City of Seattle

Comprehensive Emergency Management Plan
Base Plan and ESF Annexes

Updated May 2015

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City of Seattle
Comprehensive Emergency Management Plan

Base Plan

Prepared by
Seattle Office of Emergency Management

Revised May 2015

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I. PURPOSE AND SCOPE

The Comprehensive Emergency Management Plan (CEMP) is an all-hazards plan describing how the City of Seattle's emergency management system is organized and managed so that it may prepare for, prevent, mitigate, respond to, and recover from any emergency that could adversely affect the health and safety of Seattle's residents, visitors and the environment. Through a series of documents, the CEMP describes how City departments coordinate emergency management related actions, resources, and activities with other federal, state, county, regional, private-sector and nongovernmental organizations.

A. Guiding Vision and Mission and Principles

1. Citywide Vision

Disaster ready ... prepared people, resilient community

2. Citywide Mission

We partner with the community to prepare for, respond to, mitigate the impacts of, and recover from disasters.

3. Key Program Principles

Seven principles guide all aspects of the citywide emergency management program, including planning:

1. Comprehensive: We consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.

2. Progressive: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.

3. Risk-Driven: We use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.

4. Integrated: We ensure unity of effort among all levels of government and all elements of the community.

5. Collaborative: We create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

6. Flexible: We use creative and innovative approaches in solving disaster challenges.

7. Professional: We value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

B. The City of Seattle Comprehensive Emergency Management Plan (CEMP)

The CEMP is a series of plans that holistically describes Seattle's emergency management program. Specifically it describes the doctrine and strategies for how the City of Seattle will coordinate resources and activities with other federal, state, county, regional, private-sector and nongovernmental organizations to prepare for, mitigate against, respond to and recover from any emergency that could adversely affect the health and safety of Seattle's residents, visitors and the environment.

The CEMP is composed of the following plans:

1. Seattle CEMP – Base Plan (this document)

2. City's Emergency Operations Plan

3. Seattle Hazard Identification and Vulnerability Analysis (SHIVA)

4. Seattle Threat & Hazard Identification & Risk Analysis (THIRA)

5. City of Seattle Recovery Plan

6. City of Seattle All-Hazards Mitigation Plan.

The six plans are explained in greater detail below:

1. Seattle CEMP – Base Plan

The CEMP – Base Plan (this document) lays the foundation and framework for the City's Emergency Management Program. Specifically it introduces the doctrine and core plans that define the City's Emergency Management Program. It specifically addresses the following identifies:

- The plans that make up the CEMP

- The comprehensive planning process used by Seattle's program.

- An overview of the hazards faced by the City of Seattle

- Assumption statements that apply to all plans

- City policies for ensuring government continues to operate through all phases of emergency management.

- Description of the concept of "Continuity of Operations" (COOP) and a listing of all departments who should have COOPs

a. Emergency Support Function (ESF) Annexes

Federal, State, and local responders organize response operations by Emergency Support Function (ESF), which provides a structure for coordinating common functions. Each annex lists the roles and responsibilities that constitute a particular function and designate a City department as the lead. Also listed in each annex are those departments, organizations, and partners that play a supporting role. This information provides guidance to departments in the development of plans, procedures and checklists. Seattle follows the national standard for numbering ESF Annexes however, due to the Urban nature of the City, ESF #11 (Agriculture and Natural Resources) annex is not represented in Seattle's ESF Annexes.

2. City Emergency Operations Plan (EOP)

As soon as an incident occurs, the emergency response begins. The EOP describes how the City will respond to save lives, protect property, and stabilize the incident. The EOP is intended to enhance coordination among the many departments and organizations that may be involved in response so that unity of effort may be achieved. Three types of annexes support the EOP:

a. Incident Annexes

Some hazards may require more detailed planning due to their frequency of occurrence, scale of potential impacts, or complexity of the response. The citywide emergency management program currently provides incident annexes for:

- Earthquake

- Winter Storm

- Pandemic Disease

b. Support Annexes

Some activities provide support to response and recovery operations and may be implemented in a number of different scenarios. A Support Annex describes how certain missions or functions will be accomplished within an overall response. Currently, support annexes have been created for Alert and Warning, Evacuation, and Military Assistance.

3. Seattle Hazard Identification and Vulnerability Analysis (SHIVA)

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies Seattle's hazards and examines their consequences so we can make smart decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the City of Seattle. The SHIVA provides a foundation for all of the City of Seattle's disaster planning and preparedness activities.

4. Seattle Threat & Hazard Identification & Risk Analysis (THIRA)

The City of Seattle's Threat and Hazard Identification and Risk Assessment (THIRA) is a 4 step risk assessment process to understand risks and estimate capability requirements. The THIRA process maps risks to Federal core capabilities, enabling Seattle to determine:

- Desired outcomes,

- Capability targets, and

- Resources required to attain Capability targets

Seattle's THIRA was originally developed in 2012 and is intended to be a complimentary component to the State of Washington THIRA and the Urban Area Security Initiative (UASI) THIRA. The purpose of the THIRA is to ensure that the Seattle emergency manamagement program to strategically focus efforts and investments in building capabilities necessary to prevent, mitigate, protect, respond to and recover from the types of threats and hazards to which the City is significantly vulnerable. The 2012 version of the THIRA covers 4 of the 18 threats and hazards faced by the City of Seattle.

The Seattle THIRA informs all of the Seattle programmatic efforts in plans, equipment, training, and response.

5. Recovery Plan

The City's Recovery Plan provides guidance and coordinates the actions of City government and community partners in the reconstruction and repair of infrastructure, homes, and businesses, and the restoration of critical services necessary to restore livability following major disasters. This comprehensive recovery plan is being developed in tandem with similar plans being created for King County (County) and Washington State.

6. All-Hazards Mitigation Plan

Mitigation measures occur prior to an incident and are an attempt to lessen the impacts of an incident on the community. The All-Hazards Mitigation Plan outlines the procedures by which the Seattle Office of Emergency Management coordinates a hazard analysis to assist City planners in determining where investments should be made to strengthen the community. These investments may involve making changes in building codes, conducting public education, reinforcing existing structures and developing other initiatives intended to decrease or eliminate vulnerabilities. It should be noted that mitigation is an ongoing process; The All-Hazards Mitigation Plan is continually updated to reflect actual conditions, meet current standards, and incorporate lessons learned.

C. City-wide Multi-Year Emergency Management Strategic Plan

Specific long range goals and objectives for the overall program are laid out in a 3 year strategic plan The Strategic Plan lays out specific objectives and the milestones necessary to accomplish those objectives. Specifically, the City's Strategic Plan:

- Provides year-to year direction on how the City will prevent, mitigate, prepare for, respond to, and recover from natural and human-caused disasters through the development of a single, common preparedness vision and strategy.

- Meets the vision of the city-wide emergency management effort through a multi-year strategy, in coordination with key emergency management stakeholders, to include an overarching mission, strategic goals, objectives, milestones and an overall method of implementation.

The plan includes the input of stakeholders within government, public and private agencies, non-profit organizations, and the community. It is continually reviewed, adjusted and new strategies developed, in recognition of funding, organizational structures and dynamics that may arise. It is important that this Plan be designed to be practical and flexible. The plan is then shared with members of the City's Disaster Management Committee which represents stakeholders in the City of Seattle's Emergency Management Program including government, public and private agencies, non-profit organizations, and the community. It is then shared with the Mayor for promulgation and the City Council for approval.

D. Americans with Disabilities Act (ADA)

When developing plans, Seattle utilizes Chapter 7 of the ADA-Best Practices Toolkit for State & Local Governments to ensure compliance with Title II of the Americans with Disabilities Act. The tool kit specifically addresses:

- Services, activities and facilities must be accessible to people with disabilities.

- Eligibility criteria cannot be used to screen out, or tend screen out, people with disabilities.

- Reasonable modifications are required to be made to policies, practices and procedures when necessary to avoid discrimination against a person with a disability.

- Take steps to ensure effective communication with people with disabilities.

- An emergency management program generally does not have to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

Specifically plans in the CEMP address the following:

- Accommodating individuals with disabilities during sheltering and other human services activities (ESF-6 Sheltering and Mass Care Annex)

- Actively engage in planning with the vulnerable population community including all plans that make up the CEMP.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Community Profile

With over 635,000 residents as of 2012, Seattle is the largest municipality in the Pacific Northwest. During workdays the influx of commuters causes the population to grow to over 750,000. These totals swell even higher during major entertainment and sporting events and during high tourist season.

In terms of landmass, Seattle is an 84 square mile area that sits between Puget Sound to the west and Lake Washington to the east. Most of Downtown Seattle and major critical infrastructure is located in the narrowest section of town. This results in many major transportation routes and services competing for land where there is the least amount of area. Damage to this area would cause delays and essentially cut the city in half.

a. Economy

The Seattle Metropolitan Statistical Area accounts for 1.9 million jobs and has an estimated gross metropolitan product of $218.77 billion per year. The city benefits from several major industry leaders with large operations in Seattle. These include, Aerospace (The Boeing Company), Information and Communications Technology (Microsoft, Amazon and Real Networks), clean technology, healthcare and marine technology. Seattle also features the largest private foundation in the country, the Bill and Melinda Gates foundation with an endowment of $36 billion dollars.

Seattle is both a city of neighborhoods with vibrant individual identities and one of the most trade dependent cities in the U.S. One in three jobs relies on international trade. The Port of Seattle has seen cruise ship growth in recent years, with eight major cruise lines using the Seattle facilities in 2012 and 196 sailings with 885,949 passengers in 2011.

The Seattle-King County area attracts more than 8.8 million overnight visitors each year. Major venues for conferences, conventions and special events include the Washington State Convention and Conference Center, a wide variety of local hotels, the Bell Harbor International Conference Center, CenturyLink Field Events Center, and the Seattle Center. The city is also home for several professional sport teams: Mariners at Safeco Field (seats 54,000) and the Seahawks and Sounders at CenturyLink Field (seats 67,000).

Downtown Seattle has an employee population around 200,000. This figure represented over 40% of all employees in the City of Seattle and about 20% of those in King County, the state's most populous county. The services sector comprised 60% of jobs in Downtown Seattle. Examples of services include personal, business, amusement & recreational, health, legal and social services. Government was the second largest sector Downtown with 14% of the total jobs. Downtown was home to 59% of the government jobs located in Seattle (includes city, county, state and federal jobs).

b. Languages

Seattle's community is made of a broad array of cultures and languages and there are a number of languages spoken these various cultural groups. Reaching non English speaking populations in their native language is a critical component for ensuring effective programmatic outcomes and increased engagement from within communities.

Primary languages are languages other than English spoken by the largest numbers of City residents, based upon data from the Federal Census, Seattle Public Schools, Seattle Municipal Court, and City Call Centers. These languages are divided into two tiers. The first tier includes the top seven languages spoken in Seattle and the second tier includes languages spoken by at-least 2000 Seattle residents.

The 1st tier languages are:

Spanish, Vietnamese, Cantonese, Mandarin, Somali, Tagalog, and Korean

The 2nd tier languages are:

Cambodian, Amharic, Oromo, Tigrinya, Laotian, Thai, and Russian

c. Health and Human Services

There are 23 hospitals in King County, of which 13 are located in Seattle. Of that number, one is a psychiatric hospital and two provide long term acute care. Seattle has the only Level 1 Trauma Center for a four state region which also serves as a major tertiary referral area for 5 states in the Pacific Northwest; including pediatrics, burn, transplant, trauma, bone marrow, cancer care and other specialties.

Seattle is home to the main campuses of three major universities: the University of Washington, Seattle Pacific University, and Seattle University. In addition, the Seattle Community College system, which has a combined enrollment of around 54,000, operates 3 campuses located in West Seattle, Capitol Hill, and Northgate. The total combined student population for all of these universities and colleges is approximately 100,000. Seattle public schools (K-12) also serve more than 49,800 students in 95 different schools and there are 122 private schools serving over 23,700 students. Seattle also has a diverse school population students come from over 90 countries, and more than 129 languages are spoken in the schools.

Seattle is home to many people who could be extremely vulnerable in the event of a serious disaster; the elderly, children, people with mental and physical disabilities, and those who are limited or non-English speakers. According to 2012 census data, 24% of the population of Seattle spoke a language other than English at home; of those, 48% spoke Asian and Pacific Island languages and approximately 22% spoke Spanish. 13.8% of the population is over the age of 62. 20 % report some sort of disability.

d. Housing

Half of Seattle's housing units were built prior to the 1949 adoption of building codes that introduced seismic standards. Requirements for bolting homes to foundations were implemented in Seattle in the early 1980's. The majority of Seattle's housing units were constructed before the city upgraded its seismic codes in 1992. Buildings constructed to earlier codes are generally not required to upgrade to the most recent code.

The Department of Planning and Development is in the process of performing a comprehensive survey of un-reinforced masonry (URM) buildings. This is a second effort aimed at refining an earlier study that indicated there are roughly 800-1,000 URM structures in the City, mostly in older sections such as Pioneer Square.

In addition, a number of non-profit agencies provide housing and other essential services to vulnerable populations, many of which are also located in Pioneer Square and the Downtown areas. Several shelters, food banks and community clinics serve Seattle's homeless, low-income, mentally and physically disabled people. The Seattle Housing Authority (SHA) is a public corporation that provides affordable housing to nearly 23,000 people in the City of Seattle. It owns and operates approximately 9,000 units of housing for low-income families, seniors and people with disabilities. Approximately 20% of residents do not own a car and rely on public transportation.

52% of housing available is used as rental property. It is also important to note there are several households that are either overhoused or under-housed in Seattle. Over-housed residents are homes that have unused bedrooms and underhoused families are living in homes not designed for the numbers they currently hold.

e. Infrastructure Networks

Seattle like all major cities has extensive systems and networks required to maintain the health, safety and economy of the city. Many infrastructures and industrial areas are located in liquefaction zones such as the Duwamish Valley and Interbay areas. Networked infrastructures in these areas are more vulnerable to seismic impacts and could have severe cascading impacts across the region in the event of an earthquake.

The City's interdependent lifeline systems include transportation, power, water, sewer, natural gas, liquid fuel, telephone services, fiber-optic networks, cellular services, and cable services. This complex system of infrastructures is comprised of a mix of public and private sector assets and resources. Transportation, water & wastewater and electricity are provided by public agencies, including Seattle Public Utilities, Seattle City Light, Seattle Department of Transportation and Washington Department of Transportation. Other infrastructures such as natural gas, telecommunications, fuel, and cellular services are privately owned and operated. These companies include; Puget Sound Energy, Olympic Pipeline, Century Link, AT&T, Verizon, T-Mobile, and Sprint. Many of these public and private infrastructures cross city boundaries and are shared with other jurisdictions beyond city limits.

Seattle has over 150 bridges operated and maintained by the Seattle Department of Transportation. Within the city limits, there are six bridges connecting north Seattle with the rest of the city. Four of these bridges are "bascule" design and can be opened for marine traffic; the other two are "fixed-span" bridges. Another four bridges lead in and out of West Seattle, two of which are the "bascule" type, one that is "fixed-span" and the last a "swing" type. Three Washington State Department of Transportation (WSDOT) "floating" bridges span Lake Washington, one leading to Evergreen Point that draws open to marine traffic and two parallel "fixed-spans" that connect to Mercer Island via I-90.

