

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

ANNEX C

**** EASTERN WASHINGTON REGIONAL GROUP DISASTER PLAN ****

May 2010

Region name: Eastern Washington Region- 47R12

Regional Chapter: Inland Northwest Chapter- 47066

315 W. Nora Ave
Spokane, Wa 99205
509-326-3330 chapter
509-326-3336 fax

www.inwredcross.org – regional website

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Eastern Washington Regional Map



Regional Chapter

Inland Northwest (47-066) (509-326-3330, fax: 509-326-3336, <http://www.spokaneredcross.org>)

315 W. Nora Ave; Spokane, WA 99205

Executive Director: Terry Pollard (509-326-3330 x201, pollardt@spokaneredcross.org)

Regional Emergency Services Director: Jenny Carkner (509-929-0331
eburgredcross@yahoo.com)

Emergency Services Director: Brenda Lawlor (w: 509-326-3330 x220, c: 509-990-0438,
lawlorb@spokaneredcross.org)

Emergency email- esadmin@spokaneredcross.org

Community Chapters

1. Apple Valley Chapter (47-015) (509-663-3907, fax: 509-663-9061,

<http://www.applevalleyredcross.org/>)

Executive Director: Marriah Thornock w: 509-699-9285, c: 509-670-5140,

director@applevalleyredcross.org

Emergency Services Director: Sandy Cain w. 509-663-3907 sandy@applevalleyredcross.org

Disaster Coordinator: Joe Galeskas (c: 509-360-3965 after lunch) jbgal44@aol.com

2. Benton-Franklin (47-018) (509-783-6195, fax: 509-736-0586, <http://www.bfredcross.org/>)

Executive Director: Jeanne Jelke w: 509-783-6195, c: 509-521-3153, h: 509-543-7253,

jeanne.jelke@bfredcross.org

Emergency Services Director: Tawni Solberg c: 509-539-6078, h: 509-989-3753

emergencyservices@bfredcross.org

3. Blue Mountain (47-018) (509-525-7380, fax: 509-527-1269, <http://www.bmcredcross.org/>)

Executive Director: Terry Hackney w: 509-525-7380, c: 509-386-3834, h: 541-939-5746,

terryh@bmredcross.org

Disaster AmeriCorps VISTA: Kathie Yeager w: 509-525-7380 x103, kathie@bmredcross.org

4. Kittitas County Chapter (47-076) (509-925-5866, fax: 509-926-9156,

<http://www.arcofkittitascounty.org/>)

Executive Director & Regional ES Director: (w: 509-962-3309, c: 509-929-0331,

eburgredcross@yahoo.com)

Disaster Volunteer Coordinator: Jamie Hill (509-925-5866 or 206-235-6856)

5. North Cascades Chapter (47-148) (509-422-3440, fax: 509-422-5745,

<http://www.northcascadesredcross.org/>)

Executive Director: Sheron Sheldon w: 509-322-4050, sheldons@northcascadesredcross.org

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6. Yakima County Chapter (47-160) (509-457-1690, fax: 509-576-0898, <http://www.yakimaredcross.org/>)

Executive Director: Lisa Reinhart w: 509-457-1690, lreinhart@yakimaredcross.org

Disaster AmeriCorps VISTA: Cody Tusler 509-457-1690, tuslerc@yakimaredcross.org

Record of Review

Date Of Review	Type of Review: Annual, Exercise, Disaster	Comments	Reviewer Name
May, 2010	Creation of doc.	New regional plan	Brenda Lawlor & Frank Cejka

Record of Changes

	Change (Name, Page Number, Date, Issuer)	Date Posted (mm/dd/yy)	Posted by (initials)
1.	Brenda Lawlor, pg 4-5, community contact info.		
2.	Frank Cejka & Brenda Lawlor, all "NI" sections	09-09-2010	BL
3	Updated ES Director information	05-2011	BL
4.	Contact info updated	7-26-11	JC
5.			
6.			

I. Introduction and Purpose

The Regional Group Disaster Plan provides the planning and implementation procedures necessary to meet the requirements set by the American Red Cross to initiate and support responses to disasters. It is an outline of the coordinated actions that will be taken to ensure that high quality service is provided to people affected or potentially affected by a disaster. This plan consists of a base response plan, annexes and a gap analysis. It identifies the most likely major disaster scenario for the Eastern Washington Region. The scenario has then been formulated, and the human needs quantified, in collaboration with local government and community partners. The document provides an in-depth analysis of resources and capabilities. The document reflects the group's current capability to respond to a disaster, how those resources will be applied and identifies areas to build capacity. This plan also identifies the triggers for transition from a Regional Group administered to a Disaster Operations Center National Headquarters administered operation. The Regional Group Disaster Plan is part of a three-tiered planning approach that includes the State Response Plan and the National All Hazards plan and its annexes. All identified actions of partner agencies outlined in this plan have been agreed to in writing.

