scope or complexity of the incident exceeds the City's available resources or management capacity, the Mayor may formally request support from the Snohomish County Department of Emergency Management (DEM) to activate the County Emergency Operations Center (EOC) in support of the response.

When activated, the City's DOCs and Unified Command structure are generally responsible for:

- Gathering and maintaining accurate situational information to support informed decision-making by City leadership.
- Receiving and sharing information from field Incident Commanders, City departments, and the public, and providing situational updates to the County EOC if activated.

- Coordinating with emergency services to identify and prioritize response actions and facilitate their implementation.
- Providing logistical and resource support for emergency operations; if City resources are exhausted, requesting additional support through the County EOC.
- Issuing public instructions and emergency information, in coordination with the Snohomish County Joint Information System (JIS), if activated.
- Supporting large-scale evacuations, sheltering, and mass care operations in coordination with the County EOC.
- Coordinating traffic control and other operational needs related to evacuations and public safety.

Each City department and entity identified in this Annex should maintain an internal operational control structure aligned with the National Incident Management System (NIMS). This structure enables consistent participation in building and sharing a common operating picture with the County EOC and other response partners.

4.3.4 Snohomish County Coordination

Under normal conditions, County DEM operates a 24/7 Duty Officer program. The Duty Officer can be reached directly, or through 911, to address time-sensitive emergency management related questions or requests by the jurisdiction.

The Snohomish County EOC may be activated at the request of the City of Snohomish.

When activated, the County EOC is generally responsible for:

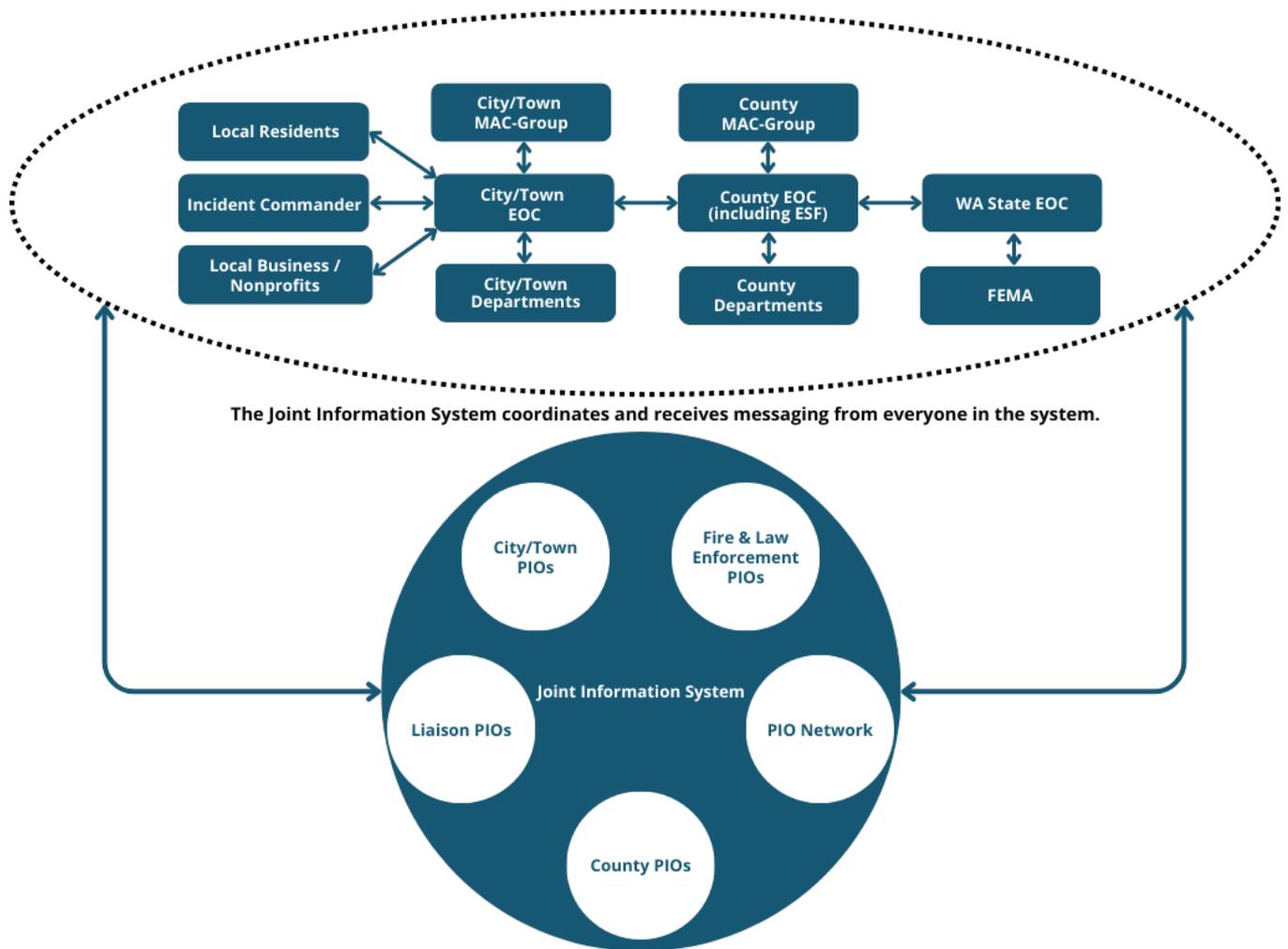
- Multi-agency coordination and incident command support.
- Coordination and implementation of policy decisions that protect life and property and disseminating those decisions to all concerned agencies and individuals.
- Assembling accurate information on the emergency and current data to maintain situational assessment and allow local officials to make informed decisions on courses of action.
- Working with representatives of emergency services to determine and prioritize required response actions and coordinate countywide implementation.
- Requesting assistance from the State and other external sources.
- Providing resource support for emergency operations including demobilization.
- Establishing and maintaining operational coordination and communications.

5. Information Collection, Analysis, and Dissemination

The accurate and timely collection, analysis, and sharing of information is critical in developing situational awareness during an emergency or disaster. This collation of information should

result in creating a common understanding of the incident, also known as the Common Operating Picture (COP), from which appropriate responses can be formulated.

Below is an example to illustrate the flow of information during disaster response:



5.1 Essential Elements of Information

Essential Elements of Information (EEl)s are critical pieces of intelligence that agencies and responders need to successfully make decisions during response and recovery. EEl)s must be specific and measurable to help assess barriers for response and recovery. They must facilitate the efficient allocation of resources by providing clear understanding of the situation and the needs of the impacted area.

EEl)s may be used to support the development of a common operating picture, timely decision making, and a data-informed understanding of the supply chain. It is likely that, due to the unpredictable nature of disruptive events, each incident will require incident specific EEl)s that will need to be developed in real time. Snohomish County’s Towns and Cities provide the County

EOC with EEs where it will be consolidated, analyzed, and disseminated to all partners, horizontally and vertically.

Information is shared through a variety of methods collectively comprising the common operating picture. These methods may include verbal reports, emails, situation reports, GIS-based data and displays, and other digital means of communication.

In the Snohomish County EOC, information flows to and from the public through ESF-15 by using a Joint Information Center (JIC) and Joint Information System (JIS).