2012 Seattle housing units and jobs in urban centers and villages

urban centers: *regionally designated growth areas with planning estimates/ growth targets for households and jobs*
22% of housing units
57% of jobs
7% of land area

manufacturing / industrial centers: *regionally designated growth areas with planning estimates/ growth targets for jobs*
<1% of housing units
15% of jobs
11% of land area

hub urban villages: *locally designated growth areas with planning estimates for households and jobs*
7% of housing units
5% of jobs
3% of land area

residential urban villages: *locally designated growth areas with planning estimates for households*
13% of housing units
7% of jobs
7% of land area

remainder of the city
58% of housing units
16% of jobs
72% of land area

f. Natural and Cultural Resources
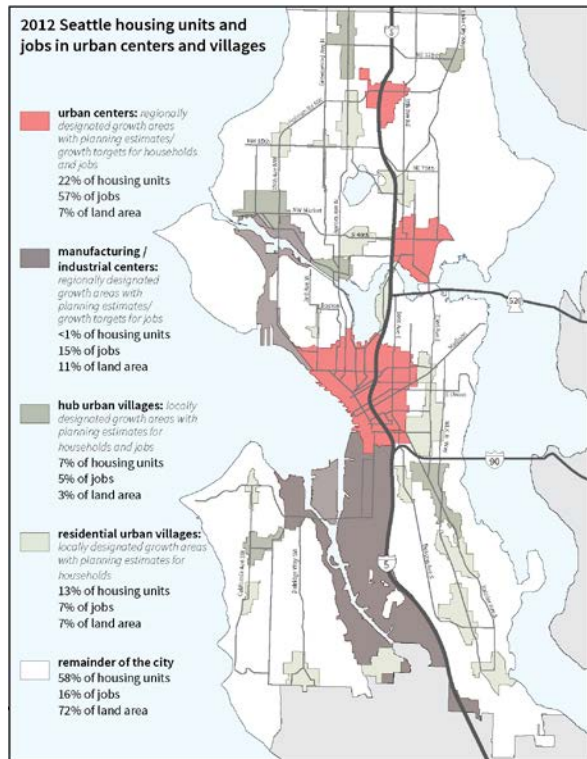
Seattle Parks and Recreation (Parks) manages over 430 parks and open areas in its approximately 6,200 acre system. This system includes 224 developed parks, 185 athletic fields, 130 neighborhood play areas, nine swimming beaches, 18 fishing piers, four golf courses, 22 miles of boulevards, and 24 miles of shoreline. Other Parks facilities include 145 outdoor tennis courts, an indoor tennis center, 26 community centers, a conservatory, eight indoor and two outdoor swimming pools, 27 wading pools, nine public beaches. There are 193 miles of waterfront, 53 of which are tidal.

Seattle has a rich cultural history that is important to the community. The history and community make for an atmosphere that brings people to the city. Historic and cultural assets, including historic buildings and sites; music, and the arts help define Seattle and are important contributors to Seattle's economy.

g. Building and Land Use

The highest residential densities occur in older sections north of the I-90 freeway such as Capitol Hill. Other dense areas include portions of the Denny Regrade, the south slope of Queen Anne Hill, and parts of the University District.

In 1992, the State passed the Growth Management Act in an attempt to check urban sprawl. Seattle's response to the Act has been to promote greater density in clustered "**Urban Villages**" with its comprehensive plan, Towards a Sustainable Seattle. Utilizing this strategy will improve the City's infrastructure and encourage development in a way that reduces the area's vulnerability to hazards.

There is a slight overlap between landslide-prone areas and the extreme eastern edge of the Eastlake and South Lake Union urban villages. Liquefaction prone areas overlap with centers and villages in parts of Downtown, the U-district, South Park, Eastlake and South Lake Union.

The city's two manufacturing/industrial centers (Duwamish and Interbay) are almost entirely underlain by liquefaction zones. While the city's goal is to increase employment in these areas, most of the new employment is expected to be fairly low density. No housing is permitted in these areas.

Through local zoning and building codes responsive to mitigation concerns, Seattle government has been proactive in adopting laws and regulations aimed at improving Seattle's disaster resistance. The adoption of the 2006 International Building Code (IBC) in 2007 is the latest update.

2. City of Seattle Government

The municipality of Seattle, which was officially established in 1869, is a "strong Mayor, strong Council" form of government, with the Mayor governing the Executive Branch and a nine-member City Council governing the Legislative Branch.   In 2013, Seattle voters passed a measure amending our city's charter to establish City Council districts. In 2015, voters will elect seven out of the nine City Council members by district. The remaining two positions will be elected "at-large" (city-wide) in positions 8 and 9.   The City Attorney is a separately elected position.

A Council President presides at City Council meetings. This person is chosen by the Council

membership to serve a two-year term and in the Mayor's absence from the City, or in the event of the Mayor's incapacitation, is authorized to act as Mayor (See Article V, Section 9 of The City Charter). On a two-year cycle, the City Council members take monthly turns serving as the Council President Pro-Tem. Seniority on the Council is the traditional criterion for establishing the rotational order. The President Pro-Tem presides at Council meetings in the absence of the Council President, to include times that might require the Council President to sit as Acting Mayor. Should the Council President, while serving as Acting Mayor, have an occasion to be absent from the City or suffer an incapacitating disability, the President Pro-Tem would be next in the line of succession to be Acting Mayor.

The City Attorney is an independently elected position.
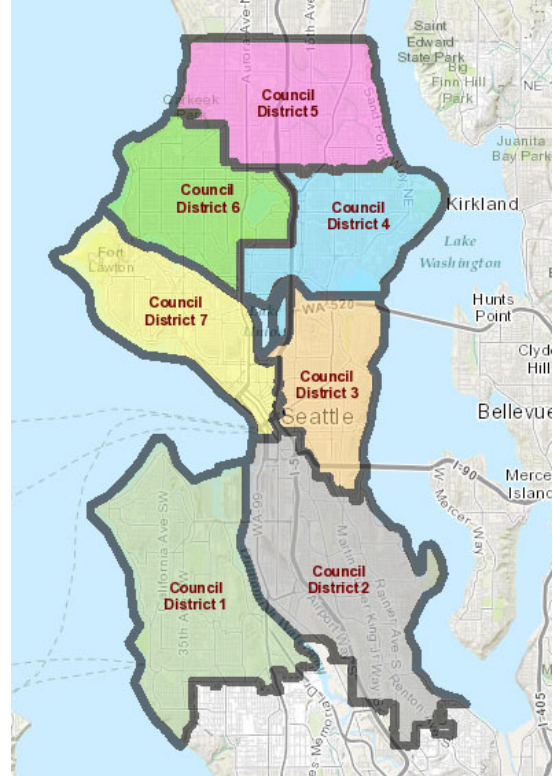
Figure 1 – Council Districts
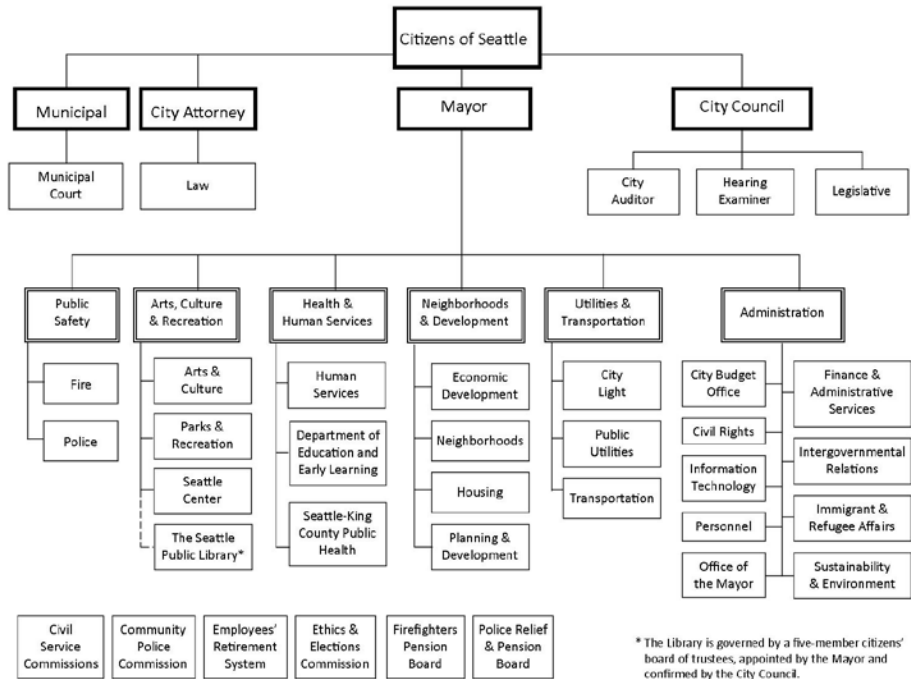
Figure 2 - CIty of Seattle Organization Chart

The organizational structure of the City government is diagrammed in the chart above. Those represented along the top row are elected officials.

3. Vulnerable Populations

The City of Seattle provides day-to-day and emergency services to the all citizens or the whole community. Because we know that in an emergency, some portions of the population will have unique needs, an accurate picture of who comprise these vulnerable populations and where they live is essential. Certain segments of the community will require additional assistance or have additional needs that will need to be met before, during, or following a disaster. The idea is to ensure that the City has adequate plans and resources to meet their needs in a way that is respectful.

a. Vulnerable Populations Defined

Throughout this document reference is made to "vulnerable populations." The City elects to use the definitions of vulnerable population categories established by Public Health Seattle-King County's Vulnerable Population Steering Committee as follows:

Physically Disabled: full-time attendant care required for activities of daily living and/or

instrumental activities of daily living

Blind: range includes: low vision, night blindness, color blindness, impaired depth perception, etc.

Deaf, Deaf-Blind, Hard of Hearing: latent deaf, situational loss of hearing, limited-range hearing

Seniors: frail elderly people who have age-related limitations/needs, includes those in nursing homes or assisted-living care or living alone and not connected socially or to service providers

Limited English or Non-English Proficient: includes persons with limited ability to speak, read, write or fully understand English

Children: anyone below the age of maturity separated from parents/guardians – child care, Head Start, before/after-school programs, latch-key kids, those in school, foster care, truancy, and juvenile justice system

Homeless and Shelter Dependent: includes persons in shelters, on the streets or temporarily housed – transitional, safe houses for women and minors

Impoverished: persons with extremely low income, without resources or political voice, limited access to services, limited ability to address own needs

Immigrant Communities: persons who may have difficulty accessing information or services because of cultural differences

Undocumented Persons: persons distrusting authorities, political dissidents and others who will not use government or other traditional service providers

Mentally Ill: serious and persistent illness; includes being a danger to themselves or others

Developmentally Disabled: unable to safely survive independently, attend to personal care, etc.

Medically Dependent, Medically Compromised: dependent on medications to sustain life or control conditions for quality of life – e.g., diabetic, weakened immune systems, those who cannot be in or use public accommodations

Chemically Dependent: includes substance abusers, others who would experience withdrawal, sickness or other symptoms due to lack of access, e.g. methadone users

Clients of Criminal Justice System: ex-convicts, parolees, people under house arrest, registered sex offenders

Emerging or Transient Special Needs: needs/conditions due to emergency, temporary conditions – e.g. loss of glasses, broken leg, tourists/visitors needing care

4. Critical Facilities/Infrastructure

Critical facilities and infrastructure are those systems and facilities that are essential to the health and welfare of the population and are especially important following an emergency. They include, but are not limited to: hospitals, schools, fire and police stations, emergency coordination centers, fuel/energy distribution and production sites, transportation systems, and communication systems. Infrastructure consists of assets in two general networks that serve whole communities such as transportation modalities (roads, rail, etc.) and utilities. These are necessary municipal or public services provided by the government or by private companies and defined as long-term capital assets that are normally stationary and last for many years. Examples are streets, bridges, tunnels, drainage systems, water and sewer lines, pump stations and treatment plants, dams, lighting systems and facilities.

The City's essential facilities include: five police precincts , thirty four fire stations, City Hall, the Seattle Municipal Tower, the Justice Center, 911 facility (which is housed in the West Police Precincts) and the Emergency Operations Center/Fire Alarm Center. Essential services are listed within department-specific continuity of operations plans.

The City recognizes it depends on critical infrastructure that is privately owned; utilities (natural gas), telecommunications and petroleum distribution sites. Critical infrastructure owners and operators are vital members of the emergency management system and involved in all aspects of preparedness, mitigation, response and recovery planning.

B. Hazards

This section contains a synopsis of the hazard profiles and risk analysis fully described in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA).

Below is a summary profile for each of the primary natural and man-made hazards affecting the city, grouped by type of hazard. Each hazard listed has the potential to cause Seattle's worst disaster. Following the list is a table ranking the hazards according to expected severity of impact as well as a description of the ranking methodology used. A description of climate change, sea level rise and cyber disruption can also be found below under the heading of "Emerging Threats".

The complete SHIVA can be found on the Seattle OEM website:

http://www.seattle.gov/emergency/publications/documents/SHIVA.pdf

1. Emerging Threats

The SHIVA lists hazards that can precipitate disasters at the time it is published. It is important to recognize threats whose full extent is still emerging but will likely pose significant danger in years or decades to come. Climate change is expected to have wide

ranging impacts that will intensify over decades. Cyber disruption (the effects of computer outages) has been a growing problem as we become more and more reliant on computer technology. Due to the movement towards computer controlled infrastructure, urban areas have huge exposure, but given the lack of experience it is hard to judge impacts. Emerging threats are not included in the hazard ranking table (see below). Instead they are incorporated into the identified hazards.

a. Climate Change and Sea Level Rise

Climate change, including sea level rise, is not a specific hazard. It is a broad environmental change that will affect many of our hazards and by extension many of our people and communities. For example, sea level rise combined with larger floods may cause some areas to become unusable for living and working. Because there is a lot of natural variability in hazard events it is impossible to say that any given event is caused by climate change, but we expect many events may be more intense over the coming decades. The hazards most affected by climate change are weather related such as: flooding, heat, water shortages, wind, snow and landslides. In addition, hazards that don't seem to be directly tied to climate change could intensify: disease, as new pathogens move into our area; tsunamis, as sea levels rise; or social unrest if large numbers of 'climate refugees' enter our area.

b. Cyber Disruption

Computers control has become the norm for systems that allow modern cities to thrive. Widespread, prolonged outages can disable critical public safety, utility and transportation systems leading to severe consequences on the population. These impacts are handled as a form of infrastructure failure in this analysis. The United States has not had a severe cyber disruption. Because of this fact, cyber disruption is considered an emerging threat.

2. Geophysical Hazards

a. Earthquakes

Earthquakes are Seattle's hazard of greatest concern. In the worst case, casualties could exceed 1,000 people and economic damage into the billions. Damage to infrastructure could cause extreme and prolonged hardships and pose major challenges for attempts at recovery.

b. Landslides

Landslides are a common Seattle hazard. Landslides can kill people, destroy buildings, block roads, damage infrastructure systems and sever lifelines. The City of Seattle maps its landslide prone areas and specifies special building requirements in these areas. Winter storms, prolonged rain and earthquakes can trigger large numbers of landslides.

c. Volcanic Hazards

Mudflows (from Mt. Rainier) and ashfall (from multiple sources) are Seattle's greatest volcanic hazards. There is no evidence that a mudflow has reached Seattle. What is more likely is that following a mudflow rain and erosion would wash debris down the Duwamish River to Elliott Bay.