The plan is a living document, updated in concert with the annual readiness cycle as capacities improve based on a targeted Capacity Building Plan within each Regional Group.

II. Plan Goals

The goal of this plan is to clearly outline critical information regarding:

- Identification of the most likely major disaster within the regional grouping
- What triggers the activation of this plan for a major event
- Who is in charge
- How the relief operation will be structured
- How response activities of the regional group and National Headquarters of the American Red Cross will be coordinated
- When and how the Regional Group will request and receive resources from outside
- How coordination with the State Coordinating Chapter will occur
- How coordination with key external agencies and partners will occur
- What the service delivery requirements are
- What the service delivery priorities are
- How service delivery goals will be achieved
- How the movement of resources will occur
- What capability the regional group currently has and what capacity building goals have been set

III. Measures of Success

Success is the measure of satisfaction and loyalty produced by Red Cross interaction with five key constituencies:

1. **Clients** believe they have received assistance in relation to their disaster-caused emergency needs in a prompt, consistent manner
2. **Donors** believe the Red Cross is the most effective channel for their caring and generosity, that the Red Cross demonstrates its values in its actions and that it is a prudent steward of their contributions
3. **Partners** see the Red Cross as a reliable, effective and cooperative partner in the community's response to disaster
4. **Employees and volunteers**, in both the chapter and the disaster relief operation, believe they have "lived their values," met disaster-caused human needs, and been effectively supported by the Red Cross in carrying out their assigned work
5. **The public** believes the Red Cross has alleviated the human suffering associated with the event, and mission and performance are aligned with community expectations

IV. Response Plan

A. Plan Activation Triggers

- Any disasters occurring within the jurisdictions of any chapters that exceeds regular chapter DAT response
- Any pending disaster, e.g., severe weather watch, winter storms, extreme fire conditions
- Notification from any Community Chapter of a major event
- Notification from any Fire, Law Enforcement or EOC of an event or pending event ie: large HAZMAT or WMD/Terrorism events, transportation emergencies, etc.
- Notification from National Headquarters DOC of any impending event

B. Hazard Risk Analysis

Wildfires are an annual occurrence in the entire region. Most of the region is sparsely populated and consists mainly of forest, scrubland, and farmland and response, if any, has been in support of fire fighters and limited sheltering for affected populations. Response has been within the resources of this region. As residential development has encroached on woodlands, the possibility of wildfires involving multiple housing units is increasing, but would normally be expected to be relatively localized.

Since this disaster scenario takes place in Spokane County, risk and demographics will be focused on that county. Each of the six Community Chapters have hazards specific to their location. IE: Benton-Franklin Chapter hazards include the DOE Hanford site, and Umatilla Chemical Depot.

In the INW Chapter area, in 1991 there was a firestorm that involved Spokane, Stevens, Pend Oreille Counties and parts of Kootenai County in Idaho. That was a level III operation. The Dishman Hills fire, in Spokane County July of 2008, involved relatively few homes and was

contained, but it did occur within an urban area. These two incidents demonstrate the potential for a level III or higher incident.

C. Risk Area

The Eastern Washington Region includes 17 counties. The scenario takes place in the Inland Northwest Chapter area, which is comprised of seven counties. The chapter area includes; Adams, Ferry, Lincoln, Pend Oreille, Spokane, Stevens, and Whitman Counties. The scenario focuses on Spokane County.

D. Impact Analysis

- The wild land fire in this scenario is located in the Beacon Hill and Hillyard neighborhoods of Spokane, WA. It will directly impact approximately 3500 people with necessary evacuations, and indirectly with heavy smoke affecting people down wind. Many homes will have pets and livestock that also need to be evacuated and sheltered. The fire will also directly or indirectly affect utilities, transportation routes and local businesses. With an easterly wind direction driving the fire and its heavy smoke, it could also affect Spokane International Airport.
- In this scenario our Chapter building is not affected. However an alternate headquarters site is identified to move to as the size of the operation grows. Currently that alternate site could be the Comp USA building located at 808 N. Ruby, Spokane, WA 99202. Some volunteers may be affected directly by the fire, indirectly by the smoke or disrupted transportation routes.
- Immediate sheltering of the evacuated population, including collaborating with our animal rescue partners H.E.A.R.T, and SpokAnimal, for the animal needs will be the first priority. Translators may be needed for a Russian community. Feeding will be initiated at all shelters, the EOC or Incident Command, and respite center for first responders. Public Affairs working with the combined communication center will be critical to push out timely and accurate messages to the public.