5.1.1 Community Lifelines

Community Lifelines are the County’s preferred method for categorizing EEs in a meaningful way. FEMA Community Lifelines doctrine states, “Lifelines are the most fundamental services in the community that enable all other aspects of society to function. They are the integrated network of assets, services, and capabilities that are used day-to-day to support the recurring needs of the community. When disrupted, decisive intervention (e.g., rapid service re-establishment or employment of contingency response solutions) is required.” Using this construct determines how information is methodically framed, organized, and reported from the local level to the County EOC, to State Emergency Management, and to FEMA during response and recovery.

The Community Lifeline table for the City of Snohomish below lists corresponding components and subcomponents that, when analyzed, capture essential elements of information for response decision makers. Community Lifeline status information is shared reciprocally between the jurisdiction and the County.

During response, the jurisdiction is responsible for collecting information for these indicators and reporting the information to the County EOC. The County EOC is responsible for collecting information from jurisdictions and ESF representatives to build a countywide Community Lifelines. The countywide Community Lifelines is shared with local jurisdictions and the State EOC. The State EOC shares the information with FEMA.

Community Lifelines – Essential Elements of Information	
	<p>Safety and Security</p>
	<p>Law Enforcement/Security</p> <ul style="list-style-type: none"> ○ Police Stations/Precincts <ul style="list-style-type: none"> ○ What is the status of the one police station (City managed facility)? ○ Law Enforcement <ul style="list-style-type: none"> ○ How many police are on duty? ○ How many additional police are available for the next operational period? ○ Site Security

- Are there any sites that require on-scene security by Snohomish PD?

Fire Service

- Fire Stations
 - What is the status of the city's three (Ave D, Maple Ave, Pine Ave) fire stations?
- Firefighting Resources
 - How many personnel are on duty??
 - How many additional fire personnel are available for the next operational period? ?
 - Are all specialty units (vehicles, SMEs) accounted for an available for use?

Government Service

- Department Operation Center
 - Is the City DOC operational?
 - Are there enough staff to operate the DOC this operational period?
 - Are there enough staff to operate the DOC next operational period?
 - Is the DOC sufficient for operations, or does the Chief Executive need to request the County to stand up the EOC?
- Essential Government Functions
 - Is the Chief Executive (or next in the line of succession) available to make policy and delegate authority?
 - Are the City Administrator, Treasurer, Clerk and Council available to make operational decisions?
 - Has an Incident Commander been identified? Are we operating under Unified Command?
- Government Offices
 - What is the status of City Hall and Council Chambers?
 - Do we need to move the center of government to a safer location?
- Schools
 - Is school in session?
 - What is the status of the city's school facilities (within Snohomish Service area)? Central Primary, Emerson Elementary, Snohomish Aquatic Center, Snohomish High School, AIM Education Center, SSD Resource Center, and SSD Maintenance facility
- Public Records
 - Are we able to process public records requests as normal?
 - Are any physical or digital records damaged or under possible threat of becoming damaged?
- Historic/Cultural Resources
 - What is the status of Carnegie Building, Blackman House, cemetery, Pilchuck Julia landing, and the Historic District?

Community Safety

- Flood Control
 - What is the status of the Snohomish and Pilchuck Rivers?
 - What is the NWS forecast for these rivers?
 - Current reports on diking districts? (French Creek)
- Other Hazards

- Using the HIRA, what cascading impacts might we expect from other hazards?
- Protective Actions
 - Are there any shelters that are active?
 - Are any vulnerable segments of our population in need of shelter that has not already been considered?



Food, Water, Shelter

Food

- Commercial Food Distribution (Fred Meyer, Safeway, Haggen)
 - Is there a food shortage currently or is one anticipated within the next 48 hours?
 - Of the 3 of groceries in City of Snohomish how many are operating normally, partially operating, or nonoperational?
 - What is their inventory?
 - What is the power infrastructure?
- Commercial Food Supply Chain
 - Are grocery stores receiving deliveries?
- Food Distribution Programs (e.g. food banks)
 - Is the Snohomish Food Bank operational?
 - Is the Snohomish Senior Center operational?
 - How many customers do they serve?
 - Are their volunteers and staff able to report to work?

Hydration

- Municipal Water Supply Chain
 - What is the status of water quality and availability in the community?
 - Is there a need to establish a CPOD for water distribution?

Shelter

- Housing (e.g. homes, shelters)
 - What are Snohomish’s sheltering needs?
- Commercial Facilities (e.g. hotels)
 - What is the status of the City’s one hotel (Snohomish Inn)?

Agriculture

- Animals
 - Are there any significant needs for the City’s domestic animals?



Water and Wastewater

Potable Water Infrastructure

- What is the status of City of Everett Connections (King Charleys, 107th/Park Ave, Bickford Ave, Terrace Ave)?
- Are the wholesale providers able to treat and transport water?
- What is the available storage capacity for the city’s reservoirs (13th and Pine/Terrace Ave)?
- What is the status of water distribution system?
 - Are there broken mains?

Wastewater Management

- Collection
 - What is the status of the City’s one wastewater facility?
 - What is the status of the City’s sewer and collections system?
- What is the available capacity at the City’s WWTP? Is the WWTP able to provide treatment for wastewater?
- Can the WWTP maintain safe discharge?



Health and Medical

Medical Care

- Three clinics (Optum, Providence Physicians Group, Snohomish Family Medicine)
 - What is the status of the medical facility?
 - Are there medical personnel onsite?
 - What are the short and long term staffing plans for the facility?
 - What other locations could patients go to if the facility is overwhelmed?
- Pharmacies (Fred Meyer, CVS (formerly Rite Aid), Haggen, Kusler’s Compounding Pharmacy)
 - What is the status of the pharmacy?
 - Are there pharmacists available?
 - Are there any anticipated medicine shortages?
- Long-Term Care Facilities
 - What is the status of the facilities (The Cottages of Snohomish, Snohomish Health and Rehabilitation)?
 - Are there personnel on site?
 - Are there any anticipated needs/shortages?
- Veterinary Services (Snohomish Station Animal Hospital, VCA Snohomish Animal, Mountain View Animal Hospital)
 - What is the status of the facility?
 - Are there personnel on site?
 - Are there any anticipated needs/shortages?
 - What is the available capacity for shelter services?
- Home Care (Idyllic Adult Family Home 2125 Park Ave)
 - What is the status of the facility?
 - Are there personnel onsite?
 - Are there anticipated needs/shortages?

Public Health

- Health Surveillance
 - What is the capacity to monitor, detect and/or respond to public health threats within the city?
 - Behavioral Health and Human Services
 - Is there access to care and resources within the City?
 - Are there residents who need access to care and resources who have chronic conditions, disabilities, and/or limited mobility?
- Fatality Management**
- Mortuary and Post-Mortuary Services (Bauer funeral Home 701 First Street)
 - Ability to reinstate mortuary services?
 - Refrigerated holding capacity?



Energy

- Power Grid**
- Transmission Systems
 - Are there downed lines and/or inoperable transmission/transformer stations?
- Fuel**
- Commercial Fuel Distribution
 - Of the 23 gas stations in the City of Snohomish, how many are operable?
 - What is their inventory?



