



# Thurston County Public Works – Solid Waste Division

Continuity of Operations Plan

*Thurston County, Washington*

December 3, 2020



## Record of Revisions

[illegible]



## Contents

Executive Summary .....	v
1 Introduction and Background .....	1
1.1 Purpose .....	1
1.2 Applicability and Scope .....	1
1.3 WARC Facility Overview .....	1
1.4 HazoHouse Overview.....	2
1.5 Rainier/Rochester Drop-Box Sites Overview .....	3
1.6 Stakeholder Information and Outreach .....	3
1.7 Assumptions.....	4
1.8 Reference Documents.....	5
2 Communications, Response, and Notifications.....	6
2.1 Roles and Responsibilities .....	6
2.2 Stakeholder Emergency Contact List.....	7
2.3 Equipment Contacts List .....	10
2.4 Vendor and Contractor Contacts List.....	11
2.5 Delegation of Authority .....	11
2.6 Communications Plan .....	12
Media Response .....	12
2.7 Vital Records/Databases.....	13
2.8 Response Phases .....	13
3 Scenario A: WARC Transfer Station Is Not Available .....	14
3.1 Scenario Overview .....	14
3.2 Responsibilities .....	14
3.2.1 Solid Waste Manager.....	14
3.2.2 Solid Waste Facility Operations Manager.....	15
3.3 Activation.....	15
3.4 Alternative Facility Operations .....	16
3.5 Reconstitution.....	17
4 Scenario B: Rainier or Rochester Drop-Box Site Not Available.....	18
4.1 Scenario Overview .....	18
4.2 Responsibilities .....	18
4.2.1 Solid Waste Manager.....	18
4.2.2 Solid Waste Facility Operations Manger.....	18
4.3 Activation.....	19
4.4 Alternative Facility Operations .....	19



4.5	Reconstitution.....	20
5	Scenario C: HazoHouse Not Available .....	21
5.1	Scenario Overview .....	21
5.2	Responsibilities .....	21
5.2.1	Solid Waste Manager .....	21
5.2.2	Solid Waste Facility Operations Manger .....	21
5.3	Activation .....	22
5.4	Alternative Facility Operations .....	22
5.5	Reconstitution.....	23
6	Scenario D: Staffing Contingency Plan .....	24
6.1	Scenario Overview .....	24
6.2	Responsibilities .....	24
6.2.1	Solid Waste Manager .....	24
6.2.2	Solid Waste Facility Operations Manger .....	25
6.3	Activation .....	25
6.4	Alternative Facility Operations .....	25
6.5	Reconstitution.....	26
7	Testing, Training, Exercises and Updating .....	27
7.1	Training Programs .....	27
7.2	Testing Programs .....	27
7.3	Exercises .....	27
7.4	After-Action Reporting and Updating .....	27
7.5	Plan Maintenance Strategy .....	28
8	Program Capabilities and Gaps .....	30
8.1	Contracts .....	30
8.2	Facility Capabilities and Gaps .....	30
8.3	Equipment Capabilities and Gaps .....	31

## Tables

Table 1-1.	Stakeholder Facilities.....	3
Table 2-1.	Mission Essential Personnel.....	6
Table 2-2.	Stakeholder Emergency Contact List .....	8
Table 2-3.	Equipment Contact List.....	10
Table 7-1.	COOP Plan Maintenance Strategy .....	28

**Figures**

Figure 1. WARC Facility Layout..... 2

Figure 2. HazoHouse ..... 2

Figure 3. Stakeholder Facilities..... 4

Figure 4. Thurston County Solid Waste Organizational Chart..... 7

**Appendices**

Appendix A. Record of Employee Training

Appendix B. Site Layouts

## **Acronyms and Abbreviations**

C&D	Construction and Demolition
COOP	Continuity of Operations Plan
County	Thurston County
MRSC	Municipal Research Service Center
MRW	Moderate Risk Waste
MSW	Municipal Solid Waste
PHSS	Thurston County Public Health and Social Services Department
Rainier	Rainier Drop-Box Site
Republic	Republic Services, Inc.
Rochester	Rochester Drop-Box Site
SWD	Thurston County Public Works – Solid Waste Division
WARC	Waste and Recovery Center

## Executive Summary

Thurston County (County) owns three solid waste facilities, the Waste and Recovery Center (WARC), Rainier Drop-Box site (Rainier) and Rochester Drop Box site (Rochester) that accept municipal solid waste (MSW) for transport and disposal from commercial and self-haul customers in the greater Thurston region. The household hazardous waste facility (referred to as HazoHouse) is located on the WARC site, and it accepts Moderate Risk Waste (MRW) from homeowners and small quantity generators. The County contracts operations of the WARC with Republic Services, Inc. (Republic) with the exception of the organics and recycling drop-box operations contracted with Waste Connections, Inc., and the County operates the scalehouses and HazoHouse at the WARC. The Rainier and Rochester sites are operated by the County with the haul of waste contracted with Republic.

The County is in the process of developing a Countywide Continuity of Operations Plan (COOP) to ensure that the County continuously operates essential facilities and performs essential functions across a wide range of potential emergencies. The WARC, Rainier and Rochester Drop-Box sites, and HazoHouse are part of the County's essential functions operated through the County Public Works Department – Solid Waste Division (SWD).

This SWD COOP is intended to provide guidelines for the steps necessary to work through a partial or total shutdown that requires activation of the COOP procedures. As part of this planning effort the COOP:

- Addresses four (4) separate scenarios that represent specific situations and backup operations necessary during a partial or total shutdown to ensure continued collection and processing of MSW, MRW and other waste and recycling streams.
- Provides emergency contact information for stakeholders, equipment suppliers, and contractors.
- Outlines the SWD Mission Essential Personnel roles and responsibilities during a partial or total shutdown.
- Addresses stakeholder roles and responsibilities during activation.
- Establishes testing, training, exercises, reporting and COOP updating responsibilities.
- Identifies gaps in the COOP implementation to be addressed by stakeholders.

The COOP is a living document that relies on updates and revisions as resources and situations change and evolve in the Thurston region and is dependent on stakeholders working cooperatively during a partial or total shutdown requiring activation of the COOP procedures.

*This page intentionally left blank.*

# 1 Introduction and Background

The goal of this Continuity of Operations Plan (COOP) is to provide the County and its stakeholders with a planning document that assists in maintaining vital solid waste handling services during a partial or complete shutdown of the waste acceptance, transport and disposal process.

## 1.1 Purpose

The COOP addresses emergency management activities designed to maintain waste handling and disposal capacity in the event the WARC, Rainier or Rochester sites or the HazoHouse cannot accept waste. The COOP will address actions and coordination necessary between the stakeholders within the County to help maintain waste disposal.

## 1.2 Applicability and Scope

COOP planning ensures the preservation and reconstitution of the mission and essential functions of the aforementioned solid waste management facilities of the County. This COOP is not an evacuation plan or an emergency management plan, but instead facilitates the restoration of daily functions as they relate to the handling of MSW, MRW, organics, recyclables, construction and demolition (C&D) debris and other special wastes.

This COOP addresses four separate shutdown scenarios (partial or complete) for one of the solid waste facilities requiring activation of the COOP:

- **Scenario A** – WARC Transfer Station is not available.
- **Scenario B** – Rainier Drop-Box or Rochester Drop-Box site is not available.
- **Scenario C** – HazoHouse is not available.
- **Scenario D** – Staffing contingency plan.

Under this COOP, each listed scenario is provided with a plan of action that can be implemented during emergencies and includes implementation procedures in three stages:

1. Activation – Initial activities within the first 24 hours of the emergency.
2. Alternative Facility Operations – Activities implemented after the first 24 hours to termination of COOP operations.
3. Reconstitution – Termination of COOP operations and resumption of normal operations.

## 1.3 WARC Facility Overview

The WARC, the only solid waste transfer station for the County, accepts MSW from municipal, commercial, and self-haul (public) customers. Commercial haulers are

directed to the Transfer Station where waste is placed on a tipping floor. Self-haulers are directed to a separate disposal area on site, where MSW is placed in drop boxes, and hauled to the tipping floor in the Transfer Station. From the tipping floor, dumped waste is compacted into shipping containers and transported by truck to the Roosevelt Regional Landfill in Klickitat County for disposal.

The WARC offers opportunities for the public to drop off recyclable materials into drop boxes located in an area separate from the disposal area (Recycling Center). An area for collection of household hazardous waste (HazoHouse) is available in a separate building. Organics are also processed in a separate area on site where organics are ground and transported off-site for composting. Figure 1 provides the current layout of the WARC facility.



**Figure 1. WARC Facility Layout**

## 1.4 HazoHouse Overview

The County operates a 2,870-square foot (sf) HazoHouse facility to collect MRW from County residents. The facility accepts household and small quantity generator MRW. The HazoHouse is currently accessed by a separate ingress and egress from the Transfer Station with site location at the WARC shown in Figure 1.



**Figure 2. HazoHouse**

## 1.5 Rainier/Rochester Drop-Box Sites Overview

The Rainier and Rochester Drop-Box sites accept MSW from self-haul customers. MSW is currently deposited into 40-cubic yard containers and transported to the WARC Transfer Station for compaction into shipping containers. These sites offer separate designated areas for drop-off recyclable materials and collection containers for used oil and used vehicle batteries.