E. Assumptions

- In addition to the resident population of 3500, there will be approximately 100 Russian speaking evacuees and translators may be needed.
- With a mix of urban and rural area, both large and small animals will need to be sheltered.
- Evacuees will be reluctant to use shelters until a pet shelter is established.
- It is anticipated that 10% of the population displaced from their homes would seek shelter with the American Red Cross with potentially additional evacuees who are downwind of the anticipated smoke.
- Due to the characteristics of the neighborhood where the shelters are located, security will be important to establish at the shelters.
- The location of this scenario does not affect our volunteer's ability to respond.

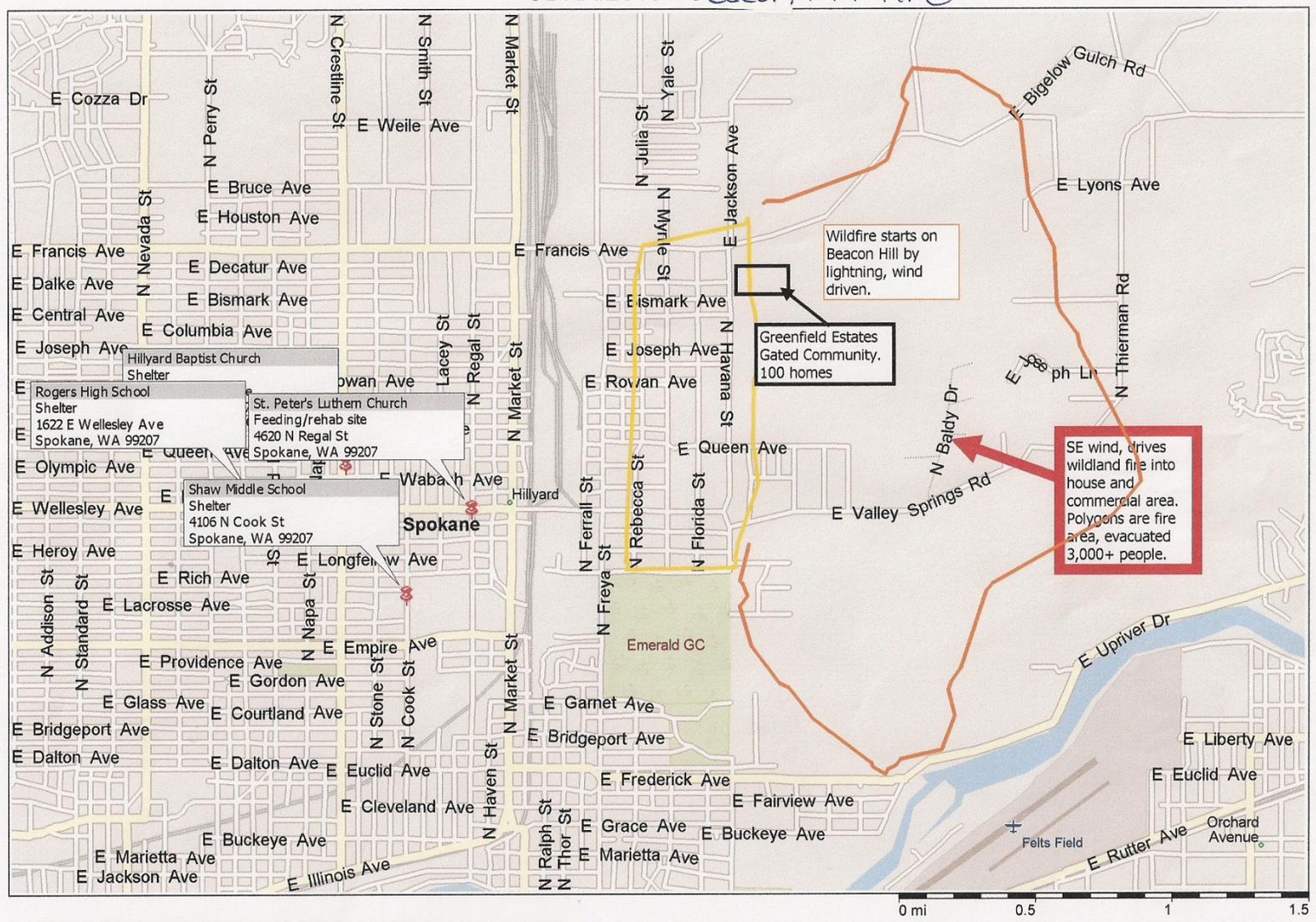
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- For the typical summer fire season, all the public schools are normally available for shelters.
- Because it is the summer season, some volunteers will be away on vacation, or deployed.