Communications

- Infrastructure**
- Wireless, cable and internet
 - What is the status of City facilities and locations that provide public high-speed digital access?
 - What is the overall status of the communications infrastructure?
- Responder Communications**
- Land Mobile Radio Networks
 - Is the City’s Radio HAM network active?
 - Are the City’s radios operable?
- Alerts, Warnings, and Messages**
- Local Alert/Warning Ability
 - What is the alert and warning status/need in the community?
 - Are all residents able to receive alerts?
 - Access to IPAWS (WEA, EAS, NWR)
 - Are all residents able to receive alerts?
- Finance**
- Banking Services

	<ul style="list-style-type: none"> ○ Of the 10 bank branches within the City (Chase Bank, KeyBank, WaFd Bank, First Financial Northwest Bank, Umpqua Bank, Bank of America, Coastal Community Bank, Peoples Bank, Wells Fargo Bank), how many are operational? ○ Is there a need for alternative payment/banking systems?
	<p>Transportation</p>
	<p>Highway/Roadway/Motor Vehicle</p> <ul style="list-style-type: none"> ○ Roads <ul style="list-style-type: none"> ○ How many roads are closed to public travel? ○ Are any being utilized only for public safety travel? ○ Bridges <ul style="list-style-type: none"> ○ Of the 3 major bridges (Ave D, Bickford Ave, Hwy 9), which are still operational? <p>Mass Transit</p> <ul style="list-style-type: none"> ● Bus <ul style="list-style-type: none"> ○ Of the 3 Community Transit fixed routes (270, 271, and 424), how many are operational? ○ Of the approximately 10-15 bus stops (along Bickford Ave and Second Street), how many are operational? <p>Rail</p> <ul style="list-style-type: none"> ● General <ul style="list-style-type: none"> ○ Is the one rail line south of the city (BNSF) operational? <p>Aviation</p> <ul style="list-style-type: none"> ● General <ul style="list-style-type: none"> ○ Is the one private airfield (Harvey) south of the city operational?
	<p>Hazardous Materials</p>
	<p>Facilities</p> <ul style="list-style-type: none"> ● Refer to the Snohomish County LEPC or the Washington State Department of Ecology for a status of the Tier II HAZMAT facilities in or near the City.

5.2 Component Analysis

During an emergency response, determining your Community Lifelines condition, and communicating the information to your community and to the County EOC will be a key activity. The following information will help your staff quickly assess and report conditions.

Based on FEMA’s Lifelines doctrine, a simple methodology for determining Lifeline conditions follows: the condition of each lifeline depends on the capability of the underlying components, and is informed by situational awareness reports, impact assessments, and engagement with partners across the public, private, and nonprofit sectors.

Once the condition of a Community Lifeline is determined, the status of each lifeline is represented by one of four colors: red, yellow, green, and grey, known as a Condition Designation. Red indicates severe challenges and obstacles preventing the lifeline from functioning. Yellow indicates disruptions or limitations to the lifeline preventing it from fully functioning. Green indicates the lifeline is mostly functioning as it was prior to the incident. Finally, grey indicates the lifeline status or extent of impacts is currently unknown.

Applying the following questions and understanding the incident is critical in determining the condition of a Lifeline and components:

- Did the incident disrupt services provided by the component to survivors?
- What is the extent of the disruption and impact on response and survivors?
- Has a solution to the disruption been identified?
- Has that solution been converted into a plan of action?
- Has that plan of action been resourced?
- Are there factors worsening impacts to the community? If so, to what extent are they limiting services?
- Are there contingency response solutions in place? How long until emergency repairs are completed?
- When can permanent repairs begin?
- Did the incident create a surge demand exceeding component capabilities?

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

Categories	Description
Component	Identify the component and subcomponents.
Status (<i>what?</i>)	Summarizing the root cause(s) of disruption to lifeline services – keep asking “why?” until the root cause(s) are identified.

Impacts (so what?)	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 addressed. Specify the impacted areas and population totals.
Actions (now what?)	Describe the actions that are being taken to address the disrupted services. Summarize the most critical actions being taken across the whole community.
Limiting Factors (what's the gap?)	Express issues that are preventing services from being re-established. Such issues can stem from another lifeline/component, resource shortfall, management, policy, etc.
Established Time to Status Change / Re-establishment Requirements (when?)	Provide current component condition or an estimated timeframe for when a change in condition is expected.

Below is an example of a completed Component Analysis:

Example Component Analysis



Transportation

Categories	Description
Component	Mass Transit  Sub-component: Bus
Status	Bus services are unavailable due to road debris.
Impacts	100,000 survivors have no access to public transportation nor emergency support services.
Actions	Local jurisdictions are prioritizing route clearance to critical facilities, U.S. Army Corps of Engineers assigned to supplement state and local authorities with route clearance and debris removal efforts, modified mass transit schedules are being executed as roads become passable, micro transit being utilized on roads passable to smaller vehicles, but not buses, messaging of modified routes through numerous information/messaging platforms and outlets (radio, television, social media).
Limiting Factors	Full service will not resume until the routes are cleared and roads inspected.
Estimated Time to Status Change and Re-establishment Requirements	Full service estimated to resume in a week, with a modified service available as roads become clear.

Below is an example of Condition Designations:

Example Condition Designations

Below are example analyses for the Highway/Roadway/Motor Vehicle component of the Transportation lifeline and corresponding color determination for each.

Status	Example
Grey	Assessment teams have been unable to establish status of bridge infrastructure.
Red	The community is unable to be reached via roadway to deliver emergency resources and assistance to survivors. Plans to find alternative means to transport emergency supplies to survivors not yet established. No supplies currently being delivered.
Yellow	Emergency supplies have been identified and resourced, but transportation issues are restricting and limiting delivery and therefore not back to pre-disaster conditions.
Green	The main transportation route is re-established. All community needs met.

6. Concept of Operations

6.1 Disaster Authorities and Plans

During an emergency or disaster, the Mayor of the City of Snohomish, as the Chief Executive Officer, holds ultimate authority for setting the City’s strategic goals, priorities, and policy direction. This authority may be delegated to a designee in accordance with the City’s established line of succession.

The Mayor’s strategic direction is communicated through the Emergency Management Coordinator and Department Operations Center (DOC) leadership to ensure alignment with operational objectives and integration into the Incident Action Plan (IAP).

6.1.1 Disaster Response Priorities

Disaster response priorities represent the highest priorities for City of Snohomish. While each disaster will have different operational priorities, these priorities serve as guidance for what the City of Snohomish considers most important to address during a disaster:

- Save lives and protect the health and safety of the public, responders, and recovery workers.
- Stabilize the incident to return to normal as soon as possible.
- Protect property and mitigate damages and impacts to the community and the environment.
- Protect and restore critical infrastructure and key resources.
- Facilitate the economic recovery of individuals, families, businesses, government, and the environment.

6.1.2 Operational Changes During a Disaster

Non-emergency and non-essential governmental functions may be suspended during a disaster to allocate resources for emergency operations.

With an emergency proclamation, normal procurement procedures may be waived to speed up the acquisition of needed equipment or supplies. Procurement procedures are discussed in the City of Snohomish Financial Management Policy.

The County and each municipal government, unless otherwise delegated, will retain the authority and responsibility for direction and control within its political subdivision of its own disaster operations. This includes use of local resources and application of mutual aid.

During emergencies, some departments may relocate their command centers or regular work location to alternate facilities or locations due to safety concerns or damage. In large-scale disasters, these alternate sites may temporarily serve as the seat of local government.

6.1.3 Continuity of Operations and Government

The City of Snohomish will be developing a Continuity of Operations Plan (COOP) and Continuity of Government (COG) Plan to be launched in 2026. The COOP Plan will contain departmental information on essential personnel and functions, communications, alternate facilities, and essential records that are necessary for maintenance and reconstitution of department functions. The COG Plan will identify how City of Snohomish's legal, constitutional, and ethical responsibilities will be continued, preserved, maintained, delegated, and/or reconstituted for all City of Snohomish departments.