## 1.6 Stakeholder Information and Outreach

The COOP provides the foundation for continuity of critical services as they relate to the handling of waste within Thurston County and is augmented by the actions of key stakeholders in the system as follows:

- Thurston County
- City of Olympia
- Republic Services
- Waste Connections, Inc.
- Silver Springs Composting

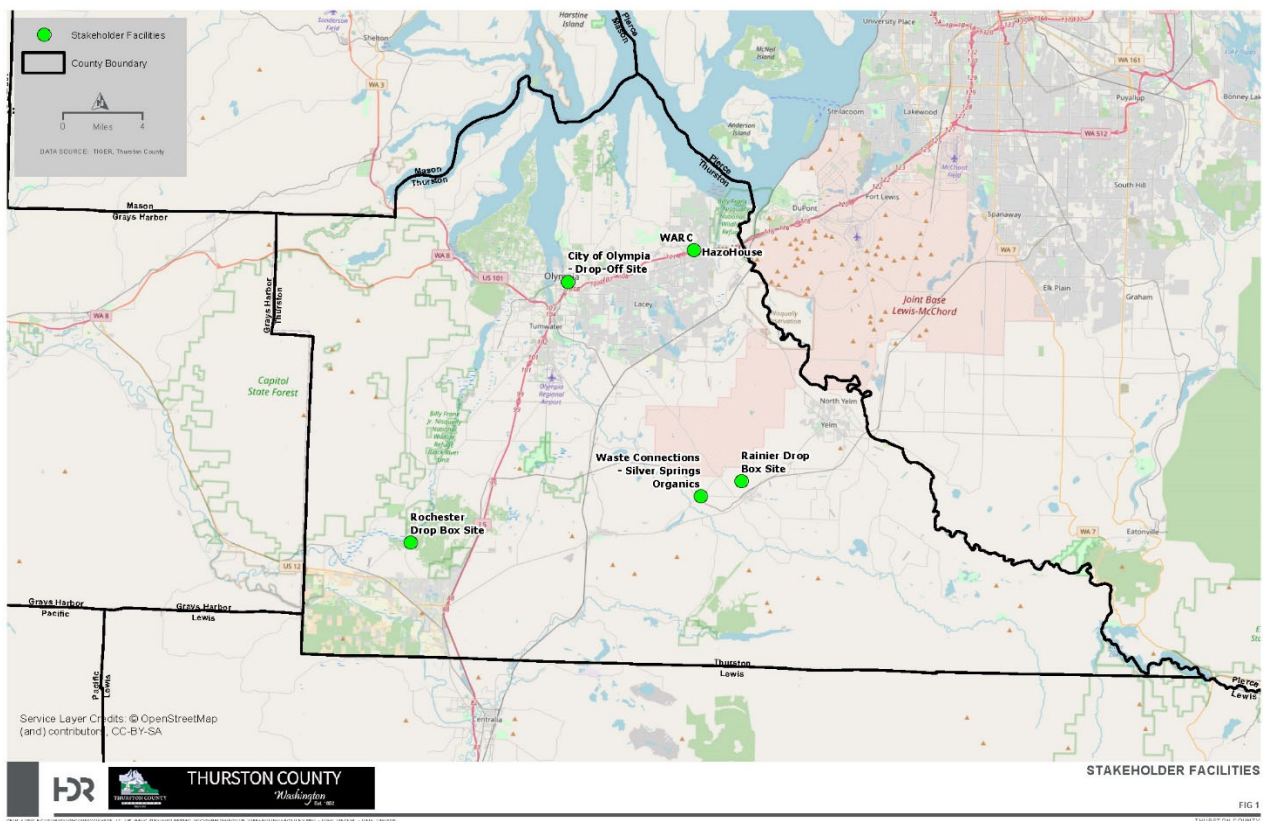
Table 1-1 provides a list of stakeholder facilities located in the County, in addition to the Thurston County-owned facilities that are to be included as facilities available during emergencies as part of this COOP.

Table 1-1. Stakeholder Facilities	
Stakeholder	Facility Name
Thurston County	WARC 2420 Hogum Bay Road NE Lacey, WA 98526
Thurston County	Rainier Drop-Box Site 13010 Rainier Acres Road SE Rainier, WA 98576
Thurston County	Rochester Drop-Box Site 16500 Sargent Road SW Rochester, WA 98579
Thurston County	HazoHouse 2420 Hogum Bay Road NE Lacey, WA 98526



Stakeholder	Facility Name
Silver Springs Organics	Waste Connections – Silver Springs Organics 13835 Military Road SE Rainier, WA 98576
City of Olympia	City of Olympia – Drop-Off Site 1000 10 <sup>th</sup> Avenue SE Olympia, WA 98501

Figure 3 provides a map of stakeholder facilities and neighboring county boundaries.



### Figure 3. Stakeholder Facilities

## 1.7 Assumptions

Assumptions for the four alternative operations scenarios include:

- The County will continue to recognize its responsibilities to the public and employee safety and exercise its authority to implement the COOP in a timely manner when confronted with the scenarios identified in Section 1.2.

- Procedures have been developed to support the resumption of time-sensitive operations and functions in the event of disruption to services provided at the County facilities.
- The County and its stakeholders are committed to support services resumption and recovery efforts at continuity facilities, if required.
- In the event the County facilities are non-operational, the County and its stakeholders, including contracted service providers, may rely on each other for assistance.
- This COOP may be activated as a result of an emergency situation based on the scenarios provided, including a variation of a scenario. Activation of the COOP will occur at the level necessary to resolve the situation.

## 1.8 Reference Documents

The COOP Plan is a living document that will require updates and revisions as resources and situations evolve in the Thurston region. Reference documents that provide background or additional information include:

- Contractual Agreements between Thurston County and Republic Services.
- Contractual Agreements between Thurston County and Waste Connections, Inc.
- Thurston County Public Health and Social Services Department Operating Permits.
- Thurston County Solid Waste Management Plan (Draft August 2020).
- Thurston County Debris Management Plan (March 2019).
- Memorandum of Understanding Between Thurston County Department of Public Works and Public Health and Social Services
- Interlocal Agreements with participating Cities/Towns.

## 2 Communications, Response, and Notifications

Upon activation of the COOP, communications both internally with stakeholders and with the public will be considered high priority. This section provides information on the roles and responsibilities of the mission essential personnel, stakeholders' emergency contact information, equipment contacts, delegation of authority, communications plan and other operational responsibilities related to response.

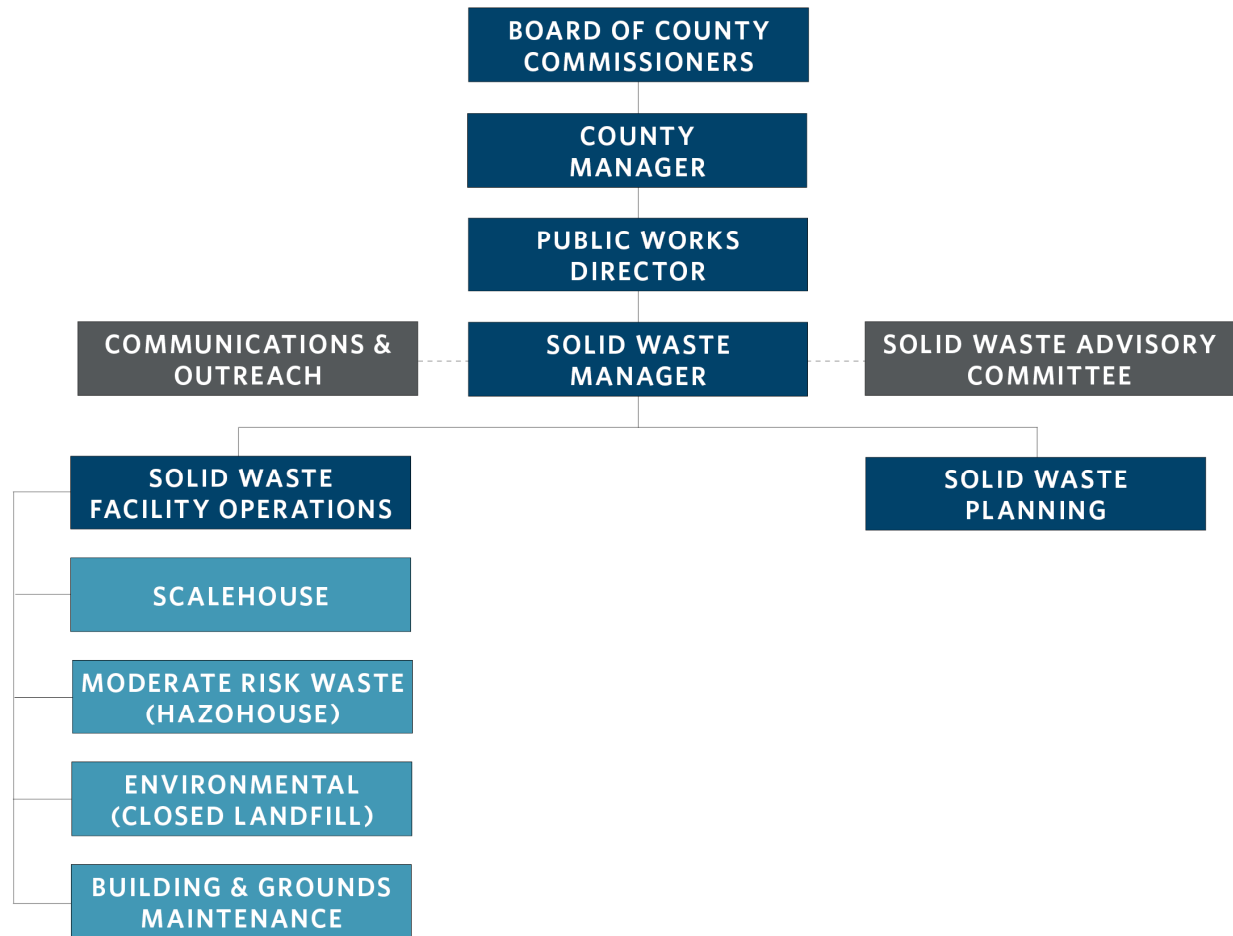
Note that staff included on lists in this section may change; while lists will be maintained and updated regularly, they may not always be up-to-date. Staff may need to be contacted by their title or role if the names are no longer applicable.