F. Demographics of Impacted Area

- Hillyard is a low income area. Many families rent vs. own their homes. The percentage of families with insurance is low.
- Spokane County demographics:
Population of approximately 400,000 that encompasses the typical socio-economic spectrum found in a larger urban/sub-urban area. The 2000 census estimates 8.22% mobility impaired, 4.41 % developmentally disabled, 2.7% of those over age 5 speak a language other than English, and 17.65% are age 60 or over.
- The map on the next page shows the street names, as well as an orange polygon for active fire area, and yellow polygon for evacuated area. Shelter locations are also identified on the map.
- The ethnicity of the scenario area is mostly Caucasian, with 2.86% being Russian speaking.

CDRA.2010 Beacon Hill Fire



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G. Government Structure

Spokane County has an established Department of Emergency Management to include an Emergency Communication Center (ECC), located at the Spokane County Fire Training Center. They also have an alternate ECC site. There are monthly meetings with most all agencies and NGO's who are part of the County emergency plan. During the initial response, communication flows between the incident commander and the DAT Lead. As the incident scales up the communication and coordination is handed up to the Emergency Services Director or designee. When the ECC activates, a Red Cross Liaison is assigned. The Spokane County plan acts as an overarching MOU for all named participants. The American Red Cross is an active participation meetings, plan updating and exercises. On an incident of this nature, the Lead agency would be the fire departments, with Sheriff/Law enforcement overseeing the evacuations. The INW Chapter would be the sheltering and feeding Lead. First responders will be fed by us until the Washington State Dept. of Natural Resources is set up with their fire kitchen. Partner agencies will be contacted either by the ECC or by us directly as needed, ie; The Salvation Army, Baptist Disaster Kitchen, 2nd Harvest.

H. Concept of Operations

Initial response and scaling up of the leadership Table of Organization

- Disaster Action Teams are comprised of a single DAT Lead and several DAT team members. The DAT Lead makes an initial assessment and calls for additional help as needed using the grid below.
- The Disaster Action Team Lead serves as the on-scene coordinator for the Red Cross response until or unless relieved by a higher ranking member from the Emergency Services Department.
- The ESD or Job Director will assume responsibility for the incident when it exceeds the Chapter's normal DAT capability, or when the ESD feels the incident should be handled as a disaster vs. a DAT response.
- If the incident happens in a community chapter, their disaster director will initiate the response. The Community Chapter will report to the Regional Chapter. If the incident exceeds the capability of the community chapter, the Regional Chapter will begin to initiate mutual aid, staffing, and/or resource allocation. If the Regional Chapter cannot meet the disaster, requests will be requested from the State Coordinating Chapter.

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ESD: Emergency Services Director

LSAP: Life Safety and Asset Protection

DHS: Disaster Health Services

DMH: Disaster Mental Health

PA: Public Affairs

Incident Involves:	ESD	LSAP	DHS	DMH	PA
Three alarm fire (or higher)	•	•	•	•	•
Aviation disaster	•	•	•	•	•
Large evacuation of people	•	•	•	•	•
Shelter(s) activated or requested	•	•	•	•	•
Mass casualties	•	•	•	•	•
Death or injuries (other than minor first aid) to clients or Red Cross workers	•	•	•	•	•
Involves at-risk persons such as infants, children, elderly, disabled, ill, etc.			•		
Several families/multi-unit structure affected	•		•		•
Major damage/destruction to residential structure					•
Health care assistance needed			•		
Pet(s) has been lost, especially if the pet(s) is a known or probable casualty				•	
People affected clearly in deep distress or grief				•	
Major negative reaction to being displaced or refusing to leave damaged home			•	•	
Red Cross responder(s) exhibiting an unusual level of distress, confusion, etc. caused by the incident				•	
People affected act very confused and not making sense			•	•	
Confirmed or suspected Weapons of Mass Destruction/Terrorism (WMD/T)	•	•	•	•	•
Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) materials	•	•	•	•	•
Hazardous material (Hazmat)	•	•	•	•	•
Accident involving Red Cross vehicle	•	•			•
Destruction, damage, loss, or theft of Red Cross equipment, material, or supplies	•	•			
Situation is such that unusual public and/or media interest may be generated	•				•
Canteen service requested	•				•