Until a COOP is implemented, essential Public Works personnel duties are captured in the City's Standby Procedure (see Appendix C Standby Procedures 2025).

6.1.4 Department Operations

It is the policy of the City of Snohomish that departments maintain readiness to support coordinated disaster response and recovery operations. To that end, the City will establish and maintain Standard Operating Procedures (SOPs) for a Department Operations Center (DOC), anticipated to be completed in 2026. The DOC will serve as a departmental coordination hub during emergencies, ensuring continuity of operations and alignment with Incident/Unified Command and the Snohomish County Emergency Operations Center (EOC).

To ensure that all departments are prepared for disaster response coordination, the City of Snohomish will:

- Require departments to develop and maintain SOPs that align with this CEMP and the City's Continuity of Operations Plan (COOP);
- Encourage and support personal preparedness among all employees and contractors;
- Establish clear lines of succession within each department to ensure continuity of leadership and decision-making during emergencies;
- Maintain departmental inventories of emergency response personnel, facilities, and equipment;

- Define mobilization and communication protocols to activate and coordinate departmental resources;
- Ensure departmental integration with the City's Unified Command/Incident Command Post (UC/ICP) and coordination with the Snohomish County EOC.

Planned actions include:

- Finalizing and exercising SOPs for the Public Works DOC;
- Conducting regular interdepartmental training and tabletop exercises to test coordination procedures;
- Creating departmental COOPs to reflect evolving roles, responsibilities, and resource needs;
- Enhancing communication systems and protocols to support real-time information sharing between the DOC, the City's UC/ICP, and external partners.

These efforts are designed to build a resilient and coordinated response framework that ensures all City departments are capable of supporting emergency operations effectively and efficiently.

6.1.5 Line of Succession

City of Snohomish's line of succession is as follows:

Government

1. Mayor; if absent, or unable to perform the duties, then;
2. Mayor *pro tem*; if absent, or unable to perform the duties, then;
3. City Administrator; if absent, or unable to perform the duties, then;
4. Finance Director; if absent, or unable to perform the duties, then;
5. Human Resources Director; if absent, or unable to perform the duties, then;
6. Public Works Director; if absent, or unable to perform the duties, then;
7. Planning and Development Service Director; if absent, or unable to perform the duties, then;
8. Director of Community Engagement and Strategic Initiatives; if absent, or unable to perform the duties, then;
9. City Clerk.

For further lines of succession for other roles, please see APPENDIX L City of Snohomish Lines of Succession.

6.1.6 City of Snohomish Authorities

Mayor's Authority

Under the mayor–council form of government, the Mayor is the Chief Executive Officer of the City of Snohomish and holds primary authority for emergency management within the jurisdiction. This authority is supported by:

- RCW 35A.12.100 – Powers and duties of the mayor.
- RCW 38.52.070 – Local organization and coordination of emergency management services.

The Mayor may:

- Proclaim a state of emergency.
- Request activation of the Snohomish County Emergency Operations Center (EOC).
- Direct City departments and personnel in emergency response.
- Authorize emergency expenditures and contracts.
- Suspend standard procurement and personnel procedures as needed for emergency response.
- RCW 38.52.070(2) grants emergency powers to the Chief Elected Officer to declare emergencies and take necessary actions, including bypassing normal procedures for budgeting, contracting, and procurement during an emergency and does not require council ratification of the emergency proclamation.

City Council Authority

The City Council retains legislative authority and may:

- Adopt emergency ordinances and resolutions.
- Override mayoral vetoes (RCW 35A.12.100).
- Appoint interim officials if vacancies occur (RCW 35A.12.050).

Executive Oversight and Resource Authority

The Mayor retains overall strategic authority over City resources, personnel, and departments—even during emergencies. This includes:

- Authorizing or denying the use of City assets (facilities, funding, staff) in support of incident response.
- Appointing or removing department heads, including the Police Chief, and directing their actions within the bounds of law and policy.
- Delegating participation in emergency coordination to a senior City official (e.g., City Administrator or Emergency Management Coordinator).
- Ensuring City priorities and policies are reflected in incident objectives and resource allocation.

Roles and Responsibilities of the Incident Commander (IC) and Unified Command (UC)

When the Police Department or Fire District assumes Incident Command (IC) or enters into Unified Command (UC), they retain operational control of the incident scene, including safety, tactics, and coordination.

The Mayor does not interfere with tactical decisions, but retains strategic authority over citywide impacts, public messaging, interagency coordination, and resource allocation.

Even when law enforcement leads the response, the Chief of Police operates under the direction of the Mayor, per RCW 35.23.161.

Emergency Operations Authority

The Emergency Management Coordinator, appointed by the Mayor or designee, shall:

- Implement the Comprehensive Emergency Management Plan (CEMP).
- Coordinate with county, state, and federal agencies.
- Manage resources and personnel for Department Operations Centers (DOCs).
- Represent the City in Unified Command.
- Serve as liaison to the Snohomish County EOC.
- Maintain operational readiness and continuity.

Department Directors

Department Directors are responsible for:

- Maintaining emergency plans and continuity procedures.
- Executing delegated authority for purchasing, personnel, and operations during emergencies.
- Reporting to the Emergency Management Coordinator or Mayor as appropriate.
- Exercising purchasing authority in accordance with the City's Financial Management Policy.

6.2 Authority to Activate

6.2.1 City of Snohomish DOC Activation

The decision to activate a City DOC is made by City of Snohomish Chief Elected Official or appropriate designee in Line of Succession. Directors may also request that the Chief Elected Official (or appropriate designee) activate a City DOC

The City of Snohomish DOCs will normally activate in response to:

- Intelligence data indicating the potential for an emergency that is or may grow beyond the capability of City of Snohomish.
- At the direction of the City of Snohomish Chief Elected Official or designee.
- At the request from an on-site Incident Commander or Department Director.

Activation of a City of Snohomish DOC will necessitate a notification directly to, or through 911, the Snohomish County Duty Officer at the Department of Emergency Management or the Snohomish County EOC, if activated. Snohomish County will advise applicable local, State, and Federal agencies of the activation. Refer to the City of Snohomish Department Operations Center Standard Operating Procedures.

6.2.2 City of Snohomish Activation Levels

The activation level of City of Snohomish’s DOC is commensurate to the situation and need for coordination and support. Activation levels listed below are the levels used by Snohomish County EOC and the Washington State EOC. The descriptions provide a general sense of the staff, time, and support necessary at each level:

Activation Level	Description
3 – Normal Operations	Routine monitoring and preparedness. Daily operations are monitored and managed by applicable jurisdiction department head(s) and staff. On-call staff (such as Duty Officers) handle “daily emergency” needs.
2 – Partial Activation	For incidents that exceed routine capabilities, such as moderate flooding or severe weather. Some DOC positions are filled to monitor and support operations. DOC may be activated for multiple operational periods, but rarely 24/7.
1 – Full Activation	For major emergencies like earthquakes or large-scale disasters requiring 24/7 operations and full staffing across Operations, Planning, Logistics, and Finance/Administration sections. All DOC positions are filled to monitor and support operations. DOC is typically activated 24/7 over multiple operational periods. County and/or State and/or Federal involvement in response and recovery.