### 2.1 Roles and Responsibilities

During a COOP activation, key positions have been identified to fulfill important roles and responsibilities. Table 2-1 outlines the County personnel and their roles during a COOP activation.

Table 2-1. Mission Essential Personnel	
Position Title	COOP Mission Essential Role
<b>Solid Waste Manager</b>	Overall coordination within the County and with major stakeholders and central point of contact.
<b>Solid Waste Facility Operations Manager</b>	Overall coordination and facility management. Assumes the role of Solid Waste Manager in his/her absence. Coordinates repairs with current contractor and outside contractors. Provides information and direction to County staff to continue operations and as directed by the Solid Waste Manager. Informs Solid Waste Manager of operational issues.
<b>Scalehouse Supervisor</b>	Maintains operations of the scalehouses. Provides information to scalehouse employees and customers as directed by the Solid Waste Manager or his/her designee.
<b>Solid Waste Planner</b>	Provides support and assistance to the Solid Waste Manager and Solid Waste Facility Operations Manager and other mission essential personnel as requested. Maintains compliance record and coordinates with external agencies as directed by the Solid Waste Manager or his/her designee.
<b>Communications Team Lead</b>	Provides support and assistance to the Solid Waste Manager and Solid Waste Facility Operations Manager and other mission essential personnel through preparation of press releases and communications documents as directed by the Solid Waste Manager or his/her designee.

The Solid Waste Division currently employees 28 staff that can be reassigned during a COOP activation. Staff from other Public Works divisions may be reassigned for continuity of essential services. Additional staffing is provided through contractual arrangements with Republic Services and Waste Connections. Figure 4 provides the County Solid Waste Division organizational structure with each staff position identified.



**Figure 4. Thurston County Solid Waste Organizational Chart**

## 2.2 Stakeholder Emergency Contact List

To maintain solid waste management within the County, the response to a partial or complete loss of the WARC, Rainier/Rochester or HazoHouse facility may require action by many other solid waste service-related stakeholders operating within the County solid waste system. The Stakeholder Emergency Contact List is summarized in Table 2-2.

Instructions for when to contact the various stakeholders are included in the descriptions of the key position responsibilities provided in Sections 3, 4, 5 and 6.



**Table 2-2. Stakeholder Emergency Contact List**

Stakeholder	Name	Title	Telephone	E-mail Address	Address
City of Olympia	Gary Franks	Waste ReSources Director	W (360) 753-8780 C (360) 507-5941	<a href="mailto:gfranks@ci.olympia.wa.us">gfranks@ci.olympia.wa.us</a>	P.O. Box 1967 Olympia, WA 98507
Republic Services	Steven Gilmore	Municipal Relationship Manager	W (206) 332-7723 C (425) 628-3144	<a href="mailto:SGilmore@republicservices.com">SGilmore@republicservices.com</a>	4160 6th Avenue SE, Suite 204 Lacey, WA 98503
Waste Connections Curbside/Organics	Jeff Harwood	District Manager	W (360) 923-0111 C (360) 509-1487	<a href="mailto:Jeffrey.harwood@wasteconnections.com">Jeffrey.harwood@wasteconnections.com</a>	2910 Hogum Bay Rd NE Lacey, WA 98516
Waste Connections - Operations	Jeff Harwood John Cox	District Manager Operations Manager	W (360) 923-0111 C (360) 509-1487 C (360) 580-3423	<a href="mailto:Jeffrey.harwood@wasteconnections.com">Jeffrey.harwood@wasteconnections.com</a> <a href="mailto:John.cox@wasteconnections.com">John.cox@wasteconnections.com</a>	2910 Hogum Bay Rd NE Lacey, WA 98516
Thurston County	Karen Weiss	Interim Solid Waste Manager	W (360) 867-2327 C (360) 701-5573	<a href="mailto:karen.weiss@co.thurston.wa.us">karen.weiss@co.thurston.wa.us</a>	9605 Tilley Rd SW Olympia, WA 98512
Thurston County	Gerald Tousley	Facility Operations Manager	W (360) 867-2900 C (360) 481-0257	<a href="mailto:Gerald.tousley@co.thurston.wa.us">Gerald.tousley@co.thurston.wa.us</a>	2420 Hogum Bay Rd NE Lacey, WA 98516
Thurston County	Tammy Devlin	Risk Management Director	W (360) 786-5498	<a href="mailto:Tammy.devlin@co.thurston.wa.us">Tammy.devlin@co.thurston.wa.us</a>	2000 Lakeridge Drive SW Olympia, WA 98502
Thurston County	April Leigh	Education & Outreach Specialist III	W (360) 867-2375 C (360) 490-9594	<a href="mailto:April.leigh@co.thurston.wa.us">April.leigh@co.thurston.wa.us</a>	9605 Tilley Rd SW Olympia, WA 98512

Table 2-2. Stakeholder Emergency Contact List					
Stakeholder	Name	Title	Telephone	E-mail Address	Address
Thurston County	Karen Weiss	Finance & Asset Management Division Manager	W (360) 867-2327 C (360) 701-5573	<a href="mailto:karen.weiss@co.thurston.wa.us">karen.weiss@co.thurston.wa.us</a>	9605 Tilley Rd SW Olympia, WA 98512
Thurston County	Dawn Ashton	Procurement & Contracts Specialist II	W (360) 867-2279	<a href="mailto:dawn.ashton@co.thurston.wa.us">dawn.ashton@co.thurston.wa.us</a>	9605 Tilley Rd SW Olympia, WA 98512

## 2.3 Equipment Contacts List

During a COOP activation, equipment availability will be a critical component to continued operations. Table 2-3 Equipment Contact List identifies companies that can provide support for continuity of facility operations by providing equipment and personnel.

Instructions for when to contact the various stakeholders are included in the descriptions of the key personnel responsibilities provided in Sections 3, 4, 5 and 6.

Table 2-3. Equipment Contact List				
Company	Services	Contact Name	Telephone	Address
<b>Compactor</b>				
SSI Shredding Systems, Inc.	Compactor Repairs/Mtnc.	Lee Sage	(503) 682-3633	9760 SW Freeman Drive Wilsonville, OR 97070
<b>Chassis</b>				
Republic Services	Chassis, hauling	Steve Gilmore	W (206) 332-7723 C (425) 628-3144	4160 6th Avenue SE, Suite 204 Lacey, WA 98503
Waste Connections	Chassis, hauling	Jeff Harwood John Cox	W (360) 923-0111 C (360) 509-1487 C (360) 580-3423	2910 Hogum Bay Rd NE Lacey, WA 98516
<b>Trucks/Drivers</b>				
Republic Services	Trucks and Drivers	Steve Gilmore	W (206) 332-7723 C (425) 628-3144	4160 6th Avenue SE, Suite 204 Lacey, WA 98503
Waste Connections	Trucks and Drivers	Jeff Harwood John Cox	W (360) 923-0111 C (360) 509-1487 C (360) 580-3423	2910 Hogum Bay Rd NE Lacey, WA 98516
<b>Equipment</b>				
Republic Services	Operational Equipment	Steve Gilmore	W (206) 332-7723 C (425) 628-3144	4160 6th Avenue SE, Suite 204 Lacey, WA 98503
Waste Connections	Operational Equipment	Jeff Harwood John Cox	W (360) 923-0111 C (360) 509-1487 C (360) 580-3423	2910 Hogum Bay Rd NE Lacey, WA 98516
Thurston County ER&R	Operational Equipment	Bruce Rohrbough	W (360) 867-2397	9605 Tilley Rd SW Olympia, WA 98512
Modern Machinery	Equipment Sales	Kyle Keely	(360) 273-4284	19444 Ivan Street SW Rochester, WA 98579
Lew Rents	Equipment Rental	Jamie Eklund	(360) 357-7731	2216 4 <sup>th</sup> Ave East Olympia, WA 98506

Table 2-3. Equipment Contact List				
Company	Services	Contact Name	Telephone	Address
United Rentals	Equipment Rental	Regina Green	(360) 786-8408	6070 Linderson Way SW Tumwater, WA 98501
Sunbelt Rentals	Equipment Rental	Brian Paladini	(360) 252-4667	7851 29 <sup>th</sup> Ave NE Lacey, WA 98516
Moderate Risk Waste Handling				
Clean Earth Environmental Solutions (Stericycle)	MRW Handling and Disposal	Wendy Cook	(360) 569-1036	1701 Alexander Avenue Tacoma, WA 98421

## 2.4 Vendor and Contractor Contacts List

During a COOP activation, vendor and contractor availability will be a critical component to operations. The County, through its operations contract with Republic Services, should work cooperatively to make necessary repairs to facilities, as needed, to remain operational. Clean Earth Environmental Solutions currently provides MRW disposal services for the County, should HazoHouse operations be impacted.

For further resources, Thurston County utilizes the Municipal Research Service Center (MRSC) small works roster to identify companies that can provide continuity of facility operations by providing repairs and personnel. The MRSC contractor roster is available at <https://mrscrosters.org/>. Purchases must be made in alignment with County Procurement Policy and requirements.

In addition, Table 2-3 identifies potential equipment contacts.