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Note: The above table is not intended to limit the DAT Lead's freedom in contacting Chapter personnel and/or functions when assistance/advice is needed. The ESD will also be contacted when any incident goes over the non-recurrent floor. It is always important to keep the Chapter Services Leadership informed of anything unusual.

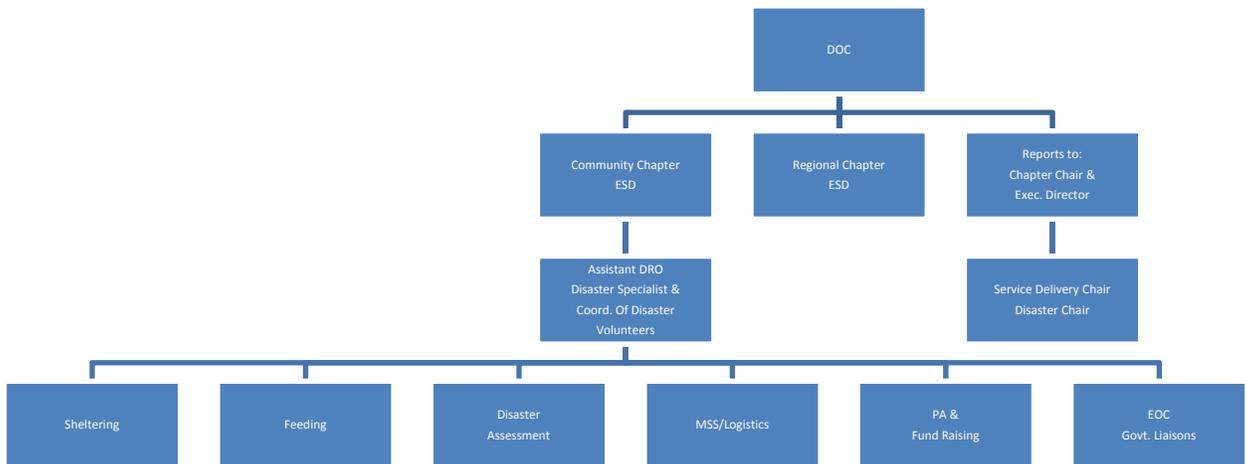
- Any shortfall in volunteers will be filled by direct requests to our community chapters. Mutual aid agreements are in place with the other six chapters in our region, and also covered by a state agreement in the Washington State disaster plan.
- Disaster Staffing will be activated in the affected chapter, and forward all staff or equipment shortfall requests to the appropriate Community Chapter Exec. or ESD. Anytime a request is made for resources outside the affected chapter, the State Coordinating Chapter, King-Kitsap, will be notified.
- Material resources that exceed what Spokane Region has available, will be requested through the State Coordinating Chapter. The closest DFSC is Umatilla, OR. Any supply request to a DFSC goes to the DOC. Almost all Eastern Washington Chapters keep their shelter supplies in trailers, making the supplies mobile and easy to move to where they are needed.
- An agreement is in place with a local hotel to receive disaster volunteers. The Fairbridge Inn will be used for incoming DSHR volunteers to the Spokane area.
- Volunteers will be received at the Chapter by the staffing activity leads. In processing, hotel assignments will be given, and orientation to the disaster. If the disaster size requires a separate headquarters location the staffing function will move there as well.
- Spontaneous volunteers will be interviewed by chapter staffing leads, and assigned to work alongside experienced volunteers in an area of interest with close supervision. Chapter staffing leads will use guidance from the spontaneous volunteer handbook. Spontaneous volunteers will initially be received at the Chapter. If the job operation and volunteer reception causes a disruption to daily Chapter operations, the alternate Head Quarters site will be utilized. Volunteer reception and training can be done at the new location.
- The decision to open shelters will be made through collaboration with the requesting party, the DAT team Leader and the ES Director, with input on safe location coming from the fire Incident Command.
- Shelters will immediately be entered into the National Shelter System (NSS) by trained NSS staff. Shelter managers or supervisors will call their population numbers in to the NSS staff at noon and midnight as required. NSS reports will be shared with local Emergency Management and other function leads, Coordinating Chapter, and the DOC.
- Each shelter will be staffed with service associates, disaster mental health, health services, and a supervisor. A shelter manager will rotate between the three shelters, as the overseer.
- Public Affairs (PA) will be activated early, as soon as a shelter or evacuation location is chosen by the ESD or appropriate Lead. PA will make immediate contact with their local media partners to send the shelter/evacuation locations to the public. The PA Lead will activate PA volunteers in the Chapter, and/or contact National Communication Contacts as needed. Emergency messages will also be posted to the Chapter website and relayed