6.2.1 Snohomish County EOC Activation

Activation of the Snohomish County EOC is authorized by DEM leadership or the County Executive. A jurisdiction may request that the County EOC be activated through the Duty Officer. DEM will notify all jurisdictions of County EOC activations. Automatic activation of the County EOC is as follows:

1. A magnitude 5.0 or higher earthquake occurs within Snohomish County.
2. A commercial passenger plane crashes within Snohomish County.
3. A military aircraft crashes within the urban areas of Snohomish County.
4. A High Hazard Potential Dam failure is imminent or has occurred.
5. Other incidents requiring complex intergovernmental coordination such as mass care, public information, or an ongoing need to assist multiple jurisdictions or agencies with incident coordination support.

Factors that increase the need for County EOC activation include:

- a. Atypical weather conditions such as winds from the east, extreme heat, record precipitation levels.
- b. Incidents likely to cross county boundaries for example, Bolt Creek Fire.

- c. Limited or state-controlled resources for example, COVID vaccines.
- d. Multiple cities/towns/tribes activating their EOC or requesting that DEM activate the SCEOC on their behalf.
- e. Complicated transit needs such as mass evacuation or mass casualty.

6.2.2 County EOC Activation Levels

Activation levels listed below are the levels used by Snohomish County EOC and the Washington State EOC. The descriptions provide a general sense of the staff, time, and support necessary at each level:

Activation Level	Description
3 – Normal Operations	Daily operations are monitored and managed by applicable jurisdiction department head(s) and staff. On-call staff (such as Duty Officers) handle “daily emergency” needs.
2 – Partial Activation	Some EOC positions are filled to monitor and support operations. EOC may be activated for multiple operational periods, but rarely 24/7.
1 – Full Activation	All EOC positions are filled to monitor and support operations. EOC is typically activated 24/7 over multiple operational periods. State and/or Federal involvement in response and recovery.

6.2.3 County EOC Activation Considerations

During an activation the City of Snohomish Chief Elected Official or appropriate designee in Line of Succession may:

- Formally notify city staff and place them on notice that they may be required to deploy to work depending on the evolving situation.
- Ensure relevant departments are actively monitoring efforts to assess conditions and determine appropriate response actions.
- Activate the City DOC as appropriate to manage preparedness/response activities.
- Notify potentially threatened areas using local resources in conjunction with Snohomish County DEM.
- Coordinate public/media information releases with the Snohomish County Joint Information Center (JIC).

6.2.4 Emergency Proclamation Authority

When a disaster exceeds or is expected to exceed the jurisdiction’s capabilities, the Chief Elected Official of City of Snohomish may issue a local proclamation of emergency and

request additional assistance through Snohomish County DEM. If the disaster should exceed the capabilities of Snohomish County, the County Executive may issue a local proclamation of emergency and request additional assistance through Washington State Emergency Management Division. City of Snohomish is responsible for notifying Snohomish County DEM following the Local Proclamation of Emergency.

6.2.5 Emergency Proclamation Process

Under the mayor-council form of government, the authority for proclaiming a disaster lies with the Mayor (or their designee) (RCW 35.52.070). See Appendix D SAMPLE PROCLAMATION OF LOCAL EMERGENCY.

The proclamation will be made in writing, signed by the Mayor and filed with the City Clerk within 48 hours of signing. It shall include a clear statement of the nature of the emergency or disaster, affected areas, and powers being activated.

All proclamations will be shared with the City Council, as soon as practicable but no later than at the next regular meeting. If the nature of the emergency or disaster requires more timely discussion, the Mayor or any three councilmembers may call a special meeting of the City Council by delivering written notice to each councilmember at least 24 hours in advance (RCW 35A.12.110). If the meeting is called to deal with an emergency involving injury or damage to persons or property, and time requirements make notice impractical, the notice requirements may be waived (RCW 42.30.080). Twenty-four-hour notice to councilmembers and media outlets is required per the Open Public Meetings Act (RCW 42.30), unless the proclaimed emergency prevents safe in-person posting or meeting. The City of Snohomish may suspend normal notice requirements by posting the notice on the City's website (if available) and holding the meeting remotely.

The proclamation shall be made available to the public via the City website, through news releases and social media, posting at public buildings or other accessible locations (RCW 38.52.070(3)(a)(i)).

The Mayor (or designee) will share the proclamation in writing with the Snohomish County DEM Duty Officer, and include any initial damage assessments, resource requests, and if there is a request to stand up the County EOC on the City's behalf.

Proclamations will remain in effect for seven days unless stated otherwise and may be extended and/or terminated by the Mayor (or designee). Each extension shall be documented in writing, and filed, shared, and communicated similarly to the original proclamation.

6.2.6 City of Snohomish Communication Procedures

Before disseminating information, City of Snohomish staff will use the STRATCOM Wheel to determine who needs to know what, when, and how to get the messages to them – see APPENDIX G City of Snohomish STRATCOM Wheel Guide for details.

Internal communication procedures

The City of Snohomish maintains a robust internal communications process to ensure timely and coordinated response among staff and leadership during emergencies. For time-sensitive or critical notifications, the City uses TextMyGov, a one-way messaging platform that allows authorized managers to quickly alert designated groups, such as the Emergency Task Force, Leadership Team, and all City staff. These messages are concise and focused, typically including the nature and location of the incident, recommended actions, and follow-up updates. TextMyGov is not intended for two-way communication or high-volume messaging, but rather for urgent alerts that cannot wait for email or other slower channels. The City has pre-programmed contact lists within TextMyGov to streamline this process, and messages are sent from recognizable numbers to avoid confusion or spam filtering.

To further enhance internal coordination, the City has established a dedicated Microsoft Teams channel for emergency response, modeled after the Snohomish County Department of Emergency Management's approach. This channel serves as a centralized hub for sharing real-time updates, documents, and coordination efforts among internal stakeholders. It allows staff to collaborate across departments and maintain situational awareness throughout the duration of an incident.

Looking ahead, the City is investing in additional communication infrastructure by deploying radios to all critical staff. This initiative will roll out in 2026 and will include comprehensive training and testing to ensure staff are familiar with radio protocols and usage. Radios will serve as a reliable backup communication method, especially in scenarios where digital systems may be compromised or unavailable. Together, these tools—TextMyGov, Microsoft Teams, and radios—form a layered and resilient internal communications system designed to support effective emergency response and continuity of operations.

The City's Public Information Officer will determine when to include the Snohomish County DEM Duty Officer on any internal communications.

External communication procedures

The City's existing Community Engagement intake process is a valuable tool during an emergency by integrating it into the Incident Action Plan (IAP) process. This integration would ensure that public information and engagement efforts are not only coordinated but also documented and evaluated in real time.

To incorporate the process into the IAP, the City will use it as a living annex or attachment that is updated for each operational period. During the planning phase of an emergency response, the Public Information Officer (PIO) or Community Engagement & Strategic Initiatives (CESI) team could complete the process to outline the communication objectives, identify impacted stakeholders, and select appropriate outreach tactics. This would allow the IAP to reflect not just operational and logistical plans, but also the communication strategy that supports public safety and transparency. It would also support the After Action Review (AAR) process by providing a record of what was done, how it was received, and what could be improved.

By using this process in the IAP development process, the City of Snohomish ensures that community engagement is not an afterthought but a core component of emergency response. It also provides a structured way to adapt messaging and outreach as the situation evolves, keeping the public informed and involved throughout the incident lifecycle.

The City's PIO will be responsible for sharing external communications with the Snohomish County DEM Duty Officer.