## 2.5 Delegation of Authority

Delegation of Authority is specified by County resolutions and policies. When circumstances require, incumbents in positions specified in the orders of succession below are delegated authority to perform all duties and responsibilities required to maintain operations at the Solid Waste Division facilities. Delegations of Authority are as follows:

- Solid Waste Manager
- Solid Waste Facility Operations Manager
- Scalehouse Supervisor
- WARC Facility Operations Staff

Delegation of Authority should be exercised only when immediate action is required and a superior is unable or unavailable to exercise the authority. An individual, acting as successor, should be relieved of his or her authority once the superior on the list becomes available, is able, and assumes the role of the successor. An individual exercising the authority of a superior will record important actions taken and the period in which the



authority is exercised. A formal transfer of critical information from the acting authority to the successor is required when transitioning authority between individuals. When Delegation of Authority is exercised, roles should be clearly communicated within the Public Works Department and to stakeholders.

## 2.6 Communications Plan

Communications, both internally and externally, are critical during emergencies. The communications process will be managed and controlled through the Solid Waste Manager or designee as a central point of contact to minimize confusion and miscommunication. The Solid Waste Facility Operations Manager will assist the Solid Waste Manager. If the Solid Waste Manager is unavailable, the Solid Waste Facility Operations Manager will assume responsibility for the communications activities. Communication activities will include:

- Verify all facility personnel and users are safe and accounted for.
- Control entrance to the facility and limit access to essential personnel and fire department and police department.
- Secure county sheriff department personnel, or private security, to control access through the facility entrance gate.
- Inform facility stakeholders of any changes required regarding solid waste management and disposal. Courtesy communications will be made to surrounding counties and the Solid Waste Advisory Committee.

The Stakeholder Emergency Contact List in Section 2.2 will be used to inform the stakeholders of the changes required. The contact listed is the primary contact for the stakeholder and will be relied upon to disseminate information as necessary within that organization. Internal and external communications will be made in accordance with Public Works Communication Emergency Response Procedure.

Communication to self-haul customers as well as other haulers arriving at the site will be provided through the scalehouses with the Scalehouse Supervisor acting as point of contact. This is particularly the case during the initial hours and days of the emergency response scenario. Additional communications, as required, will be disseminated by the Communications Team Lead as directed by the Solid Waste Manager or his/her designee.

### Media Response

The Solid Waste Manager, or designee, will coordinate with the Public Works Communication Team to manage communications with the media. This will include all forms of communication and press releases. Media communication will be key for getting the word out to the many self-haulers that utilize the facility.

## 2.7 Vital Records/Databases

Vital Records/Databases are those that if damaged or destroyed would disrupt operations and information flow for operations of the solid waste facilities. The following strategy has been identified to protect essential records:

- Backup solid waste facility systems data nightly.
- Save data to network drives.
- Scan hardcopy documents to network drives.
- Manage and retain records as required by federal, state and local rules and regulations. Review FEMA reimbursement policies and County procurement policies for guidance.
- Capture any emergency-specific facility and waste data.

Solid waste facility systems data and network drive data functions are routinely backed up nightly and do not require any action outside of normal operations. The Facility Operations Manager, or designee, will identify appropriate staff and assign responsibility to manage and retain emergency-specific data and records.

## 2.8 Response Phases

The following are the response phases for the purposes of the COOP, based on the Assumptions outlined in Section 1.7:

1. **Activation** – Initial activities within the first 24 hours of the emergency.
2. **Alternative Facility Operations** – Activities implemented after the first 24 hours to termination of COOP operations.
3. **Reconstitution** – Termination of COOP operations and resumption of normal operations.

## 3 Scenario A: WARC Transfer Station Is Not Available

### 3.1 Scenario Overview

Scenario A provides actions to be taken in the event the WARC Transfer Station is completely unavailable. This scenario contemplates a catastrophic failure at the WARC Transfer Station where potentially none of the waste management components would be operational. Therefore, waste could not be accepted and MSW typically accepted from the commercial haulers would need to be re-routed to an emergency operational area for handling.

During activation of Scenario A, an emergency operational area for MSW from commercial routes would need to be established at the WARC site. County and Republic Services staff will work cooperatively to ensure acceptance of municipal solid waste will be operational in the shortest timeline possible.

In this scenario, if the tipping floor can be accessed for processing of MSW, commercial haulers will continue to utilize the WARC Transfer Station tipping floor area. Organics processing and self-haul waste processing will continue in their current locations.

If the tipping floor in the Transfer Station is not available, Republic Services would establish an alternative operational area to accept commercial waste on the WARC site. The organics collection area could be re-located to the lower bay area near the recycling drop-box area, and commercial haulers could be routed into the current organics area for tipping, re-load and transport of MSW. Appendix B contains a map of the WARC site.

### 3.2 Responsibilities

Key positions, roles and responsibilities are further outlined in Section 2.1. Specific responsibilities for the Solid Waste Manager and Solid Waste Facility Operations Manager are described below when the COOP is activated for Scenario A.

#### 3.2.1 Solid Waste Manager

- Notify County and Public Works Department management of the anticipated duration of the COOP activation.
- Notify and coordinate with all stakeholders for activation of the COOP. Initial contact will include Republic Services, Waste Connections and the City of Olympia.
- Coordinate with the Public Works Communications Team to develop and release media notification to inform self-haulers and other system users of the outage.
- Request County Risk Management Department contact insurance provider to assess damages and repairs necessary for insurance reimbursement.
- Initiate WARC facility repairs through protocols, such as emergency declarations, through the County.

- Assess activation of other Mission Essential Personnel, identified in Table 2.1, to assist as necessary and assign duties.
- Notify affected stakeholders including surrounding counties and the Solid Waste Advisory Committee.

### 3.2.2 Solid Waste Facility Operations Manager

- Assess the anticipated duration of the outage.
- Activate the COOP.
- Inform the Solid Waste Manager of implementation of the COOP.
- Contact the key stakeholders for activation of the COOP (see Table 2-2. Stakeholder Emergency Contact List). Initial contact will include Republic Services to discuss services/equipment that may be necessary and potential alternatives.
- Contact regulatory and utility agencies, as required.
- Serve as COOP point of contact.
- Implement safety measures.
- Notify Mission Essential Personnel, as needed from Table 2.1, of activation of the COOP and delegate responsibilities.
- Assess tonnage disposal needs, tipping floor availability, alternate sites for operations and define resource needs such as containers, trucks and other equipment.
- Initiate facility assessment, documentation, prioritization and repairs.
- Initiate resource needs list (e.g. staff, equipment, supplies, portable buildings, sorting or storage space).

## 3.3 Activation

During the first 24 hours, the following are implemented:

- 3.3.1 Assess the anticipated length of the outage and damage to building, tipping floor and compactor.
- 3.3.2 Determine if MSW can continue to be received at the WARC Transfer Station and the capacity of the tip floor, if available. If not, work with Republic Services for waste receipt provisions including establishment of an alternate operating area at the site.
- 3.3.3 Determine if activation of the Thurston County Debris Management Plan is required.
- 3.3.4 Determine damage to the compactor and if repairs or replacement will be required.
- 3.3.5 Inform County and Public Works Department management of implementation of the COOP.

- 3.3.6 Inform stakeholders and neighboring counties of implementation of the COOP.
- 3.3.7 Inform regulatory authorities, as needed.
- 3.3.8 Coordinate with the Public Works Communication Team to develop and release a media notification to inform self-haulers and other system users of the situation.
- 3.3.9 Inform off-duty staff of COOP activation, scheduling and work assignments. Establish coordinated check-in and check-out process for reporting for duty.
- 3.3.10 Establish communication coordination plan with staff to keep Solid Waste Facility Operations Manager informed of situation developments.
- 3.3.11 Evaluate alternate operational area at the site and determine resource needs such as ecology blocks for ramp construction and waste containment, litter fencing to contain windblown litter, leachate containment options.
- 3.3.12 Evaluate resource needs for additional intermodal containers, trucks, walking floor trailers, chassis, loaders and other equipment. Notify Republic Services of container and truck needs. Document agreed-upon container and truck resource commitments for interim operations.
- 3.3.13 Contact companies on the Equipment Contacts List (Table 2-3) for availability of equipment and personnel, as needed. Comply with County procurement requirements. Document agreed-upon container and truck resource commitments for interim operations.
- 3.3.14 Initiate facility and equipment repairs through protocols, such as emergency declarations, through the County.
- 3.3.15 Implement temporary operational areas and traffic flow plan at the WARC facility.
- 3.3.16 Evaluate the need for potential alternative operational hours at the WARC.
- 3.3.17 Document all communications and decisions associated with interim operations per Section 7.4.

## 3.4 Alternative Facility Operations

The following activities are implemented after the first 24 hours to termination of COOP operations:

- 3.4.1 Assess the need for a Thurston County emergency declaration.
- 3.4.2 Coordinate with Republic Services for operational modifications.
- 3.4.3 Provide County staff, as available, for operational assistance.
- 3.4.4 Assess required operational modifications to the WARC facility self-haul, organics and tipping floor operations to allow for continued operations as follows:

- Use the Transfer Station tipping floor, if available, to continue to process MSW from commercial haulers. If tipping floor is operational, the organics area and self-haul area would continue normal operations.
- Relocate the commercial waste acceptance operations to the asphalted, organics area and relocate the organics operations to the lower bay area of the transfer building near the recycling center.
- Use the asphalted organics area for MSW storage and to fill open containers staged on the asphalt area, with loader, excavator or material handler to pick and load waste.
- Initiate a traffic flow plan to inform site users how to access the commercial area, organics area and self-haul area.
- Determine need for employees assigned for traffic flagging, fire watch and litter pickup based on quantities of waste accepted, traffic flow and weather conditions.
- Contact regulatory authorities for temporary approval of revised operational locations.