Ashfall is unlikely in Seattle because regional weather patterns tend to carry ash east of the Cascades, but patterns are not a guarantee. If the wind is blowing in Seattle's direction on the day of an eruption, Seattle would experience major transportation and health impacts.

d. Tsunamis and Seiches

Tsunamis are a rare but potentially catastrophic hazard in Seattle. Tsunamis that originate in the Pacific Ocean do not pose a major threat to Seattle. The most dangerous tsunamis are generated in Puget Sound by earthquakes or landslides. A tsunami generated inside Elliott Bay could inundate areas up to a mile inland in the area surrounding Elliott Bay. Seiches are standing waves (i.e., they move vertically) that can occur enclosed water bodies during earthquakes. Most seiches cause limited damage. Lake Union is especially prone to them. Wave heights could be as much as six feet. Impacts in other water bodies are less understood.

3. Biological Hazards

a. Disease

Diseases, especially new influenza strains have the potential to be Seattle's most deadly hazard. Potential consequences of include: 1) casualties running into the thousands, 2) overwhelmed providers, 2) no mutual aid assistance, 3) contaminated water, 4) degraded critical services and 5) closure of public facilities for long periods.

4. Intentional Hazards

a. Social Unrest

Social unrest includes riots, civil disorder, strikes and mass civil disobedience. Seattle is the central stage for political and social activity in the Puget Sound region and the hub of its social activities. This condition makes social unrest more likely to occur in Seattle than elsewhere in the region. Incidents can shut down large areas of the City, lead to fatalities and injuries, and cause property damage. Historically, most incidents have occurred in the downtown area and on Capitol Hill.

b. Terrorism

The Puget Sound region has active far-right and eco-terrorist groups. Seattle has had a major arson fire linked to eco-terrorism. More recently plots with ties to Islamic extremism have been prevented, the most serious of which was a plan to attack a military recruiting center. Seattle actively plans for terrorism use of chemical, biological, nuclear, radiological, explosive and cyber methods.

c. Active Shooter Incidents

Seattle has had several high profile mass shootings. Mass shootings seem to be on the rise even as overall rates of violence have been decreasing. Most attacks are carried out by a single attacker in a single location, but more complex attacks have been launched by terrorist groups. Enclosed public spaces such as schools are frequent targets of such attacks.

5. **Transportation and Infrastructure Hazards**

a. **Transportation Incidents**

Seattle is a hub for land, sea and air transportation giving it an inherent exposure to accidents. Transportation accidents are usually limited in geographic scope but can cause high fatalities, fires, hazardous materials incidents, power outages, transportation network disruptions, environmental degradation, and infrastructure failures. Historically, some of Seattle deadliest disasters have been transportation accidents.

b. **Fires**

Seattle's many high-rise structures, busy port, underground electrical network and an increasing number of oil trains contribute to a high and varied fire exposure. Seattle does not have a large urban-wildland interface. Better fire codes and enforcement have reduced the number of large structural fires. A Large amount of oil is being shipped through the heart of Seattle by rail. Fire is a major secondary hazard. For example, earthquakes can cause fires that kill more people than the ground shaking itself

c. **Hazardous Material Incidents**

Seattle is a regional industrial center and major transportation hub raising its exposure to hazardous materials incidents that release toxic chemical, combustible, nuclear, or biological agents into the environment. Seattle has not had any truly disastrous hazardous materials incidents, but has had several incidents involving fuel tanker explosions on the freeways and a fire at a UW biology lab.

d. **Infrastructure Failures**

Seattle depends on its buildings, bridges, dams and utilities. Structural failure can lead to loss of life and major hardship. Computers help operate most infrastructure today. Technology failure can lead to infrastructure failure or 'cyber disruption'. The consequences of bridge collapse are high due to the central role bridges play in Seattle's transportation network.

e. **Power Outages**

Urban areas depend on power. Widespread, multi-day outages, especially in winter have serious consequences for public health, safety and the economy. Seattle runs its own utility, Seattle City Light which maintains its own generation, transmission and distribution system that supplies half the power Seattle uses. The other half is purchased and reaches Seattle through the Bonneville Power Administration (BPA) network. The biggest risk to Seattle is a failure of the BPA system during the winter.

6. **Weather and Climate Hazards**

a. **Excessive Heat**

The National Weather Service ranks Seattle 15th among major urban regions for excessive heat risk. Seattle will probably have more excessive heat events in the future. Heat waves have killed

thousands in other regions. The general population may adjust but some populations (the elderly, isolated, poor) may become may become more vulnerable.

b. Flooding

Seattle has three kinds of floods: coastal flooding, riverine, and urban. Unlike many cities, Seattle does not have a major riverine flood hazard. Seattle's flooding is often caused by 'atmospheric rivers' that happen when the Jet Stream brings moist air up from the tropics causing high rain volume that overwhelms the drainage system causing 'urban flooding'. When storms happen during high tides ('king tides') coastal areas and low-lying areas can flood. Recent strong storms suggest Seattle may see more intense rainfall. The rivers south of Seattle have several dams. Their failure could cause flooding in the South Park area.

c. Snow, Ice and Extreme Cold

Seattle's winter weather is generally mild, but when snow visits Seattle accumulations can be large. The consequences are especially severe if the snow lingers for several days or triggers secondary hazards like power outages. Seattle has a heightened vulnerability to snow and ice storms because of its hilly topography. Although the City's snow removal capability is proportioned for the majority of winter storm events, during extreme winter weather with large accumulations of snow, resources can quickly become overwhelmed with potential mobility impacts to life safety response, medical services, vulnerable populations and the service economy.

d. Water Shortages

Because nearly all of Seattle's water comes from melting snow in the Cascades, Seattle can have shortages during summers that follow low-snow winters. Shortages can reduce salmon stream flows and trigger usage restrictions that cause hardship for residents and businesses. Shortages also mean less water is available to make electricity and we must buy more expensive power from outside the region. Water shortages can be caused by main breaks. Breaks are usually localized and short duration, but could be prolonged if they are the caused by another hazard like an earthquake.

e. Windstorms

Sustained winds of 85 miles per hour were recorded in the Seattle area in 1993 and 2006. Seattle's most damaging storm was the 1962's Columbus Day Storm. Windstorms cause power outages, structural damage, transportation blockages and coastal flooding. Fall and winter are the most common times for windstorms, but the occasional out of season storms are the most dangerous. Falling trees account for most damage. Windstorms often accompany other weather hazards producing complex emergencies that can include landslides, urban flooding, snow and extreme cold.

C. Assumptions

The following are assumptions that apply to all plans that make up the CEMP:

- A major incident or catastrophe could happen at any time.

- In some scenarios the impacts could be catastrophic, with local governments in the region, including the City of Seattle, struggling to provide even the most basic of services or maintain some measure of local government authority.

- The City uses an "all-hazards" approach in strategic incident management and development of plans. This recognizes that different emergency situations can use similar information collection processes, communications, resource coordination, and public information.

- Vulnerable populations, including individuals with access and functional needs, are at greater risk of being significantly impacted by an incident. The City will also need to provide resources to meet access and functional needs in a disaster.

- The level of preparedness in the community makes a difference in the City's ability to respond and recover from disasters.   The more prepared the community the less impact in response capabilities.

- All residents may need to utilize their own resources and be self-sufficient following an emergency for one week or more.

- Some incidents, due to their scope and complexity, could result in a recovery effort that could take years to complete.

- The amount of information regarding the disaster impacts response operations can quickly overwhelm even the most organized emergency operations center.

D. Plan Purpose and Limitations

The Plan is intended to serve as a guide and organizational structure to promote the health, safety and welfare of the general public during and after an emergency.

The Plan may not address all events in every instance as it is impossible to anticipate every aspect of a given emergency.   The decision to implement all or any portion of this Plan including the means by which to implement it in an emergency rests in the sole discretion of the City.

III. CITY OF SEATTLE EMERGENCY MANAGEMENT PROGRAM

A. Legal Authorities

The mandate for political subdivisions in the state of Washington to establish a local organization for emergency management and to have a plan and program, to include an appointed local emergency management director, is contained in Section 38.52.070 of the Revised Code of Washington (RCW).

The City's enabling legislation, Seattle Municipal Code (SMC) 10.02.050 states "Plans and programs for executing emergency powers including a disaster readiness and response plan shall be prepared and kept current under the direction of the Mayor who shall submit such plans and programs and proposed amendments thereto to the City Council for review and approval by resolution. Upon such approval the Mayor shall be authorized to exercise in accordance with such plans and programs the powers provided therein."

B. Organization

1. Program Structure

The City's Emergency Management program is maintained by the Office of Emergency Management (OEM) which is a division within the Seattle Police Department.   The day-to-day administration of the City's emergency management program is assigned to the OEM Director.   The Director is an appointed position and has direct reporting responsibilities to the Police Chief, as well as the Mayor. The OEM Director also serves on the Mayor's Cabinet and facilitates the Mayor's Emergency Executive Board.

The OEM Director is responsible for developing the Office of Emergency Management biennium budget, along with accompanying performance measures.

2. Emergency Support Function Coordinators

The responsibility to address Emergency Support Functions is assigned to various City Departments. In many cases, the Emergency Support Functions are a multi-agency responsibility however there is always one specific City Department identified as lead for that function. Some City Departments have staff dedicated to this role. Others incorporate the responsibility as a part of other duties. All ESF Coordinators: Ensure the Emergency Support Annex and supporting plans are in place

- Coordinate the development, training and exercising of internal department capabilities and personnel to support emergency operations

- Liaison with the Office of Emergency Management

- Represent the City on Regional emergency management advisory bodies

C. Program Areas and Responsibilities

The Seattle OEM is responsible for organizing the efforts of all City departments, in concert with regional partners, to prepare for, protect against, respond to, recover from and mitigate against all hazards. The OEM is responsible for:

- Ensuring that the City's EOC is ready to be activated at all times for all situations.

- Managing plans and planning exercises.

- Preparing the community, including the maintenance and building of new partnerships.

- Ensuring all technical systems are maintained and tested regularly; plans are kept updated; personnel are trained; and procedures and checklists are used when the EOC is activated.

- Maintaining an on-call (24/7) Staff Duty Officer who monitors incidents, disseminates information, acts as an emergency management liaison to incident commanders, assists responders with locating resources and processes any request to activate the Seattle EOC.

The OEM also serves as the applicant agent for obtaining any disaster-related funding that may be obtained through FEMA's public assistance program.

The program is defined by the following program areas:

1. Hazard Identification

Hazard identification involves the research and analysis of emerging hazards and incorporating information into updates to the appropriate documents, plans and procedures. The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) is the cornerstone document which captures information about all of the hazards facing Seattle's community.   The SHIVA is routinely updated, in addition to the Threat and Hazard Identification and Risk Assessment (THIRA).

The OEM coordinates with departments and stakeholders to develop the City's Threat and Hazard Identification and Risk Assessment (THIRA) and the Seattle Hazard Identification and Vulnerability Analysis. Both the THIRA and SHIVA, which are a part of the CEMP, provide a comprehensive approach for identifying and assessing risks and associated impacts.

2. Mitigation

Mitigation works to reduce the impact of known hazards through planning and leveraging federal and state grants. Over the years these funds have been used to seismically retrofit community centers and critical public utilities and transportation infrastructure, as well as supported the design of basic structural guidance for retrofitting residential homes. A

Hazard Mitigation Plan addresses our strategies and priorities to reduce the impacts of hazards within the city.

The OEM:

- Maintains and updates the City's Hazard Mitigation Plan

- Serves as resource for City Departments on issues related to seeking grant funding for mitigation projects

3. Planning

The Planning Program coordinates the development, training and maintenance of all emergency management related plans including the CEMP and multi-agency plans. The program works closely with city departments, non-profit agencies, hospitals, schools, the military and many other elements of our overall community when developing emergency management plans through the OEM or planners embedded in City departments.

4. Training & Exercises

The Training and Exercise Program oversees the training to, testing of, and validation of plans and procedures related to the City's Emergency Management Program. This includes activities necessary to maintain proficiency of skills needed before, during, or following disasters or emergency.

Exercises are conducted on a regular basis within individual departments, between departments, citywide and regionally. Exercises are intended to:

- Provide a way to evaluate operations and plans.

- Reinforce teamwork.

- Demonstrate a community's resolve to prepare for disastrous and catastrophic events.

The City's goal is to conduct exercises in a cycle that increases in complexity over time. In this building block approach, each successive exercise should build on the scale and experience of the previous one. Key to the success of exercises is adequate funding, adequate department and stakeholder participation, the managing of scheduling conflicts and real world incidents.

A critical part of the program is ensuring proficiency in skills for those that respond to the Emergency Operations Center (EOC). Over 250 department, agency, regional and policy representatives are identified as EOC staff. To maintain skills, OEM offers training twice a year to EOC staff and conducts and evaluates exercises to test and improve emergency plans.

Training is equally important to ensure familiarity and proficiency in plans and operations.

The Seattle OEM coordinates citywide emergency management related training and exercise programs by:

- Organizing and maintaining a City multi-year training plan.

- Assigning one Seattle OEM staff member responsibility for coordinating citywide training and exercises.

- Utilizing the DMC Strategic Workgroup as a training and exercise planning team.

- Providing an OEM representative on the regional Training and Exercise Committee and the Urban Area Working Group, which fund, develop and conduct regional training and exercises.

- Providing City departments with national training guidelines, which are updated annually and based on the latest National Incident Management System (NIMS) standards.

- Conducting an annual survey of each department's Incident Command System (ICS) training program.

- Submitting any NIMS compliance reports to the Department of Homeland Security.

- Providing preparedness training to employees in other departments upon request.

The City incorporates guidance from Homeland Security Exercise and Evaluation Program (HSEEP) for planning, conducting and evaluating exercises.

5. Community Outreach/Preparedness Education/Volunteers

Community preparedness and resilience is critical to the city's overall ability to respond and recover from disasters. It is a shared mission between government and community.   OEM has several programs aimed at increasing personal, neighborhood, and community preparedness. We provide opportunities for volunteers to assist in our outreach efforts through our Seattle Neighborhoods Actively Prepared program and our Auxiliary Communication Services, (amateur radio program) with 140+ volunteers to supplement communications. The office works with Community Emergency Hubs, which are predetermined locations in the community where people have agreed to respond to after a disaster to share information, resources and solve problems.

As we have seen in disasters both in the United States as well as around the rest of the world, community members coming to each other's aid during disaster are truly the "first" first responders. While City resources must stay prioritized on restoration of vital service and infrastructure, many, if not most, will have to fend for themselves in the immediate aftermath of a catastrophic event. In Seattle, emergency preparedness education and community planning encourages individuals, families, neighborhood groups and community associations to connect with each other ahead of time, and create plans to check on each

other, share information and resources and problem-solve to help each other, without relying on City services and resources. Seattle preparedness trainers and community planners work to leverage the strengths of the community, creating connections among residents, neighborhoods, businesses, to keep everyone safe and self-sufficient during disaster.

Seattle OEM also provides:

- Disaster preparedness training for individuals, neighborhoods, schools, businesses and other associations.

- Preparedness training is provided to community and business groups.

- Support for the development of Community Hubs – pre-identified locations where nearby individuals can seek or offer assistance to one another until ordinary City services are available.