Communications Plans

The City of Snohomish has created and will continue to refine various communications plans related to threats identified in the HIRA and other events that may require internal and external messaging in coordination with other departments, partners, and stakeholders:

Before an emergency, the plan emphasizes proactive communication when an event is forecasted or possible. It includes pre-approved messaging, identifies lead agencies (like Snohomish County DEM and NWS), and outlines internal and external communication responsibilities. The PIO's role is not just to prepare messaging but also to coordinate with external partners, ensure situational awareness across city departments, and maintain readiness to activate communication channels quickly.

During an incident, communications plan becomes a support tool for lead agencies, with the City of Snohomish primarily amplifying messages. The PIO is responsible for ensuring timely dissemination of critical updates via social media and other platforms. The plan includes detailed guidance on message content—such as source attribution, hazard definition, location specificity, and clear instructions. The PIO also manages rumor control and ensures that internal stakeholders (e.g., city staff) are kept informed for operational continuity.

After the incident has ended, the plan includes messaging for recovery and reassurance, such as road reopening notices, shelter information, and health-related safety tips. The PIO continues to coordinate with lead agencies and ensures that the public receives accurate updates about recovery efforts. The inclusion of pre-approved messages and media referral protocols helps streamline post-incident communications and supports community resilience.

6.2.7 County Communication Procedures

While activated, the Snohomish County EOC can be contacted via phone, email, Microsoft Teams, and various radio bands, assuming phone lines, radio towers, and internet are operational. During an EOC activation, DEM may not be able to monitor each communication method, especially if the incident is widespread or catastrophic. Below is a list of communication methods in order of preference if the County EOC is activated:

1	Phone: Jurisdictions can call the EOC by directly contacting a section or ESF, (specific lines are provided upon activation), contacting DEM main line, or through the Duty Officer line.
2	Email: Partners can email any section or ESF directly (specific e-mails are provided upon activation), emailing DEM’s email (dem@snoco.org), or the Duty Officer email. Microsoft Teams: The EOC uses Microsoft Teams to coordinate information sharing throughout the county. Incident specific teams are created for each EOC activation.
3	Radio: The EOC can be contacted via DEM HAIL on the 800MHz public safety radio system, multiple repeaters on the VHF network (frequency programming provided on www.wa7dem.info), or amateur radio on the Granite Falls 146.920MHz repeater (156.7Hz tone) for licensed users.

Outside of an EOC activation, partners should contact the Duty Officer for emergency information or logistics needs. Partners should contact the Duty Officer by phone or email to submit a logistics request. There is no formal form required outside of an activation. The Duty Officer maintains similar communication methods as during an EOC activation but does not constantly monitor DEM VHF or amateur radio. Below is a list of communication methods to the Duty Officer in order of preference:

1	Phone: Partners should call the Duty Officer 24/7 for any emergency support.
2	Email: Partners can email the Duty Officer during daytime hours for emergency support. Duty Officer email is monitored 7 days per week, but not overnight. Emails requiring immediate attention should be accompanied by a phone call to the Duty Officer. Microsoft Teams: DEM has invited the jurisdictions to a Duty Officer Coordination Team, allowing for real-time sharing of information between all partners outside of an EOC activation. Similar to email, if a Teams message requires immediate attention, it should be accompanied by a phone call to the Duty Officer.
3	Radio: DEM can be contacted via DEM HAIL on the 800MHz public safety radio system during regular business/operating hours. After hours, if a partner does not have phone capability, DEM HAIL is monitored by Sno911 who will contact the Duty Officer.

Other communications systems that DEM uses or monitors:

- Mass Notifications: The EOC uses Rave Mobile Safety to push out mass emergency alerts to the public via phone calls, the Emergency Alert System (EAS), and Wireless Emergency Alerts (WEA).
- WebEOC: When Snohomish County EOC is unable to fulfill resource requests or when Washington State requires it, DEM will use WebEOC to send resource requests to the State EOC. DEM can monitor WebEOC to receive requests from jurisdictions who use WebEOC.

6.2.8 County Joint Information System

Public information should be coordinated and integrated, before (if possible), during and after an emergency or disaster. The County coordinates information through ESF 15 using a Joint Information System (JIS). The JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging with Public Information Officers across multiple jurisdictions, federal partners, county government, nongovernmental organizations, and the private sector.

In response to most events, public information activities are often carried out by the lead response agency in coordination with other organizations through the JIS. The JIS helps communications staff accomplish their mission by facilitating coordination, helping to avoid conflicting messages by focusing on one or two key messages, using talking points, designating spokesperson(s), and speaking about one's own agency/program/service.

JIS operations are accomplished, physically or virtually, through the Joint Information Center (JIC) within the County EOC. The County JIC can be activated by request of the City of Snohomish to support and coordinate public information before, during, and after an emergency or disaster.

The JIC can assist in the following:

- Creating consistent countywide messaging across all partners involved in the disaster.
- Handling public information requests.
- Creating and disseminating public information through a variety of media.
- Maintaining a central point of information for the County known as the Public Safety Hub.
- Creating and vetting all alert and warning messaging.

6.2.9 Emergency Alert and Warning

Emergency alert and warning systems are designed to allow public safety officials to warn the public of potential or current threats or emergencies. Public alerts and warnings may be issued for events that necessitate shelter-in-place, evacuation, or other protective actions for life safety or property preservation. Snohomish County DEM will make a good faith effort to contact a jurisdiction prior to any mass notification in their boundaries. DEM

or Sno911 may issue an alert without making contact if there is concern for immediate life safety.

Jurisdictions can request an emergency alert be issued via the Sno911 Supervisor, Snohomish County Duty Officer (if the Snohomish County EOC is not activated), or the EOC Manager (when the Snohomish County EOC is activated).

All interlocal agreement jurisdictions can use Rave Mobile Safety to support mass internal notifications of their employees or partners. These alerts will not go to the public but can be used to recall employees or volunteers.

6.2.10 Mitigation

The City of Snohomish is actively participating in the Snohomish County Hazard Mitigation Plan (HMP) update, which is closely linked to the City's Comprehensive Emergency Management Plan (CEMP). The HMP identifies and prioritizes both natural and human-caused hazards, guiding efforts to reduce risk and potential losses. The City is engaged in quarterly meetings with the Snohomish County Department of Emergency Management (DEM) and will begin work on its own HMP Annex in summer 2026, following the countywide update expected in early 2026.

In preparation for this, the City is also developing or updating several key emergency plans that support mitigation goals:

- The Emergency Action Plan (EAP) will focus on protecting employees and infrastructure during emergencies, including evacuation procedures and safety protocols.
- The Emergency Operations Plan (EOP) will define roles, responsibilities, and communication protocols for coordinated response and recovery.
- The Continuity of Operations Plan (COOP) and Continuity of Government (COG) will ensure that critical city functions can continue during and after a disaster, minimizing disruption and supporting long-term recovery.

These plans collectively support mitigation by identifying vulnerabilities, protecting essential services, and improving the City's ability to respond to and recover from emergencies.

Additionally, the City is planning to engage community partners in mitigation planning and preparedness activities. This includes:

- Working with the Economic Development Advisory Board (EDAB) to assess potential economic disruptions, support business continuity, and develop training for local businesses.
- Collaborating with the Human Services Advisory Board (HSAB) to identify the needs of vulnerable populations and ensure equitable access to resources during and after disasters.
- Partnering with the Snohomish Ministerial Association to identify distribution points, coordinate volunteers and donations, and reach underserved populations.

Engaging local non-profits to incorporate their knowledge of community needs into planning and ensure inclusive, accessible emergency response strategies.