3.4.5 Complete WARC facility repairs.

3.4.6 Document all communications, tonnages, loads and decisions associated with interim operations per Section 7.4.

## 3.5 Reconstitution

This section describes the activities required to terminate the COOP operations and resume normal WARC facility operations:

- 3.5.1 Prepare for resumed operations at the WARC facility by developing a timeline, notifying staff and staging equipment.
- 3.5.2 Obtain regulatory agency approval for resumed operations at the WARC facility.
- 3.5.3 Notify stakeholders regarding resumed operations at the WARC Facility.
- 3.5.4 Notify equipment and service vendors regarding resumed operations at the WARC facility.
- 3.5. Coordinate with the Public Works Communications Team to develop and release a media notification to inform self-haulers and other system users of resumed operations at the WARC facility.
- 3.5.6 Commence receipt of commercial and self-haul waste and initiate operations.
- 3.5.7 Complete after-action reporting as outlined in Section 7.4.

## 4 Scenario B: Rainier or Rochester Drop-Box Site Not Available

### 4.1 Scenario Overview

Scenario B provides actions to be taken in the event that either the Rainier or Rochester Drop-box Site is unavailable for an extended period.

During activation of Scenario B, the affected drop box site would be closed and self-haul waste would be routed through the other site or directly to the WARC facility for processing and disposal. Appendix B contains a map of the Rainier and Rochester Drop-box sites.

### 4.2 Responsibilities

Key positions, roles and responsibilities are further outlined in Section 2.1. Specific responsibilities for the Solid Waste Manager and Solid Waste Facility Operations Manager are described below when the COOP is activated for Scenario B.

#### 4.2.1 Solid Waste Manager

- Notify County and Public Works Department management of the anticipated duration of the COOP activation.
- Notify and coordinate with all stakeholders for activation of the COOP. Initial contact will include Republic Services and Waste Connections.
- Coordinate with the Public Works Communications Team to develop and release media notification to inform self-haulers and other system users of the outage.
- Request County Risk Management Department contact insurance provider to assess damages and repairs necessary for insurance reimbursement.
- Notify affected stakeholders including surrounding counties and the Solid Waste Advisory Committee.

#### 4.2.2 Solid Waste Facility Operations Manager

- Assess the anticipated duration of the drop box site outage.
- Activate the COOP.
- Inform the Solid Waste Manager of implementation of the COOP.
- Contact the key stakeholders for activation of the COOP (see Table 2-2). Initial contact will include Republic Services to discuss services/equipment that may be necessary and potential alternatives.
- Contact regulatory and utility agencies as required.
- Determine if County insurance provider should be contacted.

- Serve as COOP point of contact.
- Implement safety measures.
- Notify Mission Essential Personnel, as needed from Table 2-1, of activation of the COOP and delegate responsibilities.
- Initiate facility assessment, documentation, prioritization and repairs.
- Initiate resource needs list.

## 4.3 Activation

During the first 24 hours, the following are implemented:

- 4.3.1 Assess the anticipated length of the outage.
- 4.3.2 Determine if MSW can continue to be received at the drop-box facility. If not, close the affected drop box facility and prepare for additional customers and MSW at the other site.
- 4.3.3 Inform County management of implementation of the COOP.
- 4.3.4 Inform stakeholders and neighboring counties of implementation of the COOP.
- 4.3.5 Inform regulatory authorities, as needed.
- 4.3.6 Inform off-duty staff of COOP activation, scheduling and work assignments. Establish coordinated check-in and check-out process for reporting for duty.
- 4.3.7 Establish communication coordination plan with staff to keep Solid Waste Facility Operations Manager informed of situation developments.
- 4.3.8 Evaluate resource needs for additional drop-boxes, trucks and other equipment. Notify Republic Services for drop box and truck needs. Document agreed-upon drop box and truck resource commitments for interim operations.
- 4.3.9 Initiate facility repairs.
- 4.3.10 Evaluate the need for potential extended operational hours at the unaffected drop-box site.
- 4.3.11 Document all communications, loads, tonnages and decisions associated with interim operations per Section 7.4.

## 4.4 Alternative Facility Operations

The following activities are implemented after the first 24 hours to termination of COOP operations:

- 4.4.1 Assess required operational modifications to the drop-box site for self-haul customers to allow for continued operations as follows:



- Direct all self-haul customers to the alternate drop-box site for disposal of MSW and recyclables.
  - Request Republic Services deploy all available drop-boxes and trucks to the alternate site.
  - Request Waste Connections deploy additional recycling containers to the alternate site.
  - Notify SWD staff of alternate operations drop-box site as outlined in the Thurston County Debris Management Plan.
  - Expand operational days and hours to accommodate increased traffic at the alternate drop-box site.
- 4.4.2 Determine need for employees assigned for fire watch, if needed, at the closed drop-box site.
- 4.4.3 Document all communications, tonnages, loads and decisions associated with interim operations per Section 7.4.

## 4.5 Reconstitution

This section describes the activities required to terminate the COOP operations and resume normal drop box facility operations:

- 4.5.1 Prepare for resumed operations at the affected drop-box site by developing a timeline, notifying staff and staging equipment.
- 4.5.2 Obtain regulatory agency approval for resumed operations at the drop box site.
- 4.5.3 Notify stakeholders regarding resumed operations at the drop-box site.
- 4.5.4 Notify Republic Services and Waste Connections of resumed operations at the drop box site facility.
- 4.5.5 Commence receipt of self-haul waste and initiate operations.
- 4.5.6 Complete after-action reporting as outlined in Section 7.4.

## 5 Scenario C: HazoHouse Not Available

### 5.1 Scenario Overview

Scenario C provides actions to be taken in the event that the HazoHouse facility is completely unavailable. This scenario contemplates a catastrophic failure at the HazoHouse where none of the components would be operational, moderate risk waste could not be accepted, and all waste streams typically delivered to the HazoHouse Facility would not be accepted.

During activation of Scenario C, MRW would no longer be accepted at the HazoHouse. All stakeholders, including the Cities, County SWD and Thurston County Public Health and Social Services Department (PHSS) will work cooperatively to determine which interim disposal option best meets the needs of the regional waste system. Appendix B contains a map of the WARC site which includes the HazoHouse facility.

### 5.2 Responsibilities

Key positions, roles and responsibilities are further outlined in Section 2.1. Specific responsibilities for the Solid Waste Manager and Solid Waste Facility Operations Manager are described below when the COOP is activated for Scenario C.

#### 5.2.1 Solid Waste Manager

- Notify County and Public Works Department management of the anticipated duration of the HazoHouse outage.
- Notify and coordinate with all stakeholders for activation of the COOP. Initial contact will include the PHSS and Republic Services.
- Coordinate with the Public Works Communications Team to develop and release media notification to inform HazoHouse users of the outage and provide potential alternative disposal options.
- Request County Risk Management Department contact insurance provider to assess damages and repairs necessary for insurance reimbursement.
- Notify affected stakeholders including surrounding counties and the Solid Waste Advisory Committee.

#### 5.2.2 Solid Waste Facility Operations Manager

- Assess the anticipated duration of the HazoHouse.
- Activate the COOP.
- Inform the Solid Waste Manager of implementation of the COOP.
- Contact the key stakeholders for activation of the COOP (see Table 2-2). Initial contact will include PHSS to discuss services/equipment that may be necessary, clean-up and disposal options for MRW and potential alternatives.

- Contact regulatory and utility agencies, as required.
- Serve as COOP point of contact.
- Implement safety measures.
- Notify Mission Essential Personnel, as needed from Table 2-1, of activation of the COOP and delegate responsibilities.
- Initiate facility assessment, documentation, prioritization and repairs.
- Initiate resource needs list.

## 5.3 Activation

During the first 24 hours, the following are implemented:

- 5.3.1 Assess the anticipated length of the outage.
- 5.3.2 Inform County management of implementation of the COOP.
- 5.3.3 Inform stakeholders and neighboring counties of implementation of the COOP.
- 5.3.4 Inform regulatory authorities, as needed.
- 5.3.5 Inform off-duty staff of COOP activation, scheduling and work assignments. Establish coordinated check-in and check-out process for reporting for duty.
- 5.3.6 Establish communication coordination plan with staff to keep Solid Waste Facility Operations Manager informed of situation developments.
- 5.3.7 Develop and release a media notification to inform HazoHouse customers of the outage and provide alternative disposal options.
- 5.3.8 Initiate HazoHouse facility repairs through protocols, such as emergency declarations, through the County.
- 5.3.9 Evaluate the need to remove MRW from the HazoHouse. Initiate discussion with PHSS personnel and Clean Earth Environmental Solutions for disposal options for MRW in the HazoHouse facility and proper handling required for the materials.
- 5.3.10 Evaluate the need for potential MRW turn-ins and establishing a Wastemobile site during the time period that the HazoHouse is non-operational.
- 5.3.11 Document all communications and decisions associated with interim operations per Section 7.4.

## 5.4 Alternative Facility Operations

The following activities are implemented after the first 24 hours to termination of COOP operations:

- 5.4.1 Assess the need for a County emergency declaration.

- 5.4.2 Complete HazoHouse facility repairs.
- 5.4.3 Document all communications, tonnages, loads and decisions associated with interim operations per Section 7.4.

## 5.5 Reconstitution

This section describes the activities required to terminate the COOP operations and resume normal HazoHouse facility operations:

- 5.5.1 Prepare for resumed operations at the HazoHouse by developing a timeline, notifying staff and staging equipment.
- 5.5.2 Obtain regulatory agency approval for resumed operations at the HazoHouse.
- 5.5.3 Notify stakeholders regarding resumed operations at the HazoHouse Facility.
- 5.5.4 Notify equipment and service vendors regarding resumed operations at the HazoHouse Facility.
- 5.5.5 Commence receipt of MRW and initiate operations.
- 5.5.6 Complete after-action reporting as outlined in Section 7.4.