- Input into regional, state and national preparedness campaigns such as Take Winter by Storm, What to Do to Make it Through, National Night Out, The Seattle OEM has a number of preparedness publications on its website which can be downloaded and printed. OEM preparedness materials are translated into 19 different non-English languages. Individual city departments develop, produce, and distribute preparedness information that is focused on their mission area.

6. Response

During disasters, OEM manages the city's EOC which is the central location for strategic collaboration and information sharing. The OEM ensures the the EOC is ready to be used at any time.   When activated OEM staff fill leadership positions in the EOC.

Serving as the city-wide, strategic coordination point, OEM has a Staff Duty Officer (SDO) program with 8 OEM staff members sharing an on-call rotation. SDOs support City departments in their response to daily incidents., A key capability maintained in conjunction with the EOC is Seattle Auxiliary Communication Service (ACS). Active since the 1990s, OEM has a 140+ volunteer team of "ACS" amateur radio community volunteers. This very dedicated group plans, trains and exercises on a routine basis, and supports regular community events and Emergency Operations Center (EOC) activations. ACS members serve key communication roles in the EOC's Warning and Communications Room, as well as very active field observers and radio networks within the community.

The EOC works closely with King County, Washington State and the Federal Emergency Management Agency. Activations have been for earthquake, snow, wind, large fires, protests, excessive heat, flu, and large planned events.

7. Technology

As information technology systems are important to the day-to-day operations, and critical

to the Emergency Operations Center, ongoing maintenance occurs for EOC computers, software, services, and specialized systems (audio-visual, WebEOC, mapping).

8. Recovery

With every Presidentially Declared Disaster, OEM staff work with city departments to assess their damages and administer the conditions of federal Stafford Act individual assistance and public assistance. OEM is leading the effort to develop a post-disaster recovery framework designed to speed the disaster relief services and rebuilding necessary following large disasters.

9. Building Partnerships.

The cornerstone to the success of the emergency management program is its relationships with stakeholder groups inside and outside of the City. These groups are extensions of the emergency management program and provide support and input that is critical to the overall success of the program. The program works with the following groups to ensure that their input is incorporated into all program areas:

- Business community including private utilities.

- Faith based

- Schools including colleges and universities

- Community Leaders and activists within the various ethnic communities within Seattle

- Non-governmental organizations

D. Emergency Management Committees

There are 3 committees that provide input direction and support to the City's emergency management program. They are:

- The Mayors Emergency Executive Board

- Disaster Management Committee

- Strategic Workgroup.

1. Mayor's Emergency Executive Board

The Emergency Executive Board (EEB) provides policy advice to the Mayor in anticipation of, response to, and recovery from disasters. This group is convened at least quarterly to review policy issues as they relate to emergency management and practice their role. The

Directors of the following Departments are standing members of the EEB, though other Directors or staff can be added depending on the nature of any given event:

- Mayor's Office

- Office of Emergency Management (OEM)

- Department of Planning and Development

- Department of Neighborhoods (DON)

- Department of Information & Technology (DoIT)

- Finance & Administrative Services (FAS)

- Human Services Department (HSD)

- City Attorney's Office

- Office of Immigrant & Refugee Affairs (OIRA)

- Office of Inter-Governmental Relations (OIR)

- Office of Sustainability and Environment

- Human Resources

- Public Health Seattle & King County (PHSKC)

- Seattle Center

- Seattle City Light (SCL)

- Seattle Dept. of Transportation (SDOT)

- Seattle Fire Department

- Seattle Housing Authority (SHA)

- Seattle Parks & Recreation (PKS)

- Seattle Police Department (SPD)

- Seattle Public Library (SPL)

- Seattle Public Utilities (SPU)

It is expected that members of the EEB will report to the Mayor's Policy Room in the Emergency Operations Center at the invitation of the Mayor to provide mission support and policy advice on any necessary aspect of disaster response. This complements the

operational and coordinating nature of the work being performed by department or Emergency Support Function representatives on the main EOC operations floor. The Mayor also has the option to convene the group via teleconference.

Examples of issues the EEB addresses include: personnel policies; review of after action reports and corrective action plans from exercises and incidents; provide city-wide accounting of departmental plans and employee training; recommend major plan revisions to Mayor re: mitigation, response and recovery; and developing policy recommendations around short and long term recovery issues – sheltering, housing, reconstruction, communication, economic viability, etc. Some examples of policy decisions include curfews, rationing or restricting the sales of limited items, etc.

2. Disaster Management Committee

The City is well-served by the use of a city-wide Disaster Management Committee (DMC) for interdepartmental and interagency coordination of planning, training, exercising and responding for disaster response.   The Disaster Management Committee is composed of senior level managers that have authority over their departments' or agencies resources, a key characteristic in the success of any Emergency Operations Center mission.

Many of these DMC members are the people who represent their departments during Emergency Operations Center activation. They coordinate the operational aspects of all-hazard emergency preparedness, response, and recovery including integrating plans and procedures with vital external agencies.

The Disaster Management Committee:

1. Advise the Mayor on all matters pertaining to disaster readiness and response capabilities within the City, including City efforts directed at mitigation, prevention, preparedness, response and recovery.

2. Provide cooperation and coordination with the disaster response plans of other local organizations and agencies.

3. Review and recommend, to the Mayor, requests and associated plans for mutual aid operations.

4. Recommend expenditures for disaster preparations and training on a citywide basis.

5. At least every two years review and make recommendations for the revision and/or maintenance of an up-to-date disaster response and recovery plan for the City consistent with RCW Chapter 38.52 and WAC Section 118-30-060, including:

    o Preparations for and the carrying out of executive emergency powers

    o The delegation and sub-delegation of administrative authority by the Mayor

    o The performance of emergency functions including firefighting, police,

medical and health, welfare, rescue, engineering, transportation, communications and warning services, evacuation of persons from stricken areas, restoration of utility services, and other functions relating to civilian protection together with all activities necessary or incidental to the preparation for and carrying out of such functions

o Requirements for department operation including management succession, procedures for providing twenty-four (24) hour capability, staff and resource mobilization procedures, special disaster response procedures, plans for records protection, personnel procedures, finance plans, and training procedures for disaster response

o The preparation and maintenance of Emergency Support Function (ESF) disaster response and recovery plan annexes that describe how City departments will carry out emergency responsibilities

By appointment of the Mayor, the Chair of the DMC is the Office of Emergency Management (OEM) Director.

3. Strategic Work Group

The Strategic Workgroup (SWG), a sub-element of the DMC, is responsible for the development of the CEMP, associated annexes, procedures and other plans as needed. The members of the SWG are encouraged to distribute the plan, and solicit input, to any committees they serve on and all regional partners they work with. The following departments are represented in the SWG:

- Customer Service Bureau

- Seattle City Light

- Seattle Public Utilities

- Seattle Department of Transportation

- Public Health Seattle and King County

- Human Services Department

- Department of Finance and Administrative Services

- Department of Parks and Recreation

- Seattle Fire Department

- Department of Information Technology

- Seattle Police Department

- Office of Emergency Management

E. Continuity of Government (COG)

The continuity of government (COG) identifies how the City of Seattle constitutional responsibilities will be preserved, maintained, or reconstituted for all branches of City government.

Continuity of Operations Plans for specific departments list lines of succession, which ensure that key positions in City government have designated alternates who are trained and prepared to assume the duties and responsibilities of those positions.

1. COG Line of Succession - Mayor

Article V, Section 9 of the City Charter outlines the succession for the Mayor. The City Council President is authorized to act as Mayor in the Mayor's absence from the City or in the event of the Mayor's incapacitation.

In the event the City Council President, while serving as Acting Mayor is unable to fulfill the responsibilities, then the City Council President Pro-Tem would be next in the line of succession to be Acting Mayor.

The Mayor's Office notifies the City Council, Seattle OEM, and City Departments when the Mayor will be out of the City and the President of the City Council will be acting as Mayor. All Seattle OEM Duty Officers are notified when this occurs.

2. COG Line of Succession - Council

Normally, a quorum consists of a majority of all nine City Councilmembers. Quorum rules can be changed during a declared emergency when a quorum shall for all purposes consist of a majority of all those Councilmembers who are available to participate in Council meetings and are capable of performing the duties of office" (See Article IV, Section 3, Subsection B (2) of the City Charter.)

Article XIX, Section 6 of the City Charter describes the process for filling City Council vacancies through election by City Councilmembers.

3. COG Line of Succession - City Attorney

The City Attorney, an elected position, "has full supervisory control of all the litigation of the City, or in which the City or any of its departments are interested, and shall perform such other duties as are or shall be prescribed by ordinance." (See Article XIII, Section 3 of the City Charter.)

The City Attorney designates three individuals within the City Attorney's Office in the line of succession.

4. COG Line of Succession - Municipal Court

The Municipal Court of Seattle is a limited jurisdiction Court, authorized under the Revised Code of Washington 35.20, with jurisdiction over all violations of the Seattle Municipal Code.

5. COG Line of Succession - Seattle OEM Director/EOC Director

The Seattle OEM Director (who also serves as the EOC Director) designates three alternates in their line of succession.

6. COG Line of Succession - Appointed Officials (Department Directors and Others)

Directors are appointed by the Mayor and are responsible for the operation of their department. Department directors are required to designate three individuals as their line of succession. The Office of Emergency Management maintains a list of individuals who make up the line of succession for City Departments and key functions in the EOC (including Emergency Support Functions). This list is updated quarterly.

7. COG - Preservation of Records

All City departments as a part of their Continuity of Operations Plan (COOP) will identify records essential for continuity and preservation of government and provide for their protection as required by RCW 40.10.010, Essential Records- Designation- List-Security and Protection- Reproduction and as outlined by the State Archivist.

F. Roles and Responsibilities

1. All City Departments

Common responsibilities for Departments are outlined below. Specific responsibilities related to supporting Emergency Support Functions (ESF) are outlined in each ESF Annex.

a. Common Responsibilities

The following activities are required of all all City departments:

- Support and encourage personal preparedness of City employees.

- Maintain a basic level of preparedness and response capabilities.

- Develop and maintain department plans, procedures and guidance to support disaster preparedness, response and recovery and ensure that such documents are integrated with the CEMP.

- Support the development and maintenance of the CEMP which includes the associated Incident, Support and Functional Annexes.

- Comply with Chapter 7 of the Title II Americans with Disabilities Act (ADA) Best

Practices Toolkit in emergency and disaster related programs, services and activities.

- Conduct, or participate in, training and exercises to develop and maintain capability to respond and recover from an incident.

- Contribute information, as directed by Seattle OEM, for any State and/or Federal compliance reports (e.g. NIMS).

- Maintain callout lists and schedules and provide copies to Seattle OEM to ensure rapid and efficient notification of department personnel and ESF responders even when regular communication systems are interrupted.

- Ensure all staff assigned to duty in the City's EOC have completed required training to work in the Seattle EOC.

- Coordinate all public information through the ESF-15 Coordinator when directed.

- Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the CEMP.

- When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.

- Provide situation updates, damage assessment information and updates on operations as defined in the Essential Elements of Information (EEI) list and the EOC Consolidated Action Plan (CAP).

- Be prepared to support or conduct specialized operations as directed.

- As soon as possible, restore department's essential services, functions and facilities.

- Ensure staff and designated response personnel understand their roles and responsibilities during an emergency.

- Develop and maintain Continuity of Operations Plans (COOP) for sustaining their departments' essential functions and services.

- Maintain a "Line of Succession" for department leadership and provide those designations on a monthly basis to Seattle OEM.

b. Continuity of Operations (COOP)

Continuity of Operations is a United States Federal initiative, required by Presidential directive, to ensure that agencies are able to continue to perform essential functions under a broad range of circumstances. All City Departments that have a response role in disasters are required to develop a Continuity of Operations Plan. At a minimum, each COOP plan will identify:

- Essential personnel.

- Mission Essential Functions that the department will be responsible for providing and Recovery time objectives (how quickly will continuity actions be accomplished);

- Lines of Succession

- Delegations of Authority

- A Continuity Facility (back-up or alternate operating facility) that can be used if the normal worksite is damaged and uninhabitable;

- Continuity communications resources

- Vital Records Management including identification of critical databases

- Recovery Time Objectives for information technology systems that are necessary to support the identified mission essential functions

- Devolution of operations

- Reconstitution of Operations as things return to normal

- A process for training and exercising the plan

Continuity of Operation Plans (COOPs) are a vital part of the basic foundation that supports the City's response to disasters. Without COOPs, the work following a major event is made much more difficult and chaotic. With them restoring services and bringing a sense of normalcy to the City will happen quicker and the long term impacts that disasters have on communities will be minimized.

c. Department Required COOP's

The following departments are require to create and maintain a COOP:

Budget Office	Mayor's Office
City Light	Department of Neighborhoods
Economic Development	Office of Emergency Management
Finance and Administrative Services	Parks and Recreation Department
Fire Department	Personnel Department
Hearing Examiner	Planning and Development
Human Services Department	Police Department
Information Technology	Public Utilities
Law Department	Seattle Center
Legislative Department	Transportation

2. Mayor of the City of Seattle

The Mayor:

- Has promulgating authority for this plan.

- Appoints the members of the Disaster Management Committee (DMC).

- Supports and encourages personal preparedness to all City employees.

- Reviews, directs modifications to be made, and approves recommendations for improving the readiness and response capabilities of the City.

- Submits accepted funding increments for the City's emergency management program to the City Council for review and approval as part of the budget process.

- Submits accepted grant applications for improving the City's emergency management program to City Council for approval.

- Assumes command as the City's Chief Executive whenever the EOC is activated provided the Mayor is within the City and available by voice or text message contact with the EOC Director, the Mayor does not need to be physically present in the EOC to assert executive authority.

- Defines the values and desired end state for the response and recovery.

- Determines the strategic priorities for the City response.

- Chairs the Emergency Executive Board (EEB).

- Provides visible leadership and presence in the community during an emergency or disaster.

- Arranges for hosting of state and federal officials, legislative delegations and other dignitaries offering disaster assistance in conjunction with the Director of the Office of Intergovernmental Relations.

- Keeps the Legislative Department Administrative Manager, lead staff for the Council President, and the Emergency Management Director advised of the Mayor's schedule, to include those times when the Mayor will be absent from the City or otherwise not in a position to exercise the powers and authority of the Mayor.

- Arranges for the Council to receive periodic briefings on the planning by any City department, or departments, to host or support a major event.

- Keeps the Council President or Pro-Tem advised of the circumstances surrounding any imminent or emergent situation that may require the activation of the EOC. Such advice will continue to regularly occur and may include additional or all Council Members should it be necessary to proclaim a "Civil Emergency," issue executive orders, and when possible, to terminate the "Civil Emergency."

- Submits all proclamations and related executive orders to the City Council for review and appropriate legislation. This includes those for exercising "emergency powers"; ordering the use outside services, equipment, commandeered property, gifts, grants, and loans; and for dispensing with normal purchasing practices.

3. **City Council**

The City Council:

- Supports and encourages personal preparedness to council staff.

- Acts on all proclamations and executive orders issued by the Mayor.

- Reviews emergency expenditures and makes the decision on authorization of payment.

- Determines the funding source for authorized emergency expenditures.

- Acts on all substantive revisions to the Comprehensive Emergency Management Plan that are submitted for review and approval by the Mayor.

- Reviews budget increments submitted by the Mayor for improving the City's emergency management capability, and makes the decision on acceptance and source of funding.