6.2.11 Preparedness

Preparedness activities develop operational capabilities in advance of an emergency to alleviate the impacts of disasters and protect people, property and infrastructure from threats and hazards. City of Snohomish will develop, train, and exercise jurisdictional-specific disaster and emergency operations plans. These plans should be tailored to the capabilities of City of Snohomish and not exceed or commit the jurisdiction to capabilities they are unable to meet. Coordination with the County provides additional support to fill gaps within capabilities of City of Snohomish.

The City of Snohomish will establish and maintain SOPs for a DOC in 2026 and begin to exercise these SOPs.

The City is also preparing to engage in a series of training sessions, workshops, and exercises throughout 2026 and 2027. These activities will involve not only City staff and our public safety partners, but also local businesses, nonprofit organizations, faith-based groups, and community stakeholders.

6.2.12 Response

The City of Snohomish is undertaking jurisdictional response activities to enhance life safety and minimize property damage during emergencies. This includes the development of a Continuity of Operations Plan (COOP) and Continuity of Government Plan (COG) in 2026, which will ensure essential services and leadership functions continue without interruption. These plans will identify critical personnel, facilities, and records, and establish protocols for maintaining operations under adverse conditions. Through coordinated training, workshops, and exercises with County partners and community stakeholders, the City will build operational capabilities that enable timely, effective response actions to protect people, property, and infrastructure.

6.2.13 Recovery

As part of its preparedness strategy, the City of Snohomish is incorporating recovery-focused planning to ensure a swift and coordinated return to normal operations following a disaster. The development of the COOP and COG Plans will support early recovery by preserving essential records, identifying alternate facilities, and maintaining continuity of leadership and services. These efforts align with Snohomish County's Disaster Recovery Framework and will enable the City to work collaboratively with local organizations, businesses, and government partners to restore infrastructure, support community needs, and accelerate long-term recovery.

7. Administration, Documentation, and Resourcing

7.1 Administration

During emergency operations, non-essential administrative activities may be suspended. Personnel not assigned to essential duties may be assigned to other departments to provide support services.

It is the policy of City of Snohomish that each department will assign personnel responsible for the documentation of disaster activities and costs.

7.2 Documentation

All organizations with disaster responsibilities should establish and maintain files of disaster-related directives, forms, and paperwork, including fiscal documentation, aligned with State records retention law. Documentation allows City of Snohomish to submit reimbursements and recover costs, create historical records, apply for grants, address insurance needs, develop mitigation measures, highlight practices to continue, and identify areas for improvement. Documentation by each jurisdiction contributes to the overall ability of the County and State to request support from the Federal government.

7.2.1 Essential Files

Essential files include, but are not limited to:

- Sign-in sheets/staffing patterns
- Media Releases
- Situation Reports
- Incident Action Plans
- Proclamations of Emergency
- Requests for Assistance
- Damage Observation and Assessment Reports
- Financial Documentation (including receipts, payroll records, contracts, etc.)
- After-Action Reports

7.3 After-Action Report

After-action reports (AAR) create a permanent historical record of the incident and are used to evaluate processes, procedures, and actions pertaining to the response and recovery of an event. AARs include information identifying the actions taken, resources expended, economic and human impacts, and lessons learned because of the disaster. AARs are essential to seeking reimbursement and can assist in supporting mitigation efforts and funding. City of Snohomish's Emergency Management Coordinator or EOC Liaison in conjunction with DEM, is responsible for soliciting input and conducting an after-action review with each department involved in the disaster. The Emergency Management Coordinator or EOC Liaison is responsible for ensuring completion of the after-action review items.

AARs inform future preparedness, mitigation, planning, training, and exercise efforts through narratives and improvement plans. These actions can include updating this Annex, plans, replacing resources, and augmenting personnel.

7.4 Resources Assessment Section

7.4.1 Resources

It is the policy of City of Snohomish that all departments prepare and maintain an updated account of its personnel, facilities, and equipment resources to be reviewed annually. Single or multiple resources may be called upon during disaster operations.

The private and nonprofit sectors are an important part of any disaster response and recovery. Businesses and nonprofits including faith-based organizations (FBOs), community-based organizations (CBOs), and non-governmental organizations (NGOs) provide valuable intelligence and resources before, during, and after a disaster.

Below is a high-level overview of jurisdictional resources that can be used for emergency or disaster response purposes:

Resource Category	Resource Description and Capability
Facilities	Please see APPENDIX H City of Snohomish Facility Annex for a complete list of facilities and description of its primary use and resource capability.
Staff	Please see APPENDIX I City of Snohomish Key Personnel Annex for a complete list of key staff and their areas of expertise that will be required during an emergency response and APPENDIX E 2025 City of Snohomish Organization Chart by Position.
Equipment	Please see APPENDIX J City of Snohomish Equipment List for a complete list of equipment and resource capabilities.
Specialty Services	<p>Camera Van Our Cues Camera Van System is set up to inspect main lines up to 1100ft. It has a high-definition camera that can rotate around to visually inspect the whole pipe. We have multiple wheel setups to configure the camera for different sized pipes. The entire system runs off a power converter that draws its power off the engine. The van is designed with a camera out the back and a little command center in the side door that can be kept warm or cool with A/C.</p> <p>Communications Trailer Contains all the hardware necessary to access cellular or satellite communication systems. They are outfitted to stand up wireless networks wherever they are needed most, and to produce enough electricity from generators or built-in solar panels to be self-supporting, or even serve as mobile charging stations.</p>
Outside Assistance/ Memorandums of Understanding (MOUs)	Please see APPENDIX K City of Snohomish MOUs/ILAs for a complete list of existing agreements for outside assistance.

<p>Technologies/Platforms</p>	<p>Internet and Digital Platforms The City of Snohomish utilizes standard technology systems to support its mission and daily operations, including internet-connected computers, internal drives, Microsoft 365 for communication and collaboration, web based platforms, and electronic payment systems for public services. These systems also support remote access and data preservation, which are critical components of the City’s Continuity of Operations planning.</p>
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7.4.2 Disaster Expenditures

Emergency and disaster expenditures are not a normal item in the budgeting process of local governments. Some departments may include disaster preparedness and mitigation items in their budget already (e.g., sand for flooding or deicer for winter roads). Nevertheless, disasters may occur which require a jurisdiction to spend substantial, but necessary, unanticipated obligations and expenditures. There are programs available to local jurisdictions, and their residents, to recover some of the cost associated with a disaster including Public and Individual Assistance, Small Business Administration programs, and insurance programs. To be eligible for these programs, jurisdictions and residents must maintain diligent records of expenses related to the disaster.

The City Treasurer, Finance Director, or designee shall develop effective administrative methods to keep and retain detailed records distinguishing disaster operational activities and expenditures and delineate them from routine or general programs, activities, and expenditures. At a minimum, cost records should include personnel time and overtime, resources used, donations, volunteer contributions, mutual aid, and contracts initiated. The City Treasurer, Finance Director, or designee shall provide documentation processes and training to all personnel involved in the disaster.

7.4.3 Post-Disaster Assistance

Post-disaster assistance is financial reimbursement provided by the State and/or Federal government for costs directly caused by a disaster or emergency. There is no guarantee of post-disaster assistance by Washington State and/or the Federal government, after a locally proclaimed emergency. If provided, post-disaster assistance is offered through the following methods:

Public Assistance (PA) – disaster assistance provided by the federal government and periodically the state to public entities including tribes, state, county and municipal governments, and certain nonprofits that provide essential public service.