## 6 Scenario D: Staffing Contingency Plan

### 6.1 Scenario Overview

Scenario D provides actions to be taken in the event staffing for operations is inadequate or unavailable for an extended period.

During activation of Scenario D, affected sites and would be closed with the WARC facility considered the essential site for processing and disposal of waste. For normal operations, it is estimated that, at a minimum, four County scalehouse attendants are needed at the WARC, two County attendants at the Rainier Drop-Box site and two County attendants at the Rochester Drop-Box site.

In 2020, the Covid-19 pandemic caused operational employee shortages for both County staff and contractor staff. To alleviate potential staffing level shortfalls in the future, all HazoHouse, SWD planning, communications, and management personnel will be trained to perform scale attendant duties. Additional Public Works staff will be trained and may be deployed in the event of an emergency. These positions include:

- Senior Office Assistant
- Accounting Assistant II

In addition, the following site/program closures will be implemented to assist with staffing levels at the sites in order of closure:

- Rochester Drop-Box Site
- Rainier Drop-Box Site
- HazoHouse
- WARC Yard Waste Area
- WARC Self-Haul Customers

### 6.2 Responsibilities

Key positions, roles and responsibilities are further outlined in Section 2.1. Specific responsibilities for the Solid Waste Manager and Solid Waste Facility Operations Manager are described below when the COOP is activated for Scenario D.

#### 6.2.1 Solid Waste Manager

- Notify County and Public Works Department management of the anticipated duration of the COOP activation.
- Notify and coordinate with all stakeholders for activation of the COOP. Initial contact will include Republic Services and Waste Connections.
- Coordinate with the Public Works Communications Team to develop and release media notification to inform self-haulers and other system users of the outage.

- Notify affected stakeholders including surrounding counties and the Solid Waste Advisory Committee.

### 6.2.2 Solid Waste Facility Operations Manager

- Assess the anticipated duration of the staffing outage.
- Activate the COOP.
- Inform the Solid Waste Manager of implementation of the COOP.
- Contact the key stakeholders for activation of the COOP (see Table 2-2). Initial contact will include Republic Services and Waste Connections to discuss services/equipment/staffing that may be necessary and potential alternatives.
- Contact regulatory and utility agencies as required.
- Serve as COOP point of contact.
- Implement safety measures.
- Notify Mission Essential Personnel, as needed from Table 2-1, of activation of the COOP and delegate responsibilities.
- Initiate alternative staffing methods and site closures as necessary.

## 6.3 Activation

During the first 24 hours, the following are implemented:

- 6.3.1 Assess the anticipated length of the staffing shortage.
- 6.3.2 Determine if MSW can continue to be received at the drop-box facilities. If not, close the Rochester Drop-Box site first and then the Rainier Drop-Box site based on staffing availability. Relocate staff and prepare for additional customers and MSW at the WARC.
- 6.3.3 Inform County management of implementation of the COOP.
- 6.3.4 Inform stakeholders and neighboring counties of implementation of the COOP.
- 6.3.4 Inform regulatory authorities, as needed.
- 6.3.5 Evaluate resource needs for additional staffing.
- 6.3.6 Evaluate the need for potential extended operational hours at the unaffected sites.
- 6.3.7 Document all communications, tonnages, loads and decisions associated with interim operations per Section 7.4.

## 6.4 Alternative Facility Operations

The following activities are implemented after the first 24 hours to termination of COOP operations:

- 6.4.1 Assess required operational modifications to the alternate drop box site for self-haul customers to allow for continued operations as follows:
- Direct all self-haul customers to the alternate drop box site, if open, for disposal of MSW and recyclables.
  - Request Republic Services deploy all available drop boxes and trucks to the alternate site, if open.
  - Request Waste Connections deploy additional recycling containers to the alternate site, if open.
  - Notify SWD staff of alternate operations drop box site location as outlined in the Thurston County Debris Management Plan.
  - Expand operational days and hours to accommodate increased traffic at the alternate drop box site, if open.
- 6.4.2 Assign employees to work schedules at the WARC if drop-box sites are closed.
- 6.4.3 Review staffing levels at the WARC and determine if additional operations/programs should be temporarily terminated such as the HazoHouse, yard waste or self-haulers and implement as necessary.
- 6.4.4 Document all communications, tonnages, loads and decisions associated with interim operations per Section 7.4.

## 6.5 Reconstitution

This section describes the activities required to terminate the COOP operations and resume normal drop box facility operations:

- 6.5.1 Prepare for resumed operations at the affected sites by developing a timeline, notifying staff and staging equipment.
- 6.5.2 Obtain regulatory agency approval for resumed operations at the sites.
- 6.5.3 Notify stakeholders regarding resumed operations at the sites.
- 6.5.4 Notify Republic Services and Waste Connections of resumed operations at the sites.
- 6.5.5 Commence receipt of waste and initiate operations.
- 6.5.6 Complete after-action reporting as outlined in Section 7.4.

## 7 Testing, Training, Exercises and Updating

Establishment of training and testing programs coupled with exercises and after-action reporting will ensure that the Solid Waste Division employees and stakeholders are aware of their roles and responsibilities during the COOP implementation.

### 7.1 Training Programs

All new personnel working for the Solid Waste Division shall receive COOP awareness training as part of their new employee orientation. The training will be conducted within 30 days of hire for new employees. If a new employee is designated as essential for the COOP, such as the Solid Waste Manager or Solid Waste Facility Operations Manager, the contact information in this document will be updated immediately and distributed to the stakeholders. A Record of Employee Training is located in Appendix A.

The Solid Waste Manager or Solid Waste Facility Operations Manager will be responsible for: (a) reviewing the COOP with the new employees; and (b) implementing training programs for current employees to be held during regular safety meetings a minimum of once per year.

### 7.2 Testing Programs

The Solid Waste Manager or Solid Waste Facility Operations Manager will conduct testing exercises with the staff to (a) ensure continued ability to perform mission essential functions, and (b) periodically test emergency alert and notification procedures with the stakeholders to identify continuity facilities and operational capabilities if the COOP is activated.

### 7.3 Exercises

The Solid Waste Manager or Solid Waste Facility Operation Manager may conduct exercises with stakeholders to validate elements of the COOP as appropriate. The exercises will realistically simulate an emergency under a scenario to demonstrate fulfillment of tasks expected from both Solid Waste Division personnel and stakeholders in a real incident. The exercise may target overall preparedness by validating the COOP procedures and determining the effectiveness of command, control, and communications functions to evaluate preparation of the participants to continue effective movement of MSW in the system.

### 7.4 After-Action Reporting and Updating

Following an exercise or actual implementation of the COOP under a scenario, a comprehensive debriefing and After-Action Report will be completed. The Solid Waste Manager, or designee, will be responsible for the debriefing and developing the After-Action Report. Any data collected will be incorporated into the COOP for improvements to the document and input to COOP revisions. An after-action review information collection process will be initiated prior to the cessation of alternate operations at the



facilities. The information to be collected will, at a minimum, include information from employees and stakeholders working during the COOP activation and a review of lessons learned to include processes that were effective and those that should be improved. The After-Action Report should provide recommended actions to improve areas identified as deficient or requiring improvement. This document may be distributed externally to stakeholders and regulatory agencies for informational or process improvement purposes.

## 7.5 Plan Maintenance Strategy

County Solid Waste Division leadership will have responsibility for distributing and communicating COOP information and updates to stakeholders and affected agencies that ensures the COOP is updated on a regular basis, identifies issues that affect changes to the COOP and establishes a review cycle. Table 7-1 outlines the COOP Plan Maintenance Strategy with frequency and responsibilities identified.

<b>Activity</b>	<b>Tasks</b>	<b>Frequency</b>	<b>Responsibility</b>
<b>Update and certify COOP Plan</b>	<ul style="list-style-type: none"> <li>Review Plan for accuracy.</li> <li>Incorporate after-action reporting updates, lessons learned and changes in policy and regulatory requirements.</li> <li>Manage distribution of the COOP.</li> </ul>	Annually	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Maintain Solid Waste Division Organizational Chart and delegations of authority</b>	<ul style="list-style-type: none"> <li>Maintain the Organizational Chart.</li> <li>Maintain Delegations of Authority.</li> </ul>	Annually	Solid Waste Manager
<b>Complete after-action reporting</b>	<ul style="list-style-type: none"> <li>Conduct after-action reporting.</li> </ul>	After COOP activation	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Update contact information for Stakeholder Emergency Contact List</b>	<ul style="list-style-type: none"> <li>Confirm/Update stakeholder information.</li> </ul>	As changes occur, no less than quarterly	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Update contact information for the Equipment Contact List</b>	<ul style="list-style-type: none"> <li>Confirm/Update equipment information.</li> </ul>	As changes occur, no less than quarterly	Solid Waste Facility Operations Manager
<b>Make new staff aware of COOP</b>	<ul style="list-style-type: none"> <li>Conduct COOP awareness training for new SWD staff.</li> </ul>	Within 30 days of employment	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Orient new senior leadership</b>	<ul style="list-style-type: none"> <li>Brief senior leadership on COOP Plan for Solid Waste facilities.</li> <li>Brief senior leadership on their responsibilities under the COOP.</li> </ul>	Within 30 days of employment	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Plan and conduct exercises</b>	<ul style="list-style-type: none"> <li>Conduct Solid Waste Facility internal COOP exercises.</li> <li>Conduct joint exercises with stakeholders.</li> </ul>	Annually	Solid Waste Manager Solid Waste Facility Operations Manager
<b>Convene a stakeholder's meeting</b>	<ul style="list-style-type: none"> <li>Convene stakeholder meeting to review the COOP for revisions and updates.</li> </ul>	Annually	Solid Waste Manager Solid Waste Facility Operations Manager

Annually, the County Solid Waste Division leadership will convene a stakeholders meeting to review the COOP. If the COOP has been activated due to a scenario, the County will provide the stakeholders with the After-Action Report. The stakeholders will review the After-Action Report and the COOP and make recommendation for revisions and updates. Once revisions and updates have been completed, the County will distribute the revised COOP to all stakeholders.