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through appropriate social media channels. Messages will be approved by the Emergency Services Director or Job Director for accuracy. The PA will also coordinate the message with the emergency communication center, or joint information center as they are activated, and may re-locate to the ECC to work with the emergency management partners.

DAT to Disaster Structure

When a response exceeds the chapter's ability the incident will move up from a normal DAT response and be treated as a disaster. The following command structure noted below will be put into operation. Each Group or Activity will be activated as needed.

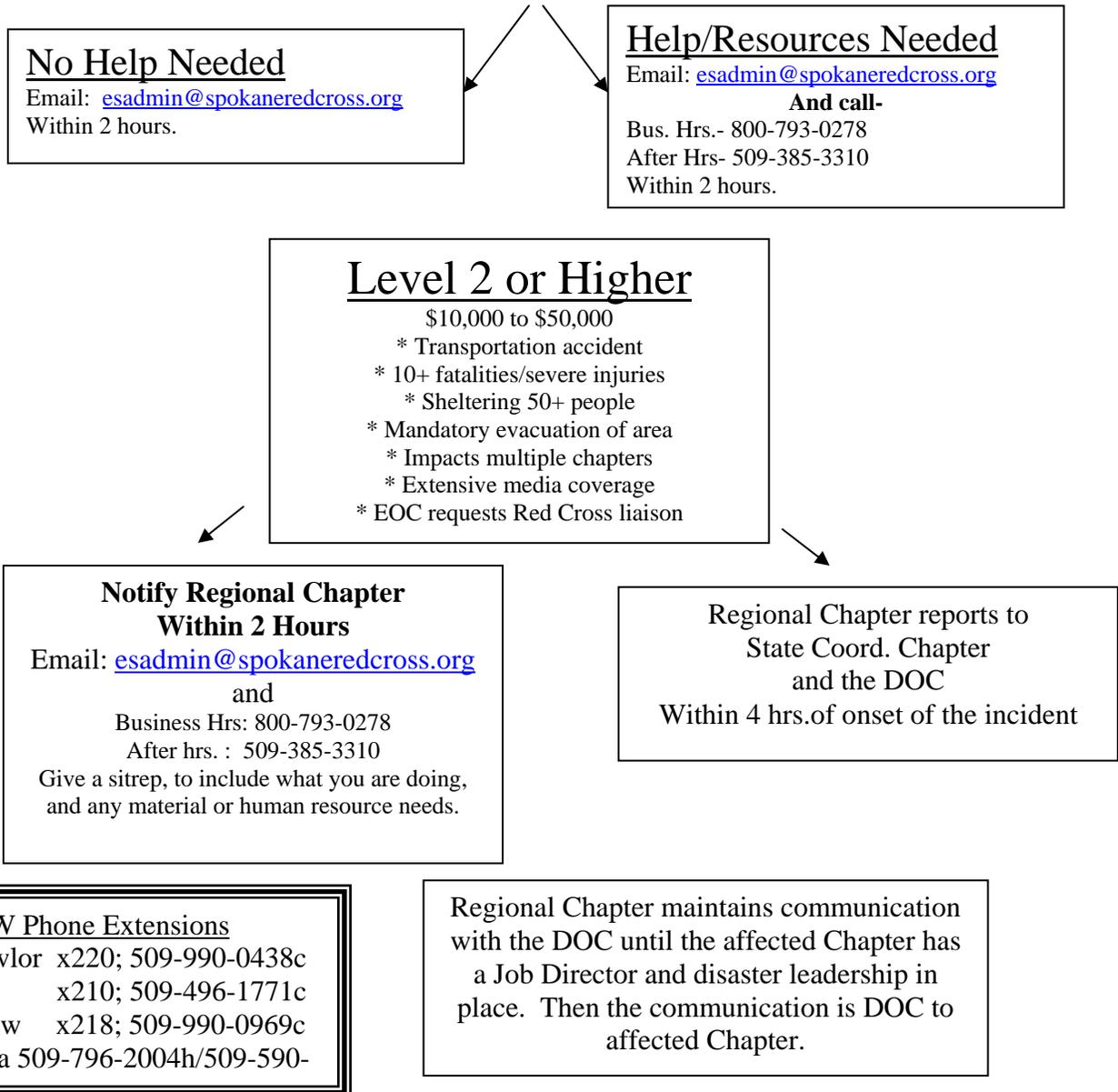


Regional Chapter to State Coordinating Chapter notification/communication

The State Coordinating Chapter, King-Kitsap, will be notified by email esadmin@seattlredcross.org or phone, (206) 323-2345 for the Duty Admin, according to the following criteria.

- Mutual Aid is requested by a Chapter
- Resource requests outside a Chapter
- Other major chapter activity as outlined below. Regional Chapter will report the following to the State Coordinating Chapter.

Community to Regional Reporting Structure



Resources Maintained by the Inland Northwest Chapter

The Inland Northwest Chapter is currently rated for a level II with 5 day sustained response. The chapter has a Resources Directory on the chapter server. It is maintained by the Disaster Specialist and the Material Support Services (MSS) Lead. The Resource Directory includes the following type of information:

- Disaster Services Human Resources membership by Group/Activity/Position located on the DSHR system, and the Disaster Specialists desk.
- Volunteer Master contact list, also each DAT Captain has a copy, the Disaster Specialist, Volunteer Coordinator, and ES Director.
- List of disaster supplies, ie, cots, blankets, clean up kits, comforts, etc.
- Shelter trailer locations:
 - 3- at the Chapter across street at Fairview Assisted living, Spokane, WA
 - Spokane Valley fire station, N. 2411 Pioneer Ln.
 - 1-Colfax, Whitman county. Usually in parking lot behind jail.
 - 1-Colville, Stevens county Highway Dept. yard. 404 W. 10th Colville, Gate Code: 22250. Keys: at the 911 center, in Colville. Second set at Chapter in Spokane