4. **Council President (or Council President Pro-Tem)**

The Council President:

- Serves as Acting Mayor on the event of incapacitation or absence of the Mayor from the City.

- Receives briefings arranged by the Mayor on City planning for scheduled major events and informs other Council members.

- Conveys details of briefings from the Mayor, or designated representative, to City Council member regarding imminent or emergent situations that may require the activation of the EOC.

- Keeps the City Council informed of the requirements to declare a "Civil Emergency", for the Mayor to use an emergency power and, when circumstances permit, the termination of the "Civil Emergency."

5. Municipal Court

The Municipal Court:

- Supports and encourages personal preparedness to court employees.

- Coordinates with law enforcement, the City Attorney and the County Prosecuting Attorney to maintain criminal justice system critical services following a disaster.

- Reconstitutes and resumes any interrupted proceedings as conditions and resources permit.

6. City Attorney

- Supports and encourages personal preparedness of Law Department personnel.

- Provides civil and/or criminal attorneys to advise and support the Mayor, City Council, Municipal Court and the EOC staff

- Create and updates legal materials which are stored in the EOC

- Maintains callout lists and schedules, and provide copies as needed to Seattle OEM, to ensure rapid and efficient notification of Law Department responders.

- Ensures that all staff assigned to respond to the City's EOC have completed training to work in the Seattle EOC.

- Drafts all proclamations, declarations of emergency and executive orders related to specific emergencies or disasters.

- Review all actions proposed in the EOC Consolidated Action Plan to minimize risk that measures devised to remediate hazards and threats caused by the disaster do not expose the City to litigious civil action and claims.

- Aids the EOC Director in briefing the Mayor on legal issues.

- Provide legal advice to the City Council.

- Provide for a legal review of the Comprehensive Emergency Management Plan (CEMP) whenever significant and substantive changes are proposed for adoption.

G. Regional Relationships

Through many efforts, committees and activities, the city's emergency management program actively works with King County Office of Emergency Management, Washington State Emergency Management Division, regional emergency management partners (jurisdictions, counties, etc.) and the Federal Emergency Management Agency. Key groups

or committees that facilitate regional and statewide coordination include:

- King County Emergency Management Advisory Council (EMAC) and quarterly emergency manager meetings

- Washington State Senior Advisory Committee

- Emergency Management Advisory Group.

1. **Regional Catastrophic Planning**

The Statewide Catastrophic Planning Workgroup builds upon the efforts completed under the Regional Catastrophic Preparedness Grant Program which ended in 2014. The goals for the workgroup include:

- Align response and procedures across the state during catastrophic events.

- Develop a framework to responde to catastrophic level events including the developing plans with templates, and toolkits;

- Build a state catastrophic paradigm.

The membership for this group includes one individual representing each of the nine homeland security regions, one representative for tribal nations, one representative from the existing Regional Catastrophic Planning Group, and state agencies such as Emergency Management Division, The National Guard, and a member from the Governor's office.

2. **Urban Area Security Initiative (UASI)**

The Seattle Urban Area Security Initiative Region (Seattle UASI Region) is composed of King, Pierce, and Snohomish counties and the core cities of Seattle and Bellevue. UASI provides for the regional coordination and collaboration on planning, organizing, equipping, training and exercising between multiple jurisdictions across the region.

Seattle is also a member of Washington State Homeland Security Region 6, which facilitates issues coordination within King County. The Washington State Fusion Center was developed and funded by a combination of UASI, State Homeland Security Program (SHSP) and general operating dollars. Seattle Police Department is a key player in the Fusion Center located within the City of Seattle, and the relationships benefit the overall emergency management program's strategic terrorism preparedness and planning efforts.

3. **State Fusion Center**

The Washington State Fusion Center was established by Charter in May 2009 to support the public safety and homeland security missions of Federal, State, local, and tribal agencies and private sector entities. As the State's single fusion center, its mission is to: detect, deter, and prevent terrorist attacks; detect, deter and prevent significant criminal activity, perform threat assessment and information management services, including supporting the protection of critical infrastructure and key resources (CIKR); and provide support to all hazards preparation, planning, response, and recovery efforts. Active participants in the Fusion Center include federal, state, and law enforcement agencies as well as representatives from a variety of other disciplines including first responders such as fire, critical infrastructure and key private entities.

The Fusion Center mission is accomplished through information collection, integration, analysis, reporting, and dissemination of analytical reports and other information across federal, state, tribal, and local government agencies, public officials, and private sector stakeholder partners.

The fusion process is a cornerstone for state, territorial, tribal and local governments to effectively prevent threats, including terrorism and other significant crimes. The term "fusion" refers to the overarching process of, incorporating and sharing information and intelligence across all levels and sectors of government and the private sector. It goes beyond establishing an information /intelligence center or creating a computer network. The Fusion Center uses an all-hazards approach and includes multi-disciplinary and non-law enforcement partners as well as law enforcement in their processes. Ultimately, the fusion process supports the implementation of risk-based, information-driven prevention, protection, response and recovery programs. At the same time, it supports efforts to address immediate or emerging threat-related circumstances and events.

When the EOC is activated, the Fusion Center is linked into EOC operations through ESF-13. During times when the EOC is not activated, the Seattle OEM works closely with the fusion center to ensure two way information sharing is maintained through the OEM Staff Duty Officer.

IV. OPERATIONAL DOCTRINE

A. Adoption of NIMS

National Incident Management System (NIMS) is a multifaceted system that provides a national framework for preparing, preventing, responding to, and recovering from disasters. NIMS is a comprehensive approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. This system adapts across a wide range of incidents and hazard scenarios, regardless of size or complexity. NIMS provides a flexible framework for all phases of incident management, as well as requirements for processes, procedures, and systems designed to improve interoperability.

1. Department Requirements

The City of Seattle formally adopted the use of NIMS for incident in Executive Order 02-05 relating to National Incident Management, dated 06/06/05. City departments are required to incorporate NIMS requirements in all applicable department work products, including: organizational structure and staffing models, complying with the Incident Command System (ICS); emergency management plans, policy, protocol and checklist documents. Departments are also responsible for ensuring that those who they have identified as having a disaster response or recovery role have completed the appropriate NIMS training courses.   This includes having process in place to track those who have completed the Federally mandated training courses.

2. State Reporting

The City also will provide all requested NIMS documentation to the State to ensure compliance with State and Federal rules regarding implementation and training on NIMS. The City will also conduct periodic reviews of any NIMS implementation plans and update as needed.

B. Incident Command and Coordination

Incidents are managed at the department or local level. Departments who have field responsibilities in a disaster are required to use the Incident Command System.

C. Lead Agency

- Depending on the hazard and as assigned in the City of Seattle's Comprehensive Emergency Management Plan (CEMP), the lead agency as well as the primary assisting agencies will be indicated in the CAP. The Department identified as lead agency will direct the city response operations in accordance to their continuity of operations plan, emergency response plan, and hazard response plans

1. Designated Lead Agency

Department	ESF	Hazard

Department	ESF	Hazard
Seattle Department of Transportation	1	Snow, Ice and Extreme Cold Volcanic Hazards Windstorms Infrastructure Failures[1] Transportation Incidents[2]
Department of Information Technology	2	Infrastructure Failure – computer failure
Seattle Public Utilities	3	Flooding Water Shortages Infrastructure Failures[3] Landslides
Seattle Fire Department	4 9 10	Fires Hazardous Material Incidents Earthquakes Tsunamis and Seiches
Seattle Office of Emergency Management	5	
Public Health – Seattle and King County	8	Disease Excessive Heat
Seattle City Light	12	Power Outages Infrastructure Failures[4]
Seattle Police Department	13	Social Unrest Terrorism Active Shooter Incidents

2. Lead Agency Transition

In complex incidents involving multiple hazards, the focus of the incident may shift as the event unfolds.   Incident focus may change with weather conditions or when life safety

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[1] Seattle Transportation serves as the lead agency for infrastructure incidents where the most significant impact experienced is to roadways and bridges

[2] Seattle Transportation serves as the lead agency for any transportation incidents where no other hazards take precedent (e.g. Hazardous Materials, Mass Casualty Incident, etc).

[3] Seattle Public Utilities serves as the lead agency for infrastructure incidents where the most significant impact experienced is to water or waste water or related infrastructure

[4] Seattle City Light serves as the lead agency for infrastructure incidents where the most significant impact experienced is power outages or involves impacts to electrical utility infrastructure.

priorities necessitate a change. In those situations the lead agency assignment will be transitioned to the appropriate responding agency.

If lead agency transition cannot be agreed upon via this process, the EOC Director or Staff Duty Officer (depending on whether the EOC is activated or not) may gather key stakeholders (e.g. ESF representative or Department Directors) to collaborative determine the need and process for transitioning lead agency responsibilities.

D. Pre-Event Coordination

1. Role of OEM Staff Duty Officer

The Seattle OEM Staff Duty Officer serves as the point of contact for activation of the City's Emergency Operations Center. The SDO monitors incidents, disseminates information, acts as an emergency management liaison to incident commanders, assists responders with locating resources and processes any request to activate the Seattle EOC.

The OEM Duty officer is also responsible for the dissemination of any event information prior to activation of the Seattle EOC. This is typically done through the Seattle EOC email account which is actively monitored by the Duty Officer

2. Pre-Event Planning

The OEM provides support for the development of plans supporting major or pre-planned events. Typically these are events that are calling for a whole city (multi-agency) response. Support can take the form of:

- Direct support in the form of EOC Operations

- Assistance with event planning,

- Coordination of information with stakeholder groups

- Facilitation of resource support or policy decisions

3. Pre-Activation Coordination

In cases where time permits, the OEM will typically convene key partners to assess the situation,

A pre-event meeting involves:

- Collecting and analyzing information relative to the situation including actions already taken by stakeholders,

- Develop or draft pre-event guidance to City Departments and the community

- Determine what actions need to be taken by specific agencies and if the EOC needs to be activated. In the event the EOC is not activated, may develop activation triggers specific to the anticipated event.

- Assess the need for communications and public information and determine what issues may require the attention of the Mayor's Office.

- Review of possible incident objectives that would be used in a Consolidated Action Plan in the event the EOC is activated.

This activity may be conducted through a conference call or meeting.

E. EOC Concept of Operations

1. Role and Mission of the EOC

The City of Seattle Emergency Operation Center (EOC) is the facility where officials meet face to face to coordinate an overall disaster response and recovery efforts in support of field operations.

The mission of the Seattle EOC is to minimize the impact of emergencies and disasters on the community through coordinated planning, information-sharing and resource management between all City departments, partnering agencies and the public.

a. EOC Responsibilities

The EOC focuses on the management of strategic issues related to the following:

- Coordinate Plans of Action

- Coordinate Information

- Obtain Resources

- Provide support for policy level decision making.

b. EOC Interface

The EOC does NOT directly interact with the field. Rather, the EOC maintains communication and coordination with the field through the various ESF Representatives positioned in the EOC and respective Departmental Operations Centers.

Departments with field operations will always continue to manage their assets before, during, and following disasters. Field units requiring support or information with the EOC will do so through their department representative or ESF Representative.

F. Roles and Use Emergency Support Functions

City departments, agencies and offices are organized under 14 Emergency Support Functions. Each ESF has a designated lead department.

The "Lead Department," as designated for the incident type, is responsible for directing the tactical response in the field, maintaining the assigned Emergency Support Function (ESF) Annex and assisting with the update of Incident Annexes as directed by OEM.

All organizations listed as "Supporting Departments and Agencies" for each ESF will support the Lead Department guided by:

- City response goals, priorities and objectives.

- Needs identified by the lead Department.

- Available resources and capabilities.

- Laws and agreements governing their support and use of assets.

1. **Identification of Lead Departments for ESF's**

The following table lists the ESF responsibilities. Red indicates that the Department or Organization is the lead agency responsible for managing functions for that ESF during activations of the EOC. Green indicates the department or agency provides support to the ESF in the form of equipment, manpower, or subject matter expertise.

Table 1 - ESF Responsbilties

Department or Organization	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works	ESF 4 Fire	ESF 5 Emergency Management	ESF 6 Mass Care & Human Services	ESF 7 Resource Management	ESF 8 Public Health	ESF 9 Search and Rescue	ESF 10 Oil and HazMat	ESF 12 Energy	ESF 13 Public Safety	ESF 14 Long Term Recovery Mitigation	ESF 15 External Affairs
Mayor's Office	Green												Green	Red
Office of Arts & Culture (ARTS)													Green	
City Light (SCL)	Green										Red		Green	Green
Budget Office (CBO)													Green	
Civil Rights (SOCR)					Green									
Economic Development (OED)	Green												Green	
Education (OFE)						Green								
Emergency Management (OEM)					Red		Green						Red	Green
Film & Music (OFM)							Green							
Finance							Green							

Department or Organization	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works	ESF 4 Fire	ESF 5 Emergency Management	ESF 6 Mass Care & Human Services	ESF 7 Resource Management	ESF 8 Public Health	ESF 9 Search and Rescue	ESF 10 Oil and HazMat	ESF 12 Energy	ESF 13 Public Safety	ESF 14 Long Term Recovery Mitigation	ESF 15 External Affairs
Finance & Administrative Services (FAS)	G	G	G	G	G	G	R	G	G	G	G	G	G	G
Fire (SFD)	G	G		R	G			G	R	R	G	G		G
Health (Seattle-King Co.) (PHSKC)			G	G	G	G		R	G	G			G	G
Housing (OH)						G							G	
Human Services (HSD)						R		G			G		G	G
Office Of Immigrant & Refugee Affairs (OIRA)						G								
Intergovernmental Relations (OIR)													G	
Library (SPL)	G					G							G	G
Neighborhoods (DON)													G	G
Parks & Recreation (DPR)	G	G	G			G		G					G	
Personnel (PER)/Human Resources							G							
Planning and Development (DPD)	G		G		G								G	
Police (SPD)	G	G			G	G			G	G		R	G	G
Seattle Center (CEN)						G								G
Seattle Housing Authority (SHA)													G	
Seattle Public Utilities (SPU)	G	G	R		G	G			G	G			G	
Seattle Transportation (SDOT)	R	G									G	G		
Sustainability & Environment (OSE)													G	
Technology (DoIT)		R			G		G						G	G
Office of the Waterfront													G	
City Attorney (LAW)					G								G	G
City Clerk					G									
Customer Service Bureau (CSB)														G
Municipal Courts (SMC)													G	
American Red Cross (ARC)						G		G			G		G	
Auxiliary Communication Service (ACS)		G			G									
Seattle Steam											G			

2. Specific ESF Responsibilities

a. Emergency Support Function One - Transportation

Lead Agency: Seattle Department of Transportation (SDOT)

- Responsible for maintaining the ESF 1 Annex.

- Act as "lead department" for snow, ice storms; wind storms; and volcanic eruption.

- Act as liaison to any other transportation related agencies during EOC activations.

- Update the SDOT Snow and Ice Readiness Plan annually.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- In coordination with ESF 3 (Seattle Public Utilities) and 12 (Seattle City Light) leads, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.

- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.

- Coordinate with King County Metro Transit to align snow and ice routes with bus routes where possible.

- Develop and maintain procedures to assign a Liaison from King County Metro Transit and the Seattle Police Department to the SDOT Operations Center.

- Maintain and update as needed the City Online Mapping System and Master Street Closure List.