## 8 Program Capabilities and Gaps

As population and tonnages in the system increase, stakeholders' review of program capabilities and gaps will ensure that resources required during activation of the COOP are available and ready to undertake required efforts in a timely manner. To that end, program capabilities and gaps in contracts, facilities and equipment are addressed in this section.

### 8.1 Contracts

#### **Republic Services Contract**

The County currently has a contract with Republic Services for operations, maintenance, transport and disposal of MSW from the WARC facility and transportation of MSW from the drop box sites. The current contract expires May 2023 and allows for one additional two-year term. The contract does not include language for emergency operations such as the activation of the COOP. The County and Republic Services should meet to review this COOP document, make modifications to the document as appropriate, and formalize their understanding of the agreement. The County and Republic Services should also consider the COOP scenarios during the next contract extension for inclusion.

#### **Waste Connections Organics Contract**

The County currently contracts with Waste Connections, Inc. for operations, transport and composting of organics accepted at the WARC site. The current contract expires in May 2023 and allows for one additional two-year term. The contract does not include language for emergency operations or relocation of the organics area to an alternate area at the WARC. If the COOP is activated, the County and Waste Connections may need to discuss alternate operations for organics processing.

#### **Clean Earth Environmental Solutions Contract**

The County does not have a current contract with Clean Earth Environmental Solutions for disposal of MRW collected at the HazoHouse. The County should consider contracting with Clean Earth Environmental Solutions or issuing a Request for Proposals for disposal of MRW.

### 8.2 Facility Capabilities and Gaps

#### **WARC Transfer Station Facility**

The WARC Transfer Station Facility is owned by the County and operated under a contract with Republic Services and discussed in Section 8.1. The WARC Transfer Station is the only transfer station facility in the County for the regional waste system. The WARC facility accepts MSW for transport to an out-of-county landfill for disposal and transfers organics, large recyclable scrap metals, recyclables and MRW. Under normal operating conditions the facility has the ability to process 1,590 peak tons per day including waste transferred from the Rainier and Rochester Drop-Box sites. Under

activation of the COOP in Scenario A, acceptance and processing of MSW would be constricted if the tipping floor is not available and operations are relocated to the organics area. While Scenario A contemplates MSW still being processed at the WARC facility, depending on the time of year and tonnages incoming, MSW accepted through the WARC would be difficult to load and transport if the need arises to relocate operations to the organics area.

#### **Rainier and Rochester Drop-Box Sites**

The Rainier and Rochester Drop Box sites are owned and operated by the County and transport of materials is handled through contracts with Republic Services for MSW and with Waste Connections for drop box recyclables. Scenario B contemplates one of the drop box sites being unavailable with all self-haul customers and waste being shifted for processing and transport to the remaining operational drop box site. If Scenario B is activated, the County will need to consider extended hours and days at the alternative operational site to accommodate traffic volumes from self-haulers. Even with extended hours and days of operations, the remaining site may not be able to handle the volume of self-haul loads on peak days and may need to consider directing customers to the WARC or providing expanded operational capacity at the remaining drop box site until both sites are fully operational.

#### **HazoHouse Facility**

The County HazoHouse Facility is the only operational site located in the County that accepts MRW from homeowners and small quantity generators. Under Scenario C, MRW could not be accepted at the HazoHouse Facility and generators would not have a method to dispose of MRW until the HazoHouse Facility is operational. It will be important that the SWD, PHSS and Clean Earth Environmental Solutions work cooperatively to establish a timeline and alternative methods for MRW handling and disposal during an event of this type.

## **8.3 Equipment Capabilities and Gaps**

Equipment required for operations during activation of the COOP is identified in Sections 3 through 6, describing the various implementation scenarios. The majority of the operational equipment is supplied by the contractor. The County does not currently have contracts with equipment providers for potential equipment needs during activation of the COOP and will potentially rely on Republic Services to supply necessary equipment. The County may need to consider negotiating emergency contracts with equipment vendors to ensure availability during activation of the COOP.

## Appendix A. Record of Employee Training

DRAFT

## Thurston County Solid Waste Continuity of Operations Plan Record of Employee Training

<b>Title of Program:</b>	<b>Continuity of Operations Plan Training</b>		
<b>Date of Training:</b>			
<b>Instructor's Name:</b>			
<b>Instructor's Title:</b>			
<b>Location of Training:</b>			
Print Name	Signature	Successfully Completed	
		Yes	No

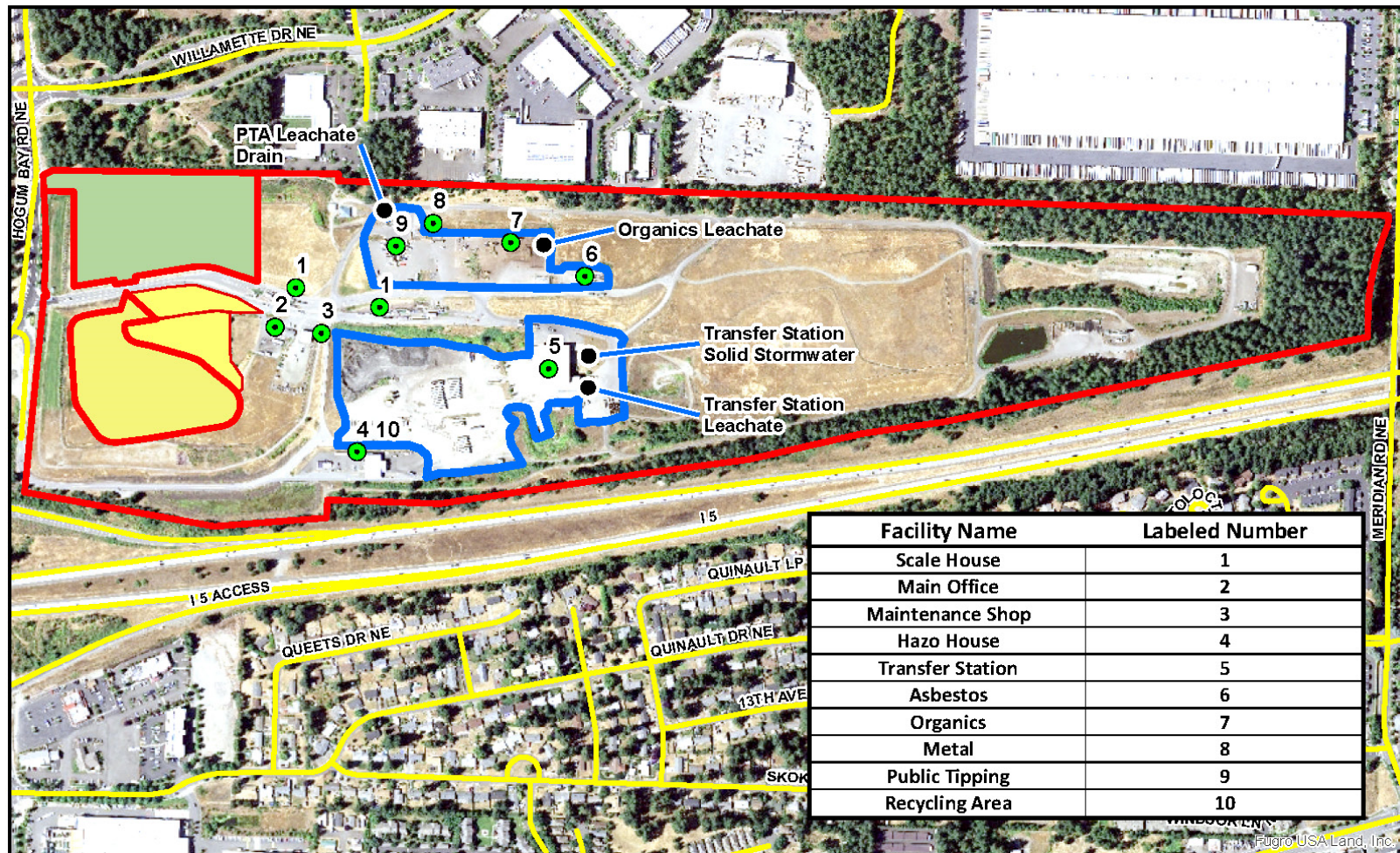
*Original copy of the training record will be kept with the Thurston County Solid Waste Division Manager in the Training file.*