 - 1-Newport, WA, Pend Oreille County
 - Davenport, WA, Lincoln County

Extra keys for all the trailers are in the lockbox upstairs, at the Chapter in Spokane.

- Agreements with community or government partners. Including contact information and roles. H:\COMMON\20- Emergency Services\Agreements.
- Shelters are maintained in the NSS database. A MapPoint map of *most* shelter locations is also located on the server at: H:\COMMON\20- Emergency Services\Shelters & Facilities.

The Resource and Vendor directories are on the chapter server: H:\COMMON\20- Emergency Services; and ES Directors resource book.

- Any resources needed from another chapter in the Regional grouping will be requested through the ESD/Job Director. The MSS Lead at the Regional Chapter will track all logistic requests. The MSS Lead currently has a resource list for the entire region.
- The ESD/Job Director or appropriate Function Lead may contact any community partner needed for the response. The Government Liaison will be utilized at the ECC for formal tracking/logging of partner or government requests.
- As the incident approaches a level III the State Coordinating chapter will keep the DOC and National recruiter aware of any gaps or key leadership needs. The FSI manager and Job Director will track disaster costs with the 2066 & 5266. Close communication between the DOC and the Job director will be maintained, and NHQ will decide when the operation should become nationally accounted.

V. Gap Analysis - Current Capacity and Gaps

The Inland Northwest Chapter, and the Eastern Washington Region are currently at a Level II with 5 day sustained capability rating. The only shortfalls to becoming a level III region are in

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key leadership areas. Volunteers have been identified, trained, and wait for deployment experience to fill these gaps. At this date (May 2010) there are currently six leadership shortfalls according to the template for a level III disaster. Volunteer Leadership would need to be brought in from outside the region, the request going to the State Coordinating Chapter and the DSHR recruiting team.