Individual Assistance (IA) – federal and/or state assistance to the public who sustained damage from a federally declared disaster. Individual Assistance only covers a portion of damages and is not meant to replace insurance. There is also assistance available for individuals who have become unemployed because of a disaster.

Small Business Administration (SBA) – eligible businesses and nonprofits that are impacted by the disaster may be eligible for recovery loans from the SBA. Regardless of size, eligible businesses may apply for SBA loans for both physical damage and economic loss. SBA's Disaster Loan Program is not exclusively for small businesses. SBA loans are also available for damage to private property owned by individuals and families not fully covered by insurance.

Other Needs Assistance (ONA) – income-dependent assistance for personal property. Some items are only eligible after individuals are denied SBA assistance (including loans); other items are not contingent on SBA denial.

8. Annex Development, Training, Exercise, and Maintenance

Overall development and maintenance of this Annex is the responsibility of City of Snohomish. This Annex, and any appendices, are reviewed, reevaluated, and updated once every five years by the Emergency Management Coordinator. Review and revision is conducted in collaboration with County DEM. This Annex should be updated based on lessons learned as a result of real-world emergencies or through training or exercises. Primary departments or supporting agencies will be responsible for maintenance of sections of the Annex related to their assigned function.

Revision may result from or include:

- New procedures, policies, or technologies.
- Lessons learned from a real-world incident or exercise(s).
- Feedback during training or case study review.
- To accommodate new organizations or organizational structures.

Training and exercises are conducted at least annually in conjunction with DEM. An exercise may be substituted for a real-world activation (planned or unplanned). All final revisions are submitted to WA EMD for review and approval. This Annex will be made publicly available on the Snohomish County Department of Emergency Management's website.

9. Authorities, References, and Attachments

9.1 Authorities

- City of Snohomish Municipal Code (<https://snohomish.municipal.codes/>)
- City of Snohomish Financial Management Policy (<https://www.snohomishwa.gov/135/Budget-Finance>)
- Snohomish County DEM Interlocal Agreement for Emergency Management Services
- Revised Code of Washington Chapter 38.52 Emergency Management
- Revised Code of Washington Chapter 35A.12
- Revised Code of Washington Chapter 35.23
- Snohomish County Code 2.36 Emergency Management
- Stafford Act
- National Planning Framework

9.2 References

- Snohomish County Comprehensive Emergency Management Plan
- Snohomish County Disaster Recovery Framework
- Snohomish County Hazard Mitigation Plan
- Snohomish County Debris Management Plan
- Washington State Comprehensive Emergency Management Plan

9.3 Attachments

- Appendix A City of Snohomish Profile and Demographics
- APPENDIX B City of Snohomish Economic Development Element 2025
- Appendix C Standby Procedures 2025
- Appendix D SAMPLE PROCLAMATION OF LOCAL EMERGENCY
- APPENDIX E 2025 City of Snohomish Organization Chart by Position
- APPENDIX F City of Snohomish Emergency Internal Notification Process
- APPENDIX G City of Snohomish STRATCOM Wheel Worksheet
- APPENDIX H City of Snohomish Facility Annex
- APPENDIX I City of Snohomish Key Personnel Annex
- APPENDIX J City of Snohomish Equipment List
- APPENDIX K City of Snohomish MOUs ILAs
- APPENDIX L City of Snohomish Lines of Succession

10. Terms and Definitions

Abbreviation	Term	Definition
AAR	After-Action Review	A methodology for assessing performance, identifying challenges, and seeking improvements in the aftermath of a disaster.
CEMP	Comprehensive Emergency Management Plan	An overarching plan for how to respond to an emergency or disaster that covers roles, responsibilities, resources, and authorities.
COOP	Continuity of Operations Plan	Plan for departments and agencies to continue their critical governmental functions in the event of natural or human-caused disaster.
COP	Common Operating Picture	A continuously updated, unified overview of a disaster or emergency.
DOC	Department Operations Center	A location from which City department staff and leadership coordinate information and resources to support direct operations.
EAS	Emergency Alert System	National public warning system that allows federal, state, local, and tribal authorities the ability to deliver important emergency information to targeted areas.

EEl	Essential Elements of Information	Qualitative and quantitative data needed to develop situational awareness for decision-making. Snohomish County uses Community Lifelines to organize their EEl's.
EOC	Emergency Operations Center	A location from which organizations and leaders of a jurisdiction coordinate information and resources to support direct operations.
EOP	Emergency Operations Plan	A plan that describes who will do what, when, with what resources in an Emergency Operations Center.
FEMA	Federal Emergency Management Agency	Federal agency that coordinates response to a disaster when local and state resources are overwhelmed.
HAZMAT	Hazardous Materials	Substance or material that has the capability of posing an unreasonable risk to health, safety, and property.
HIRA	Hazard Identification and Risk Assessment	Risk assessment process that identifies hazards, assess their impacts, and provides countermeasure information.
HMP	Hazard Mitigation Plan	Plan to minimize loss of life and property through minimizing the impact of disasters.
IC	Incident Commander	The IC sets incident objectives, determines strategy, establishes the necessary organizational structure, and makes critical decisions to bring the incident to resolution while prioritizing safety and managing resources effectively.
ICP	Incident Command Post	Location where an Incident Commander oversees an incident.
ILA	Interlocal Agreement	A formal agreement between two or more governmental entities—such as cities, counties, or special districts—to collaborate on shared services, responsibilities, or resources.
IPAWS	Integrated Public Alert and Warning System	National system for local alerting through EAS, WEA, and NWR.
JIC	Joint Information Center	A central location either physical, virtual, or hybrid, where public information officers operate the Joint Information System.
MOU	Memorandum of Understanding	An agreement between two parties which outlines responsibilities to each other. May or may not be legally binding.
NIMS	National Incident Management System	A federal guide for all levels of government, nongovernmental organizations, and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents.
NWR	National Weather Radio	Automated 24-hour network of weather radio stations which broadcast weather information from nearby National Weather Service Office.
PSAP	Public Safety Answering Point	Call center for public emergency calls for service for police, fire, or EMS. Commonly known as 911.
PIO	Public Information Officer	Communicates accurate, timely, and accessible information to the public and media, and serves as the

		official spokesperson for a government agency or emergency response organization.
SBA	Small Business Administration	In the aftermath of disasters, the SBA offers low-interest loans for homeowners, renters, and businesses in a federally declared disaster.
SCDEM	Snohomish County Department of Emergency Management	County department responsible for working in all five phases of emergency management and supporting integrated 911 service to enhance resilience in Snohomish County.
UC	Unified Command	Where multiple agencies or jurisdictions with functional or geographic responsibility for an incident come together to establish a single set of objectives and a joint approach to incident management
UGA	Urban Growth Area	A geographic area where urban development is encouraged and expected to occur.
WA EMD	Washington Emergency Management Division	Responsible for operating the State of Washington’s EOC during state emergencies.
WEA	Wireless Emergency Alert	Short emergency alerts sent to mobile devices within a targeted area.
WebEOC	Web-based Emergency Operations Center Platform	Software designed to bring real-time crisis information management to the Washington State Emergency Operations Center (EOC) as well as to other local, state, and federal EOCs.

11. Record of Revision and Exercises

RECORD OF UPDATES			
No.	Date	Changes	Completed By

RECORD OF EXERCISES				
No.	Date	Exercise Name/Type	Overview	Completed By

2025 CEMP Annex City of Snohomish

Final Audit Report

2025-10-08

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