- Determine when it becomes necessary to activate the SDOT Operations Center and ESF 1 Support Organization DOCs.

- Oversee damage assessments of City roadway and bridge structures.

- Clear streets of snow and ice.

- Coordinate with ESF 4 (Seattle Fire Department) for priority clearing of primary fire response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).

- Designate snow and ice routes by service levels.

- Conduct or arrange for technical inspections of damaged roadways and bridges.

- Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations

Section Chief and City's DOCs, especially the Seattle Police Operations Center (SPOC) and the Seattle Fire Department's Resource Management Center (RMC). As the situation dictates:

- Arrange to restrict access

- Designate emergency traffic routes

- Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only

- Oversee the removal of roadway obstructions (e.g., slides, trees, subsidence, etc.). For downed power lines, coordinate with Seattle City Light and for storm drain flooding, sewer backups or broken water mains, coordinate with Seattle Public Utilities.

- Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.

- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.

- Determine when it is safe to reopen closed roadway structures.

- Provide emergency signage and barricades as necessary.

- Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.

- Support the Seattle Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.

- Within available means, assist the Seattle Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators, and shoring and cribbing materials.

- Coordinate with ESF 4 (SFD) for removal of debris from structural collapse or other rescue scene.

- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies:

- o Seattle City Light

- o Seattle Department of Planning and Development

- o Seattle Parks Department

- o Seattle Police Department

- o Seattle Fire Department

- o Seattle Public Utilities

- o King County Metro

- o King County Department of Transportation

- o Washington State Department of Transportation

- o Washington State Patrol

- o Federal Highway Administration

b. Emergency Support Function Two – Communications

Lead Agency: Department of Information Technology (DIT)

- Responsible for maintaining the ESF 2 Annex.

- Assume the role of "lead department" for infrastructure failure caused by computer failure – regardless of cause.

- Act as liaison to any other communications related agencies (public or private) during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF-2 Representatives for EOC activations.

- Establish and staff the Communications Support Unit in the EOC Logistics Section. Designate a Primary and 1st and 2nd Alternate Unit Leader.

- As necessary, alert the EOC to potential threats to network security.

- As necessary, perform damage assessment and trouble-shooting of City telecommunication, data, radio systems and networks.

- ESF 2 Representatives in coordination with the Information Technology Department Operations Center (ITOC) direct and coordinate information technology operations and communications infrastructure operations across all departments.

- Restore interrupted City owned or leased telecommunication/infrastructure systems as quickly as possible.

- If necessary, assist the EOC Operations Section Chief in establishing priorities for patching radio system and use of operable systems, e.g., 800 MHz radios.

- If necessary establish priorities for network restorations, e.g., critical public safety emergency systems are normally first.

- As requested, acquire additional communication systems to support expanded needs of City departments.

- Ensure the City can maintain interoperability with external resources that arrive to support the City. Such resources may be part of mutual aid, State Fire Mobilization, EMAC or FEMA Incident Management Teams (IMTs), etc.

- Remedy any network security issues as quickly as possible, and determine what -- if any -- interim measures need to be put in place.

- Maintain contact with commercial service providers to determine the extent and type of outages they may have experienced, and the expected time or time intervals it will take to restore and resume their service.

- Provide desktop PC and communications support to the EOC.

- Restore damaged City warning systems.

- Ensure that critical needs, which have been identified by the Information Technology Operations Center (ITOC) and that exceed the Department of Information Technology's ability to acquire, are referred to the EOC Logistics Section.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle City Light

- Seattle Public Utilities

- Seattle Department of Transportation

- Seattle Fire Department

- Seattle Police Department

- Seattle Auxiliary Communications Service

c. Emergency Support Function Three – Public Works

Lead Agency: Seattle Public Utilities (SPU))

- Responsible for maintaining the ESF 3 Annex.

- Act as the "lead department" for slides, flooding, and infrastructure failures (water contamination and dam breaks owned by Seattle Public Utilities).

- Determine when it becomes necessary to activate the Seattle Public Utilities' Department Operations Center and Support Organization DOCs.

- Respond to wildland fires in City watershed.

- Coordinate citywide GIS mapping through all phases of emergency management.

- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.

- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.

- As needed, act as liaison to other water or drainage/waste water and solid waste agencies during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF-3 Liaisons for EOC activations

- In coordination with ESFs 1, 2 and 12, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.

- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Utilities and Engineering Group Supervisor and alternates.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

- Conduct damage assessment of City's water (treatment plants, reservoirs, mains and feeders), sanitary sewers and storm drain systems, and solid waste facilities.

- Support the Seattle Fire Department as necessary to maintain water pressure for firefighting.

- Prioritize or recommend priorities for restoration of SPU's systems and services

- Assist the Seattle Fire Department, within resource availability, with life safety priority requests for support.

- Oversee, with the assistance of other departments as necessary, the remediation, repair and restoration of damaged systems.

- Support EOC Logistics Section in the distribution of potable water at Points of Dispensing and other locations.

- As necessary, distribute or arrange for the temporary water distribution systems.

- Restore or provide temporary water services to critical areas or sites.

- As appropriate, provide the community with sandbags.

- Through Department of Planning and Development, consolidate initial structural damage assessments from other departments, conduct evaluations of structures using ATC-20 methodology, coordinate use of mutual aid or contracted building inspectors to evaluate and inspect structures, support efforts of property owners to address structural issues.

- Together with the Seattle Parks and Recreation Department, Department of Planning and Development, and Department of Transportation, determine slide danger areas, and oversee the direction, management and cordoning off slope stabilization efforts.

- Provide assistance in stabilizing damaged structures, such as making available heavy equipment and operators and shoring and cribbing materials.

- Provide assistance as necessary in debris clearance and waste disposal including household and commercial hazardous waste.

- Provide assistance with emergency fencing.

- Together with the Seattle Parks and Recreation Department, Department of Planning and Development and Department of Transportation institute emergency conservation measures of open spaces, such as shorelines and riparian buffer zones, and landslide-prone hillsides.

Supporting Departments and Agencies

- Seattle Parks and Recreation Department

- Seattle Department of Planning and Development

- US Army Corps of Engineers Seattle District

- King County Solid Waste Department

- Public Health Seattle and King County

- King County Department of Natural Resources

d. Emergency Support Function Four – Firefighting

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 4 Annex.

- Act as the "lead department" for fires (including structural, brush and marine fires), air crashes, mass casualty incidents and earthquakes and technical rescue to include confined space, structural collapse, trench, high angle transportation and marine/water operations.

- Act as liaison to any other fire or rescue related agencies during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- Designate a Primary and 1st and 2nd Alternate Fire Branch Director

- Follow direction from Public Health regarding fatality management.

- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).

- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan.

- Conduct windshield damage surveys in the immediate aftermath of an earthquake or major windstorm and promptly provide that information to the EOC and other responding departments.

- Support pre-hospital treatment and transport, and implement the Mass Casualty Plan as required.

- If displaced residents need warmth, contact King County Metro for a bus and, if it appears resident may need a shelter or additional assistance, contact the American Red Cross. If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF 6 Coordinator.

- Support technical, confined space, high angle and marine rescues as required.

- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.

- As necessary support the conduct of arson investigations.

- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

- Commandeer needed resources by the authority of the Fire Code.

Supporting Departments and Agencies

- Mutual Aid Fire Departments in King County

- Seattle Department of Transportation

- Seattle Police Department

- Seattle Public Utilities

- Seattle City Light

- Public Health Seattle & King County

- Finance and Administrative Services Department

e.   **Emergency Support Function Five – Emergency Management**

Lead Agency: Seattle Office of Emergency Management (OEM)

- Responsible for maintaining the ESF 5 Annex.

- Act as liaison to any other emergency management agencies including county, state and federal levels during EOC activations.

- Builds relationships, provides training, and conducts exercises with those who respond or directly support operations conducted at the Emergency Operations Center.

- Provide the Primary, 1st and 2nd Alternate EOC Directors, deputy director, Operations Section Chief and staff for the EOC Warning and Communications group.

- Provide the Primary, 1st and 2nd EOC Admin Section Chief.

- Provide the Primary, 1st and 2nd EOC Planning Section Chief and staff the EOC Planning Section in all EOC activations.

- Lead for coordinating information related to situational awareness and assessment when the EOC is not activated. During activations that function is managed by the Situation Unit in the Seattle EOC Plans Section.

- Coordinate all mapping during EOC activations with direct support from ESF 3 and Seattle Public Utilities.

- Lead the City's Disaster Management Committee (DMC), Strategic Work Group, and develop the Annual DMC Work Program for the Mayor's approval.

- Organize and support the Mayor's Emergency Executive Board.

- Oversee the maintenance of the CEMP, and administer the updating and approval process.

- Maintain, update, and coordinate the OEM 5 Year Strategic Plan.

- Maintain and update the Seattle Hazard Identification and Vulnerability Analysis document.

- Maintain and update the City's All-Hazards Mitigation Plan.

- Work with neighboring jurisdictions and the state to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.

- Regularly brief the Mayor, City Council and the Cabinet on the status of the City's emergency management program.

- Maintain the City's EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.

- Lead the City's emergency management programs, such as Seattle Neighborhoods Actively Prepare, Auxiliary Communications Service ham radio operators, Hub (neighbor helping neighbor), etc.

- Serve as the City's Applicant Agent in all Stafford Act public and individual assistance programs.

- Coordinate the city-wide compliance with National Incident Management System and other standards.

- Coordinate all after action reviews and improvement planning for city-wide events and exercises.

- Discharge responsibilities assigned in the Basic Plan; ESF-5, and Support and Incident Annexes.

- Lead the training and exercise plan development for the City-wide program of emergency management.

- Proactively develop partnerships, mutual aid agreements and relationships with key stakeholders.

Supporting Departments and Agencies

- Seattle Public Utilities

- Seattle Auxiliary Communications Service

- Department of Information Technology

- US Environmental Protection Agency

- Department of Planning and Development

- Public Health - Seattle and King County

- Washington Department of Health

- Washington Department of Natural Resources

- Washington Department of Ecology

- National Weather Service Seattle

- Amateur Radio Emergency Services Medical Services Team

- Department of Finance and Administrative Services

- King County Office of Emergency Management

- Washington State Emergency Management Division

f. Emergency Support Function Six – Mass Care, Housing and Human Services

Lead Agency: Department of Human Services (HSD)

- Responsible for maintaining the ESF 6 Annex.

- Designate Primary and 1st and 2nd Alternate ESF Representatives for EOC activations (include representatives from other respective departments and agencies, i.e., Parks, Seattle Center, Seattle Libraries, etc.).

- Provide or designate a Primary and 1st and 2nd Alternate Health and Human Services Branch Director.

- Act as liaison to human service and mass care related agencies during EOC activations.

- Through ESF-6 partners, provide situational awareness on impact to people, service and companion animals, and human services.

- Establish shelters as needed, in conjunction with the Parks and Recreation Department and, if available, the American Red Cross. Include the capacity to accommodate access and functional needs. The Parks and Recreation Department is the lead for shelters in a Parks facility.

- Support City shelters as needed, in partnership with Parks and Recreation Department, the American Red Cross, ESF 8 and other ESF 6 partners. This can include the provision of food, health and hygiene services, counseling and social services.

- Determine the need to establish pet shelters in conjunction with the Seattle Animal Shelter. The Seattle Animal Shelter is the lead for the pet sheltering activities.

- Help respond to requests for support if shelters are established in Seattle by King County, the American Red Cross or other partner.

- In partnership with Public Health Seattle and King County, and other ESFs, identify populations most at risk from the disaster impacts and develop strategies to help and communicate with these populations.

- Establish mass feeding or food distribution sites with ESF 6 partners as needed.

- Coordinate with ESF 7 and City Human Resouces Department on the establishment of any Community Points of Distribution (CPODs).

- If a person is unable to be housed in a shelter due to severe medical needs or other situations that cannot be accommodated, if possible, arrange transport to a medical facility or offer other appropriate options for the person's situation.

- Establish warming or cooling centers to supplement available facilities as needed.

- Request the EOC Logistics Section and Parks Department assistance with transportation and equipment needs. This includes accessing emergency shelter cache supplies as appropriate.

- Request the Seattle Police Department assistance with security at Shelters and other service locations as needed.

- As needed, request Seattle Fire Department Fire Marshal's Office inspection assistance for group occupancy Fire Code considerations at Shelters.

- Request the Department of Planning and Development to inspect shelter facilities, Seattle Animal Shelter, and other critical human service infrastructure facilities if needed.

- Request the Seattle Department of Transportation assistance with access to shelter and cache sites if roads to sites are blocked.

- Request the Seattle Public Utilities and the EOC Logistics Section assistance with the delivery of potable water, sanitation, and waste removal at shelters (human and animal) as needed.

- Support strategies to help reopen schools if they were closed by the event.

- Be prepared to open reception centers if Seattle is used to receive evacuees from locations outside the City.

- If a Family Assistance Center (FAC) is established by ESF-8, coordinate ESF-6 support to the FAC as needed.

- Arrange for interpreter services as needed.

- As resources allow, arrange computer access for impacted population to communicate with family/friends, obtain disaster information and apply for disaster assistance.

- In partnership with the Office of Housing, help support efforts to address housing needs for people displaced by the disaster.

- Activate the Disaster Case Management plan if needed.

- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable..

- Seattle Animal Shelter will contain dangerous animals; rescue pets trapped, injured or in distress; impound stray, injured or lost animals; and dispose of animal remains.

- As part of pet sheltering and animal response activities, the Seattle Animal Shelter will coordinate with animal care and rescue groups.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Center

- American Red Cross

- Seattle School District

- Seattle Public Library

- Department of Neighborhoods

- Seattle Parks and Recreation Department

- The Salvation Army

- Seattle Housing Authority

- Office of Housing

- Seattle Public Utilities

- Seattle Fire Department

- Public Health – Seattle and King County

- Crisis Clinic

- United Way

- King County Department of Community and Human Services

- Seattle Police Department

- Department of Finance and Administrative Services

- Department of Planning and Development

- Washington State Department of Social and Health Services

g. Emergency Support Function Seven – Resource Support

Lead Agency: Department of Finance and Administrative Services (FAS)

- Responsible for maintaining the ESF 7 Annex.

- Provide the Primary, and 1st and 2nd Alternate EOC Logistic Section Chiefs and EOC Logistics Section Staff.

- Activate the EOC Logistics Section as requested by the EOC Director.

- Act as liaison to any other logistics or resource management agencies or services during EOC activations.

- Oversee the provision of logistical support, services, reassigned employees, emergency hires, and registered "emergency worker" volunteers to City departments whenever such needs to support City functions exceed the requesting department's capacity or purview.

- Provide non-medical logistical support to healthcare facilities in coordination with ESF #8.

- As needed, establish, administer, and support the provisioning of "Volunteer Reception Centers".

- Advise the EOC Director, EOC Operations Section Chief and EOC Planning Section Chief when critical resource needs exceed the means of the City to transact acquisition on its own, or through existing mutual aid or other contractual arrangements.

- Coordinate with Seattle Fire and Police Departments if emergency commandeering of resources becomes necessary.

- Direct and track the arrival and reception of supplemental resources that are made available through the State EOC, federal government, or private donors.

- Responsible for volunteer management including personnel, donations of funds and goods.

- Advise EOC Director when commandeering may be needed and request law enforcement support when commandeering property.