Leadership Shortfall

- 1 MC/generalist/MG
- 2 CLS/CC/MG
- 1 MSS/PRO/SV
- 1 IMS/DA/MG
- 1 OS/PA/MG

A. Estimated Damage

Level III Scenario (\$50,000-250,000)

Wild land fire event

Beacon Hill Fire

July, in the Inland Northwest is typically hot and dry, very little precipitation. A lightning storm from the south west sparks two wild land fires that merge into one large event on Beacon Hill, Spokane Washington. This area is forested, with open fields bordering housing areas that are full of unmaintained weeds and refuse dumps. The fire quickly moves in a north westerly direction, consuming the homes on the mountain itself, and threatening the Hillyard neighborhood which is on the western edge of the mountain.

Spokane Fire district, Spokane Valley, and Fire district 9 initially respond to protect the homes that are involved, and initiate the Washington State DNR response for the wild land fire. As the fire moves closer to the Hillyard area incident command orders evacuations of the Greenfield Estate Gated Community, Valley Springs Road; and from Rich Ave. to E. Francis, N. Freya to N. Havana. This moves out approximately 3500 people. Homes in the evacuated area have a mixture of income levels, and include a Russian speaking community. The EOC pages the DAT team, requesting shelters for the evacuating population. The estimate is that 60-70 homes are destroyed or major. The DAT team Lead notifies the ES Director, who takes over the operation of the event, and requests a DR number from the DOC. Shelters are set up, feeding initiated, Govt. Liaisons sent to the incident command and the EOC. PA and Fund Raising are busy, and the DFRAP is activated for major donors. Disaster Assessment works with the County GIS/mapping department to get an assessment of home numbers remotely, until they can go in for detailed disaster assessment. Partner agency H.E.A.R.T. is also activated to work with the evacuating animal population and will set up a pet shelter on the Rogers High School property. The EOC also opens the Spokane County fairgrounds for large animal shelter. Special needs clients that are not a good fit for a congregate shelter are placed into a hotel or medical care as appropriate using the shelter intake tool.

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Shelter 1
Rogers High School- capacity 300
1622 W. Wellesley Ave
Spokane, WA 99207

Shelter 2
Shaw Middle School- capacity 250
4106 N. Cook St.
Spokane, WA 99207

Shelter 3
Hillyard Baptist Church- capacity 175
2121 E. Wabash Ave.
Spokane, WA 99207

Respite/Recovery Center- capacity 86
St. Peter's Lutheran Church
4620 N. Regal St.
Spokane, WA 99207

Due to the number of low income families and renters in this area, we expect a larger than normal percentage of evacuating population to seek shelter, and later need individual casework. Disaster Assessment will find approximately 65 homes destroyed and major, 25 minor, and 150 affected. Using a 50% average for homeowners insurance, we expect 30-40 families to seek individual assistance, including help with rent and deposit.

B. Service Delivery Requirements

Shelters will be busy for 3-4 days until the fire is out and evacuation orders are lifted. As people return home, and begin the recovery process, shelters are consolidated and closed. We expect to have one shelter open for a longer time period, up to two weeks if necessary, for the families needing assistance with their recovery. Disaster Assessment completes the DDA.

Feeding will be initiated immediately, with fixed sites to include all 3 shelters, the rehab, incident command, EOC, animal shelter, Red Cross HQ and RC volunteer processing center. Quick fast food will be used, then local caterers, until school kitchen personnel are activated and begin cooking with food supplied from the Airway Heights Food Factory. Kitchen option two, is to bring up Cherry City Food and Beverage, a fully outfitted fire kitchen business. They would be capable of cooking for the State fire fighters as well as the Red Cross shelters. As shelters close down, feeding may go mobile to support families with their cleanup efforts as they work on their homes.

Casework begins with the DDA being completed, and all families with destroyed and major damage are contacted to see if assistance is needed. This is started with the families in the shelters, then by outreach teams that go into the neighborhoods. DMH and HS are busy with work in the shelters as well as on the outreach teams.

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Partner Services local voluntary agency liaison (LVA) works with the Inland Northwest COAD in finding out what the partner agencies are offering for the long term recovery of our clients. A referral list is generated and shared with all caseworkers/clients needing assistance.

MSS supports needs identified by Bulk Distribution, caseworkers and Disaster Assessment.

Public Affairs and Fund raising are busy with all local media. They work with shelter managers and caseworkers to find compelling stories that our clients are willing to share to help the Red Cross effort.

Staff Services has been recruiting and assigning volunteers from the seven Eastern Washington chapters as staffing needs are identified. Collaboration with our national DSHR recruiter is helpful in getting the local volunteers assigned to the DR.

The DR follows its normal progression in moving clients down the path of their recovery until the last shelter is closed.

Table of Organization-small multi-chapter