*Records of training will be kept as permanent record.*



## Appendix B. Site Layouts





WARC



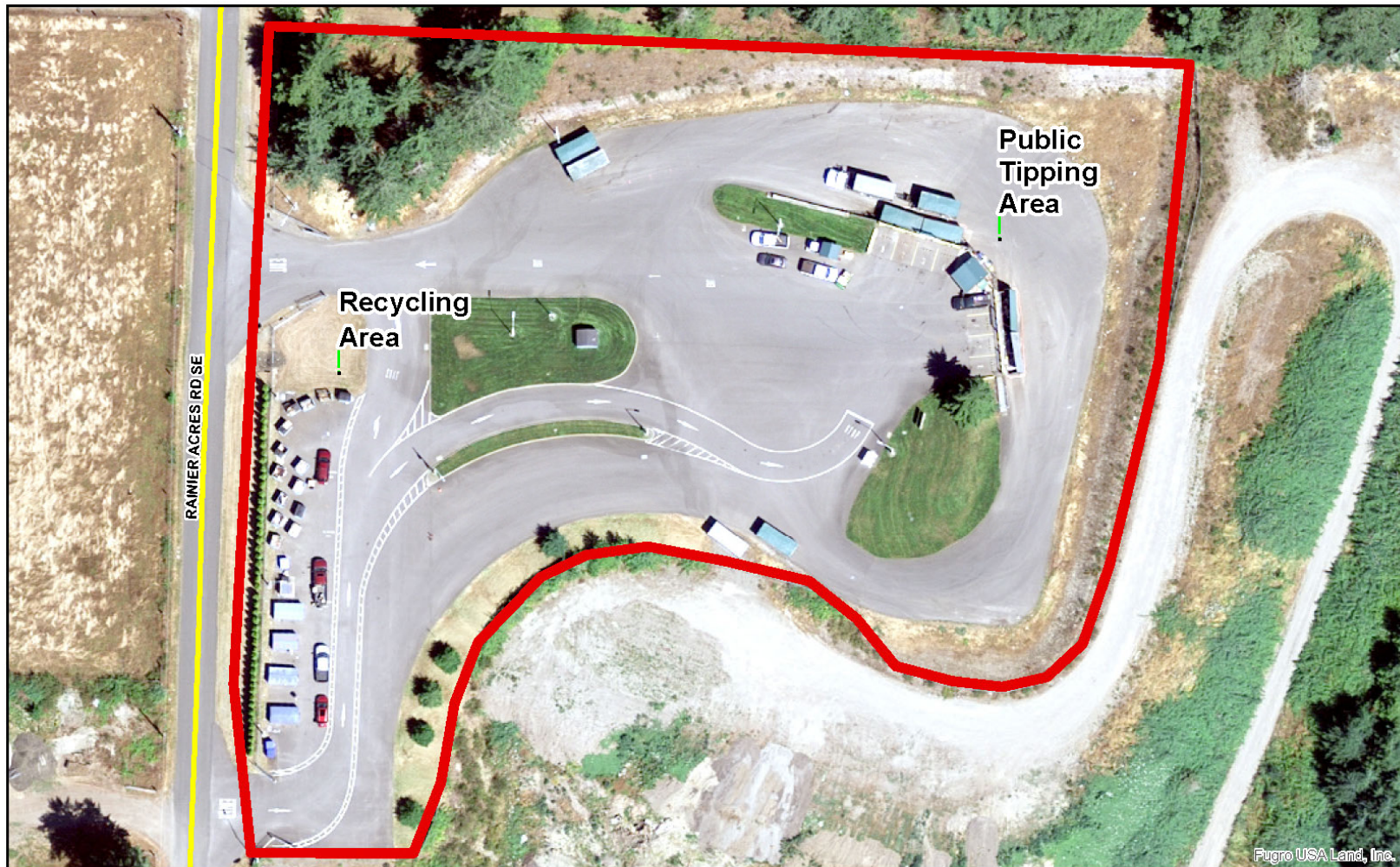
- Buildings
- Waste and Recovery Center
- Dog Park, Closed loop park
- Park and Ride
- RFP Operations

0 1,000 2,000 Feet

The information included on this map has been compiled by Thurston County staff from a variety of sources and is subject to change without notice. Additional elements may be present in reality that are not represented on the map. Ortho-photos and other data may not align. The boundaries depicted by these datasets are approximate. This document is not intended for use as a survey product.

ALL DATA IS EXPRESSLY PROVIDED 'AS IS' AND 'WITH ALL FAULTS'. Thurston County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. In no event shall Thurston County be liable for direct, indirect, incidental, consequential, special, or tort damages of any kind, including, but not limited to, lost revenues or lost profits, real or anticipated, resulting from the use, misuse or reliance on the information contained on this map. If any portion of this map or disclaimer is missing or altered, Thurston County removes itself from all responsibility from the map and the data contained within. The burden for determining fitness for use lies entirely with the user and the user is solely responsible for understanding the accuracy limitation of the information contained in the map.





## Rainier Drop Box



Service area



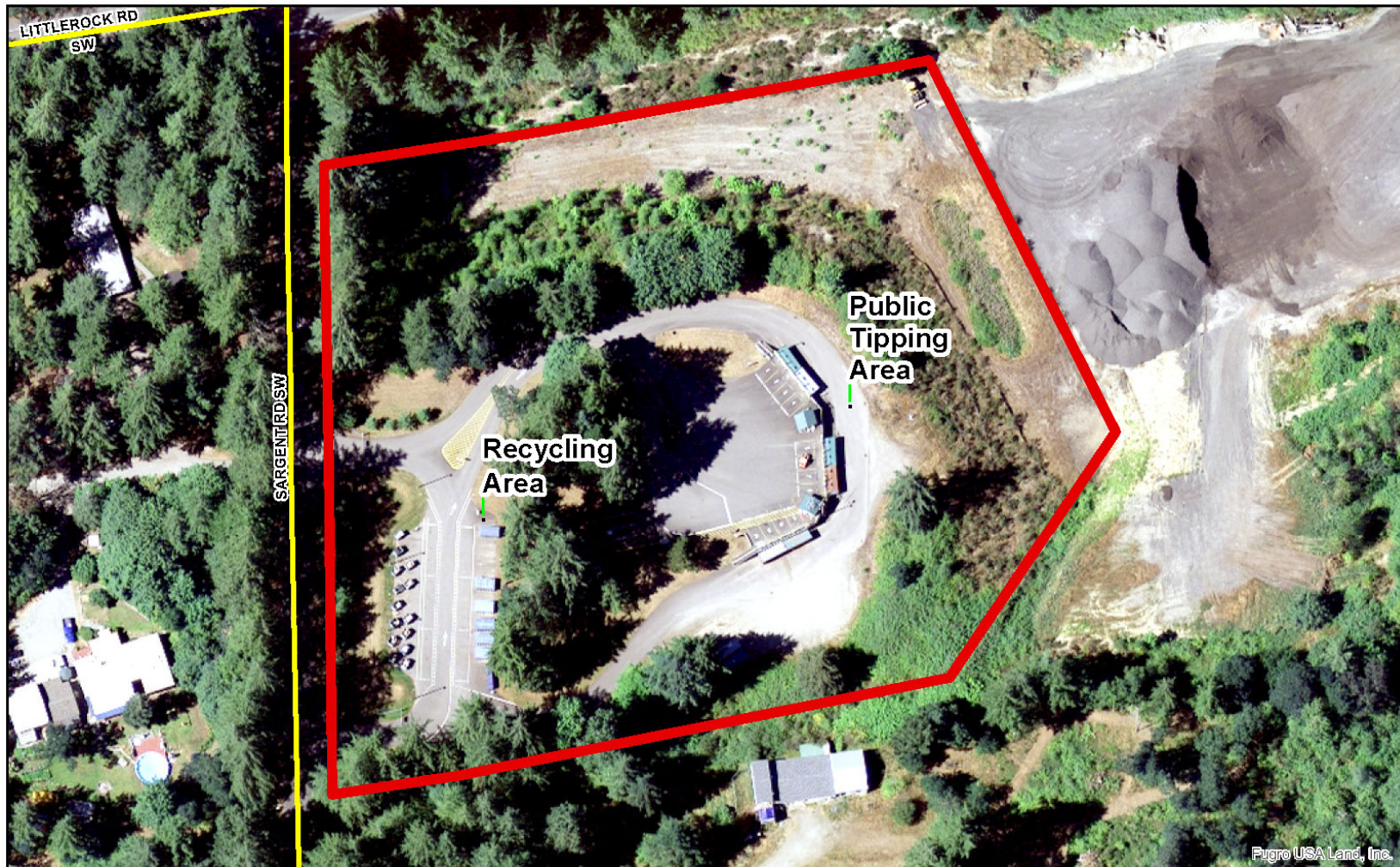
Rainier Drop Box

The information included on this map has been compiled by Thurston County staff from a variety of sources and is subject to change without notice. Additional elements may be present in reality that are not represented on the map. Ortho-photos and other data may not align. The boundaries depicted by these datasets are approximate. This document is not intended for use as a survey product.

ALL DATA IS EXPRESSLY PROVIDED 'AS IS' AND 'WITH ALL FAULTS'. Thurston County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. In no event shall Thurston County be liable for direct, indirect, incidental, consequential, special, or tort damages of any kind, including, but not limited to, lost revenues or lost profits, real or anticipated, resulting from the use, misuse or reliance of the information contained on this map. If any portion of this map or disclaimer is missing or altered, Thurston County removes itself from all responsibility from the map and the data contained within. The burden for determining fitness for use lies entirely with the user and the user is solely responsible for understanding the accuracy limitation of the information contained in this map.

0 100 200  
Feet





## Rochester Drop Box



Service areas



Rochester Drop Box

The information included on this map has been compiled by Thurston County staff from a variety of sources and is subject to change without notice. Additional elements may be present in reality that are not represented on the map. Ortho-photos and other data may not align. The boundaries depicted by these datasets are approximate. This document is not intended for use as a survey product.

ALL DATA IS EXPRESSLY PROVIDED 'AS IS' AND 'WITH ALL FAULTS'. Thurston County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. In no event shall Thurston County be liable for direct, indirect, incidental, consequential, special, or tort damages of any kind, including, but not limited to, lost revenues or lost profits, real or anticipated, resulting from the use, misuse or reliance of the information contained on this map. If any portion of this map or disclaimer is missing or altered, Thurston County removes itself from all responsibility from the map and the data contained within. The burden for determining fitness for use lies entirely with the user and the user is solely responsible for understanding the accuracy limitation of the information contained in this map.

0 150 300 Feet