- With input of other City departments, maintain accountability for all equipment, services, supplies, and associated costs that are expended to respond to the declared emergency.

- As necessary, support the relocation and reconstitution of essential city operations to alternate facilities.

- Develop a demobilization plan that covers the inspection and release of equipment, disposition of items purchased for the event, and any unused materials.

- Maintain and/or supply emergency generators and fuel at critical City owned facilities, and as feasible provide such assistance to critical care facilities or other facilities providing essential public services.

- As necessary, support the set up and resupply of staging areas, base camps, points of distribution, shelters, family assistance centers and helipads.

- Serve as the coordination point for designating city facilities for disaster related operations.

- As necessary, support the establishment of Disaster Recovery Centers and coordination by ESF 6 to work with outside agencies to manage donations.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Department of Information Technology

- Seattle Police Department

- Seattle Fire Department

- King County Department of Transportation

- Seattle Parks and RecreationSeattle School District

- Seattle Community Colleges

- Port of Seattle

- Washington State Ferries

- Burlington Northern Railroad

- Department of Human Resources

h. Emergency Support Function Eight – Public Health and Medical Services

Lead Agency: Public Health Seattle and King County (PHSKC)

- Responsible for maintaining the ESF 8 Annex.

- Maintain 24/7 Duty Officer Program and serve as the primary point of notification for health and medical emergencies in King County.

- Designate a Primary and 1st and 2nd Alternate ESF 8 Representatives for EOC activations.

- Act as liaison for any other health related agencies during EOC activations.

- Determine when it becomes necessary to activate the health and medical area command.

- Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer.

- Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.

- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers.

- Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation.

- Coordinate the response of regional veterinarian services and animal care groups, in partnership with King County Animal Care and Control, as appropriate.

- Coordinate and provide emergency health services including communicable disease control, immunizations, and quarantine procedures.

- Direct and manage local emergency medication distribution strategies.

- Coordinate and provide laboratory services for identification of biological samples.

- Through the PHSKC Office of Vital Statistics, coordinate with local funeral directors and the King County Medical Examiner's Office regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities.

- Through King County Medical Examiner's Office, track incident related deaths and manage disaster related human remains.

- Direct and manage regional medical surge capabilities including alternate care facilities, medication centers and temporary morgues.

- Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.

- Implement crisis standards of medical care, as directed by the Local Health Officer

- Coordinate and manage incident information and medical resources for healthcare agencies across King County.

- Coordinate requests for medical resources with private vendors, local and state EOCs.

- Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.

- Inform elected officials and tribal leaders of policy decisions made by the ESF 8 MAC and response actions taken by the ESF 8 Area Command during disasters with public health consequences.

- Connect healthcare facilities with their local EOCs for non-medical resource support, and provide non-medical resource support for ESF 8 agencies when local EOCs cannot respond.

- Collaborate with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other public health field response operations.

- Coordinate with the Puget Sound Blood Center to support the blood distribution system.

- Coordinate with King County Disaster Medical Control Center (DMCC) to provide assistance on bed availability and patient tracking, as needed.

- Manage the health and medical Joint Information System to ensure consistent, accurate health messaging across King County.

- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations.

- Provide coordination of family assistance center(s) to provide information and assistance to families of the missing and deceased; handling mass deaths and burials.

- Coordinate and provide environmental health services including inspections for water and food contamination; vector control; temporary shelters, emergency housing, and schools for proper sanitation; Temporary Debris Staging and Reduction Sites (TDSRS); disposal of disaster related solid waste

- Coordinate with ESF 4 (SFD) for guidance on PPE for first responders to include prophylaxis and response considerations based on disease type.

- Coordinate public health warning and advisories with the Mayor's Director of Communication before release.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Region 6 Hospitals – Seattle and King County

- Public and Private Medical Services Providers

- Airlift Northwest

- Amateur Radio Medical Services Team

- American Red Cross

- King County Department of Community and Human Services

- King County Department. of Natural Resources and Parks

- King County Department of Transportation Metro Transit Division

- King County Fire Chiefs Association

- King County Office of Emergency Management

- King County Sheriffs Office

- King County Law Enforcement Agencies

- Mortuary Service Providers

- Puget Sound Blood Center

- Seattle Office of Emergency Management

- Seattle Human Services Department

- Seattle Parks and Recreation Department

- Seattle Fire Department

- Department of Finance and Administrative Services

- Washington State Poison Control Center

- Public\Private Emergency Medical Services Providers

i.   Emergency Support Function Nine – Search and Rescue

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 9 Annex.

- Act as the "lead department" for transportation accidents, mass casualty incidents, infrastructure failure (structural collapses), and earthquakes.

- Act as liaison for any other rescue related agencies or operations during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- Provide for the leadership and staffing of the Fire Branch in the EOC.

- Work in coordination with Public Health Seattle and King County regarding fatality management.

- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center.

- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; and advise the EOC Director, EOC Operations and Planning Section Chiefs.

- Coordinate and support all technical, confined space, and high angle rescue operations, regardless of causation.

- Coordinate water rescues and underwater search and rescue operations with Seattle Police Department Harbor Patrol Unit.

- Advise the EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for Federal assistance through the National Urban Search and Rescue Response System (USAR).

- With the EOCLogistics Section, arrange to receive, stage, deploy, and sustain USAR teams.

- Provide necessary support in demobilizing and arranging for the return of USAR teams.

- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Police Department

- Public Health – Seattle and King County

- Seattle Public Utilities

- King County Office of Emergency Management

- Federal Emergency Management Agency

- Washington State Emergency Management Division

- Pierce County Office of Emergency Management

j. Emergency Support Function Ten – Oil and Hazardous Materials Response

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 10 Annex.

- Act as the lead department for all hazardous materials releases.

- Maintain the City's Local Emergency Planning Committee (LEPC) Plan, and lead the activities of the LEPC.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- Act as liaison for any other hazardous material response agencies during EOC activations.

- Act as the "lead agency"* for all hazardous materials releases.

- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).

- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director, EOC Operations and Planning Section Chiefs.

- Within the City, oversee the direction, management, and support of all hazardous materials (HAZMAT) response operations.

- Keep the EOC Operations and Planning Section Chiefs posted on exclusionary zone(s), and areas that need to be evacuated. Ensure the RMC coordinates with other City Department Operating Centers, as necessary, to acquire support and assistance.

- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, JIC Supervisor, and the EOC planning Section Chief.

- Advise EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for outside assistance.

- Provide necessary support to the US Coast Guard, Sector Seattle under the Northwest Area Contingency Plan.

- If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF 6 Coordinator.

- Determine, and as necessary coordinate, arrangements to receive, stage, deploy, sustain, demobilize and return HAZMAT teams from other jurisdictions.

- Ensure the Seattle Fire Department Resource Management Center is made aware when assets to address critical needs are running low or unavailable.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Public Health – Seattle and King County

- Seattle Police Department

- Seattle Public Utilities

- King County Office of Emergency Management

- Washington State Emergency Management Division

- Pierce County Department of Emergency Management

k. Emergency Support Function 11 – Agriculture and Natural Resources

This ESF has limited relevance in the City. The following responsibilities that would normally be included in ESF #11 are addressed as follows:

- Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF 3 Public Works and Engineering

- Food supply – ESF 6 Mass Care Housing and Human Services

- Food safety – ESF 8 Public Health and Medical Services

- Animal and plant disease and pest control – ESF 8 Public Health and Medical Services

- Preservation of historical properties – ESF 14 Long Term Community Recovery and Mitigation

l. Emergency Support Function Twelve – Energy

Lead Agency: Seattle City Light

- Responsible for maintaining the ESF 12 Annex.

- Act as the "lead department" for power failures and breeches, breaks, or dangerous over-spilling at Seattle City Light owned dams.

- Act as liaison for any other energy related agencies during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- In coordination with ESFs 1 and 3, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.

- Conduct damage assessment of City's power infrastructure and service areas, and as warranted, include dams and hydro plants, transmission system, substations, feeders, laterals, transformers, undergrounds, and service drops.

- Determine when it becomes necessary to activate the City Light Operations Center, Call Center and the Trouble Center.

- Respond to assist to Fire Department requests for life safety priority support within available means.

- Restore power outages, or if the outage(s) are expected to last for an extended period, assist critical facilities and critical care centers with priority restoration, or emergency generators if needed. Request assistance from ESF 7 to acquire, arrange for delivery, and resupply generators with diesel fuel.

- Coordinate power restoration priorities with the EOC Director, Operations, Logistics and Planning Section Chiefs.

- Coordinate public information releases with the Mayor's Director of Communications and the ESF 15 Coordinator.

- Coordinate with the ESF 6 Coordinator if people need to be relocated and provided with temporary shelter, or if there are people on life-support systems that need aid and assistance.

- Have the System Control Center advise Seattle Police Communications, Seattle Fire Alarm Center, Charles Street Dispatch, Seattle Public Utilities Operation Response Center, and King County Metro Transit of those areas without power and provide an estimate of how long it will take to restore service. Continue to update these centers as more information becomes available.

- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Steam

- Seattle Department of Transportation

- Seattle Fire Department

- Department of Human Services

- Public Health – Seattle and King County

- Harborview Medical Center

- Department of Finance and Administrative Services

- Seattle Public Utilities

- Puget Sound Energy

- Snohomish Public Utilities District

- Bonneville Power Administration

m.   Emergency Support Function Thirteen – Public Safety and Security

Lead Agency: Seattle Police Department (SPD)

- Responsible for maintaining the ESF 13 Annex.

- Act as the "lead department" for response to social unrest, hazardous materials (bombs/bomb threats), and terrorism (see Terrorism Incident Annex.)

- Provide the Primary and 1st and 2nd Alternate Police Branch Directors in the EOC.

- Act as liaison with other public or private law enforcement or security related agencies during EOC activations.

- Act as liaison with the Washington Fusion Center during EOC activations.

- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- Act as the City lead for crime prevention to include educating public and private sectors, and aiding with security audits as resources permit. Conduct criminal intelligence and investigations to deter, preempt or interdict criminal activity, and apprehend lawbreakers.

- Determine when to activate the Seattle Police Operations Center.

- Conduct windshield damage survey in the immediate aftermath of an earthquake.

- Should looting be a concern, conduct "emphasis patrols."

- Assist the Seattle Department of Transportation in securing and preventing unauthorized access to damaged or impassable roadway structures.

- Assist the SPU and Seattle Parks and Recreation Department with securing and limiting access to slide areas.

- Provide perimeter security, and crowd and traffic control for major incidents.

- Responsible for leading, managing, or coordinating with the incident lead agency all aspects related to criminal investigations on incidents involving a criminal act.

- Responsible for supporting the commandeering of resources as approved by the Mayor and proscribed by law.

- Establish exclusionary and evacuation areas for active shooter, hostage, and bomb incidents.

- In all major incidents and as soon as time and circumstances permit, report street closures to the Seattle Department of Transportation in addition to advising Seattle Fire Department, Seattle Public Utilities, Seattle City Light, Washington State Department of Transportation, Port of Seattle, and King County Metro Transit. Depending on the location of the incident, alert Burlington Northern and Washington State Ferries.

- Provide for and manage Seattle Police Department Harbor Patrol, water rescues, and underwater search, rescue and recovery operations.

- Determine warning messages to communicate to the media and public, and coordinate drafts with the Mayor's Director of Communications, the EOC Director, and the EOC Planning Section Chief.

- Provide assistance to the ESF 6 Coordinator in arranging for shelter security when requested and as officers are available.

- Assist with outreach to vulnerable populations in coordination with the ESF 6 Coordinator, if needed and as resources allow.

- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Department of Information Technology

- Department of Finance and Administrative Services

- Seattle Fire Department

- FBI, Seattle Field Office

- Mutual Aid Police Agencies

- Washington State Patrol

- Seattle Department of Transportation

- United State Coast Guard

n. Emergency Support Function Fourteen – Long Term Recovery and Mitigation

Lead Agency: Office of Emergency Management

- Responsible for maintaining the ESF 14 Annex.

- Provide or assign the primary and 1st and 2nd Alternate ESF representatives for EOC activations.

- Act as liaison with any other recovery-related organization or agency during EOC activations.

- Establish and maintain a trained City organization capable of mobilizing all necessary resources to: conduct and compile an "Initial Damage Assessment," a "Supplemental Justification," and effectively interface with the state and federal government officials to complete a timely "Preliminary Damage Assessment."

- In Presidentially Declared Disasters affecting the City of Seattle, develop and administer a City Recovery Plan to match the range of needs for restoring the community, government, economy, and environment to a pre-disaster state of normalcy. Such planning, will include the administration of all necessary actions and measures, and will conform to policies and procedures prescribed for the Interdepartmental Recovery Team in the ESF 14 Annex.

- In conjunction with the Office of Emergency Management, designate the City's Applicant Agent.

- Seek opportunities in the recovery phase to mitigate chronic hazards and to apply for grants for this purpose.

- Ensure that procedures are in place and communicated to all appropriate stakeholders regarding the tracking of costs, procurement processes, and financial recovery following a disaster or emergency.

- Through an After Action Report, make recommendations to the Mayor and City Council for changes in policy and/or law to better protect the City's population, government, infrastructure, economy, environment and natural resources by eliminating a danger from recurring, or lessen the most serious effects.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Office of Emergency Management

- Seattle City Light

- Finance and Administrative Services

- Office of Economic Development

- Office of Housing

- Seattle Department of Human Resources

- Office of Intergovernmental Relations

- Human Services Department

- Department of Information Technology

- Office of Sustainability and Environment

- Law Department

- Seattle Public Library

- Department of Neighborhoods

- Department of Parks & Recreation

- Seattle Public Utilities

- Department of Planning and Development

- Seattle Department of Transportation

- Seattle Fire Department

- Seattle Police Department

- Public Health Seattle and King County

- Port of Seattle

- Seattle Public Schools

- Seattle Housing Authority

- University of Washington

- United Way

- Salvation Army

- American Red Cross

- Seattle Community Colleges

o. Emergency Support Function Fifteen – External Affairs

Lead Agency: Mayor's Office (MO)

- Responsible for maintaining the ESF 15 Annex.

- Provide the Primary and 1st and 2nd Alternate Directors of Communication, Joint Information Center Supervisor and ESF 15 representatives for EOC activations.

- Act as liaison to other public information entities.

- Arrange host services for visiting elected officials and dignitaries.

- Establish the Joint Information Center (JIC) organization, to include administering policies and procedural guidance for mobilizing and assigning Public Information Officers (PIOs); directing, controlling, and approving all City originated public information; supporting field PIOs, arranging for and advertising news briefings and preparing the Mayor and other department heads as necessary; monitoring the media (including social media) and responding to media inquiries; rumor control; using all available and appropriate City and local TV and radio media communications channels and alert systems (see Public Warning Support Annex) to communicate with the public. Such communications may include warnings, advisories, web postings, social networks, and media releases.

- Ensure public messaging is consistent with situation reports released by the EOC.

- Ensure maps released to the public are consistent with maps created in the EOC to support operations.

- Coordinate with Emergency Management to manage the volume of telephone communications with the public.

- Coordinate with other jurisdiction JICs, as part of the joint information system, to assure that there is consistency in content and timing in releasing public information.

- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- All City Public Information Officers

- Department of Information Technology

- Department of Finance and Administrative Services

V.   PLANNING DOCTRINE

National Incident Management System, which has been adopted by the City, defines preparedness as "a continuous cycle of planning, organizing, equipping, training, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response." This guides the City in its approach to the development of plans and procedures for the Emergency Management Program.

In order to realize the potential of local capabilities and to achieve an economy of scale in integrating and applying resources, departments and support organizations are arranged into one or more of the 14 ESFs Annexes.

Under the leadership of respective Lead Coordinators, the stakeholders involved in each annex have a responsibility to collectively devise and maintain the currency of their assigned annex.

Plans tell stakeholders what to do and why to do it, and they instruct those outside the jurisdiction in how to provide support and what to expect. The following are key principles in the development of plans supporting the emergency management program:

- Describe how the lead department and supporting departments and agencies contribute to and jointly accomplish the mission

- Identifies the scope, goals (desired end states), and tasks, allocates resources to accomplish those tasks, and establishes accountability. Department Directors must ensure that they provide planners with clearly established priorities and adequate resources.

- Contain sectional components that clarify the strategies, concept of operations, methods, priorities, critical decision points or thresholds, and resources that will be used to carry out all primary and support responsibilities that are designated in the Plan.

- Scalable to address both typical and catastrophic emergencies

A.   Role of the Strategic Workgroup

The Strategic Workgroup (SWG), a sub-element of the DMC, is responsible for the providing input into the CEMP, associated annexes, procedures and other plans as needed. The members of the SWG are encouraged to distribute the plan, and solicit input, to any committees they serve on and all regional partners they work with. The departments that make up the SWG are:

Customer Service Bureau

Department of Information Technology

Finance and Administrative Services

Human Services

Office of Economic Development

Office of Emergency Management

Parks and Recreation Department

Personnel Department

Public Health – Seattle – King County

Seattle City Light

Seattle Transportation

Seattle Fire

Seattle Police

Seattle Public Utilities

B. Role of the Disaster Management Committee

The DMC is used to engage the broader stakeholder groups that make up and support the City's Emergency Management Program. The group may be used to work through or identify specific planks or issues with plans or procedures.   The Disaster Management Committee serves as the body that provides members of the Seattle emergency management program the opportunity to formally approve key plans including the CEMP.

C. Role of the THIRA and SHIVA in Planning

All emergency management planning, organizing, equipping, training, exercise, and outreach efforts are based on the hazards identified in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and the Threat and Hazard Identification and Risk Assessment (THIRA).

The City of Seattle uses the Department of Homeland Security National Preparedness Goal core capabilities to inform and assess the City's emergency management program, identify gaps, and areas for improvement. The City's emergency management program also works with regional partners to coordinate actions during all phases of emergency management. This includes developing plans, agreements, response actions, training and exercises as needed to strengthen regional capabilities.

D. External Stakeholder Engagement Strategy: Engaging the Whole Community

Seattle engages the entire community (public and private), in preparing for, protecting against, responding to, recovering from and mitigating against all hazards. This approach involves participation and collaboration from across the community in the development of plans. This approach stems from the fact that communities that are engaged prior to the event have a much better chance of recovering quickly and wholly from a disaster.

E. Planning with Vulnerable Populations

The City of Seattle is committed to providing disaster related programs, services and activities that address the letter and spirit of the Americans with Disabilities Act. Examples include:

- The Seattle OEM meets monthly with a representative from the Seattle Commission for People with disAbilities.

- A representative from the Commission is part of ESF 6 when the EOC is activated, is a member of the ESF-6 Workgroup and the Region Six Human Services Workgroup.

- All ESF Coordinators are responsible to ensure their section of the City plan addresses the requirements of access and functional need populations.

- All Departments are responsible for ensuring their portion of plan is compliant with Chapter 7 of the ADA Toolkit.

- Public meetings are held on a regular basis to solicit input from all members of the community regarding disaster planning.

See Section XI Plan Development and Maintenance for further information on the planning process.

F. Plan Structure and Format

Plans developed for the Seattle's Emergency Management Program are required to address the following concepts:

- Purpose, scope and/or goals and objectives

- Authority

- Situation and assumptions

- Functional roles and responsibilities for internal and external agencies,

- Organizations, departments and positions

- Logistics support and resource requirements necessary to implement plan

- Concept of operations

- Plan maintenance.

Formats used by departments for their emergency plans should be checked to ensure they can be provided in formats that comply with the Americans with Disabilities Act.

G. Plan Review and Approval

Departments will have procedures in place that identify the steps needed the formal adoption of department level emergency management plans.

1. Plans Adopted by Mayor and City Council

The Mayor adopts and promulgates and the Council endorses by resolution:

- CEMP - Base Plan

- CEMP - Emergency Operations Plan (EOP)

- CEMP - All-Hazards Mitigation Plan

- CEMP - Disaster Recovery Framework

- CEMP - Seattle Hazards Identification and Vulnerability Analysis (SHIVA)

- CEMP – Seattle Threat Hazard Identification and Risk Assessment (THIRA)

2. Plans Adopted by the Disaster management Committee

Certain plans are required to be presented to the DMC for formal adoption. Under SMC 10.02.060, the City DMC is charged with "periodic review and recommendations for the revision and/or maintenance of up-to-date disaster response plans." All City departments are members of the DMC. Other organizations regularly participate in the DMC and provide planning input. In addition to all plans associated with the CEMP, the City of Seattle's Emergency Management Strategic Plan is adopted by the DMC.

DMC plan adoption is done by a simple majority of those present.

H. Dissemination

Once a plan is approved, it shall be communicated to all stakeholders who either provide or receive support or otherwise may be impacted by the plan. Unless specifically proscribed by law, plans should be presented to the widest possible stakeholder groups.

The most obvious method is to email the plan to stakeholders. However departments should consider alternative methods that represent the best means of communicating with the intended group. The City of Seattle maintains a copy of all plans on its website.

I. Implementation

All departments and supporting agencies have a responsibility to ensure that approved plans are integrated into their operations. At a minimum, departments with responsibilities in plans supporting the Emergency Management Program shall:

- Ensure that they have the equipment needed to accomplish their assigned incident response missions and responsibilities as outlined in the plan

- Provide guidance to personnel regarding their roles and responsibilities and identify process used to carry out the plan when it's implemented. This typically is done through the development of procedures, directives, or other means for the implementation of plans are developed and communicated in a timely manner.

- All stakeholders are oriented and trained to their roles and functions as it relates to the approved plan.

1. Role of Policy and Procedures

Plans such as the CEMP or hazard specific annexes (e.g. earthquake) outline strategies for incident management, response, and recovery. As a part of the implementation process, all stakeholders identified in the CEMP and supporting documents must develop procedures for implementing these plans. Departments may choose their own process and style for a process based upon acceptable business practices for their area of specialty.

J. Revision, Updates and Changes

For any plan to be viable it must be revised on a regular basis since threats, risks and response capabilities constantly change. To ensure the plan remains current and relevant, plans will be updated on a continual basis rather than waiting for annual reviews.

1. Minor Updates

An update is the inspection of a plan to ensure:

- There are no major conflicts or inconsistencies due to changes in State and/or Federal laws, City of Seattle policies or Mayoral directives that many have been issued since the last update or revision.

- That any changes to City organizational structure are captured and do not impact the plan or change responsibilities for actions within the plan.

- Lessons learned from either exercises or actual events that may require immediate revision to the plan.

An update allows for changes (such as name changes to departments) to be made to existing plans without the need for input from a larger stakeholder group or an extended review process.

In the event inspection finds a significant policy conflict or changes to operational environments has made the plan obsolete, a more detailed and formal revision of the plan may be conducted as outlined in Major Revisions. Updates occur once every 12 to 24 months, depending on the plan.

Plan updates are subject to approval by the DMC. However updates are not required to go through formal council adoption.

2. Major Revisions

A major revision is a thorough and systematic examination of a plan to determine the degree to which stated policies and procedures need to be re-written. The process of revision attempts to:

- Ensure that goals and objectives are clearly stated.

- Address changes in State and/or Federal laws or regulations, changes to City processes, practices or policies.

- Address changes to infrastructure, economy, budget, and/or geopolitical changes that may impact either policy or availability of resources since the last revision.

- Address lessons learned from exercises, incident analysis, or program evaluations.

Seattle OEM will seek and include the input from all City Departments as part of this review process. A typical revision process includes pre-planning and review meetings with key departments and other stakeholder groups. Once completed, reviewed plans may be reviewed by special stakeholder groups for comment prior to local adoption and submittal to the State.

Plan revisions typically take place once every three to five years and are required to be formally adopted and approved by both the Mayor and Council.

K. Administration and Maintenance to the CEMP

It is the goal of the Office of Emergency Management (OEM) to update the CEMP as frequently as necessary and practical to incorporate lessons learned, ensure compliance with the law, reflect best practices, allow for community input and provide for effective coordination with other departmental and regional plans. With information constantly changing in today's world and rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning updates versus maintaining a static and out of date document.

Seattle Municipal Code 10.02.050 defines how the CEMP will be updated:

"Plans and programs for executing emergency powers including a disaster readiness and response plan shall be prepared and kept current under the direction of the Mayor who shall submit such plans and programs and proposed amendments thereto to the City Council for review and approval by resolution."

OEM maintains a schedule which describes when plans, including the CEMP, shall be reviewed and updated. Lessons learned from exercises, special events, incidents or disasters may result in a decision to update portions of the CEMP ahead of that schedule.

The Seattle OEM Plans Coordinator is responsible for facilitating plan reviews, arranging for updates and maintaining documentation of any changes.

1. Record of Changes

The record of changes to CEMP can be found on the Seattle Office of Emergency Management website:

Internal – City Employees: http://inweb/emergency/

External – Public: http://www.seattle.gov/emergency/

2. Record of Distribution

Since the CEMP is maintained only as a digital version, distribution is accomplished through notification of partners of where the plan can be located online and when updates to the plan are completed. The Seattle OEM maintains a comprehensive set of email distribution groups to accomplish this notification which include all stakeholders in the Seattle community. At a minimum, plans are shared with stakeholders making up working groups of Seattle Disaster Management Committee, Strategic Workgroup, Emergency Executive Board, and the Mayor's Office.

A current copy of the CEMP is also maintained on the King County SharePoint.

VI. TRAINING AND EXERCISE DOCTRINE

A. Training

Seattle OEM undertakes a constant year-round approach in preparing a response, recovery, and mitigation effort.   Aside from developing and maintaining the CEMP, Seattle OEM engages or provides support to numerous training sessions dealing all of the hazards listed in the SHIVA.

The Training and Exercise Coordinator is responsible for performing periodic needs assessments to coordinate the training of all Seattle OEM personnel. City agencies that perform roles during emergencies and disasters will also receive adequate training.

Seattle OEM is responsible for coordinating the delivery of community education to the public.

B. Exercise and HSEEP Compliance

Seattle OEM conducts regular exercises to practice and test emergency management related plans and associated procedures. Each exercise will test all or critical portions of the CEMP, including capabilities of equipment and the personnel to operate such equipment. Each exercise is evaluated through an after action process that incorporates the input of participating partner organizations. This information is then adopted into an After Action Report (AAR). Re-visions will be made to the appropriate plans based on the AAR findings.

Seattle OEM is compliant with the requirements of the Homeland Security Exercise and Evaluation Program (HSEEP) which is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP compliance is defined as adherence to specific processes and practices for exercise program management and exercise design, development, conduct, evaluation, and improvement planning. Seattle OEM complies with the four HSEEP performance requirements.

1. Maintain a Multiyear Training and Exercise Plan.

2. Plan and conduct exercises in accordance with the guidelines set forth in HSEEP policy.

3. Develop and submit properly formatted After Action Report/Improvement (AAR/IP)

4. Track and implement corrective actions identified in the AAR/IP

C. Multi-Year Training and Exercise Plan

The City's training and exercise priorities are captured in a 3 year training and exercise plan.

The Training and Exercise Plan:

1. Defines priorities related to the testing and exercise of plans, capabilities, and equipment for the City's emergency management program.

2. Identifies strategic goals that are to be addressed through training and exercise during the next three years.

Training goals are tied to core capabilities to ensure that gaps are also being addressed. This plan also identifies core training policies for the City's Emergency Management Program.

1. Alignment with The Strategic Plan

The City of Seattle training and exercise priorities are reviewed against goals in the strategic plan to ensure that training and exercise goals are aligned and does not conflict with other program goals or objectives. This step also helps to ensure that that training and exercise goals are appropriately aligned and synched with the development or update of plans or procedures defined in the Strategic Plan for the program.

2. Development Process for City Training and Exercise Priorities

A variety of sources are used in determining training and exercise strategies. These include:

o Input from key department stakeholders

o Items captured from past events, after action items and improvement plans.

o Review of key plans to identify training needs and ensuring that the City is being deliberate in training and exercise to our plans.

o Identification of capability gaps at both a departmental and city-wide (program) level.

o Review of hazard scenarios and gap assessments obtained from the annual review of the City's Hazard Identification and Risk Assessment (THIRA) and the Seattle Hazard Identification and Vulnerability Analysis (SHIVA).

o Input captured from an annual training and exercise workshop

3. Tracking of Plans

As a part of the preparedness cycle, it is critical that the City regularly test and validates its emergency management plans. This includes not only the plans that make up the CEMP, but also any subordinate or department level plans and procedures that support the capabilities used in support of response or recovery operations.

- Seattle OEM maintains a comprehensive list of plans and procedures that apply to the emergency management program.

- It works with City Departments and partner agencies to identity their plans that directly support the City's emergency management program.

- Tracks when these plans were last updated and last test.

This information is used to help define the strategic priorities related to training and exercise in the City's Emergency Management Strategic Plan.

4. Improvement Plan Tracking

The OEM will follow a documented process to track and implement corrective actions that are identified in After Action Reports.

D. Assessment of Incident and Exercises

1. After Action Items and Improvement plans

An After Action Report and Improvement Plan (AAR/IP) is used to provide feedback on the City's performance during an exercise or actual event. The City of Seattle Office of Emergency Management will develop and publish an AAR following any significant event or activation of the EOC. This report will be developed in cooperation with involved departments and outside agencies.

The After Action Report will review pre event activities, response, and disaster recovery actions. Any AAR/IP created by the OEM will:

- Provide a summary of events (if an event) or the scenario (if an exercise).

- Identify agencies involved

- Evaluate achievement of operational (or exercise) objectives

- Analyze the performance of critical tasks or actions during operation or exercise. This includes the identification of things that worked well (best practices) and things that didn't work well.

Reports will be published within a reasonable amount of time following the actual event or exercise and are circulated for comment before publication. A formal Improvement Plan will be included as needed. AAR/IP's are available to all interested organizations including the general public and will be posted on the OEM's public-facing website.

As needed, departments follow a similar after action process for smaller scale exercises or incidents.

2. Formal Improvement Plan Process

Improvement Plans are designed to capture corrective actions that will require further attention or follow-up. The Improvement Plan portion of the AAR/IP will:

- Identify corrective actions for improvement,

- Recommended actions for correction

- Designation of lead agency responsible for oversight of the corrective action.

- Timeline for their implementation and assignment to responsible parties.

APPENDIX 1 –RECORD OF REVIEW AND ADOPTION OF THE CEMP – BASE PLAN & ANNEXES

Meeting / Event	Date	Action
Disaster Management Committee (DMC)	December 18, 2014	Plan voted on and formally approved.
Emergency Executive Board	February 18, 2015	Plan voted on and formally approved.