City of Seattle

Comprehensive Emergency Management Plan
Emergency Operations Plan

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I. INTRODUCTION

The Emergency Operations Plan (EOP) describes how the City will respond to save lives, protect property, and stabilize the incident. It describes how coordination is managed among the many departments and organizations that may be involved in response so that unity of effort may be achieved.

The EOP is one of the plans that make up the City of Seattle's Comprehensive Emergency Management Plan (CEMP). The CEMP is a set of overarching documents that describe Seattle's overall plan in managing disasters.

II. SITUATION AND ASSUMPTIONS

In addition to those base statements, the following elements apply specifically to the EOP.

A. Situation

The City maintains a strong capability to respond to emergencies that typically occur on any given day. Supporting this response, the Office of Emergency Management provides an on-call, 24/7, Duty Officer who can assist responders in obtaining resources, gathering information, and facilitating the transition from normal response operations to activation of the City Emergency Operations Center.

On a less frequent basis, larger scale incidents can occur. These have expanded requirements and challenges that can exceed the response capability of one department, the entirety of the City or the region and can involve large numbers of dead or injured, extensive property damage, environmental damage and economic hardship.

B. Assumptions

The City of Seattle CEMP, Introduction contains a common set of assumptions that apply to the EOP. In addition to those, the following assumptions that are specific to the EOP apply:

- Weather related incidents that trigger coordination under this plan may occur several times a year.

- The time of year, day of the week, time of day, and weather conditions can affect the seriousness of an incident and the City's ability to respond.

- The City's five 24/7 operational departments (Seattle Fire Department, Seattle Police Department, Department of Transportation, Seattle City Light and Seattle Public Utilities) are prepared and have sufficient resources to adequately handle most commonly encountered incidents.

- Generally, departments do not maintain caches of food, water, equipment and supplies in sufficient quantity to support the anticipated scale of operations after major incident has struck.

- Some incidents would severely stress normal municipal systems and would likely require outside assistance from the state and federal governments.

- In a major incident, the City of Seattle government response may be overwhelmed, requiring the community to be without basic services for at least the first 72 hours after an event and possibly longer.

III. CONCEPT OF OPERATIONS

The National Response Framework doctrine of tiered response emphasizes that response to incidents should be "managed at the lowest jurisdictional level and supported by additional capabilities when needed." The vast majority of incidents are, in fact, managed locally and do not require deviation from normal, daily operational procedures.

The National Incident Management System and the National Response Framework provide guidance on how federal, state and local resources will coordinate their efforts during major incidents. In addition, the Comprehensive Emergency Management Plans (CEMPs) for Washington State and King County describe how incident response operations will be conducted at their respective levels in coordination with local efforts.

The City of Seattle defines an "incident" as "any occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can include major disasters, emergencies, terrorist attacks, terrorist incidents, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response." In the EOP and CEMP, the term "incident" is used broadly to avoid confusion between other terms such as disaster, emergencies or events.

There are four key actions that typically occur during the response to an incident:

1. Gain and Maintain Situational Awareness.
2. Activate and Deploy Resources.
3. Coordinate Response Actions.
4. Demobilize.

A. City Strategic Goals for Response

There are 7 strategic goals for City response. They are:

1. Saving and protecting the greatest number of people at risk.
2. Providing for the safety of emergency responders, other City employees, and the public.

3. Supporting a response that accommodates vulnerable populations, including access and functional needs.

4. Saving and protecting as much vital infrastructure as possible.

5. Saving and protecting as many residential, business and industrial properties as possible.

6. Restraining the spread of environmental damage.

7. Minimizing human hardship and economic interruptions.

B. City Response Coordination

Coordination of response occurs at many levels but always begins in the field at the incident scene. In City wide incidents, such as a snow storm, where there is no one incident scene, field operations, snow plowing, are coordinated through Dispatch Centers and Department Operations Centers.

Levels of coordination, starting with field response:

1. Incident Command

The City uses the Incident Command System (ICS) to manage and coordinate the response to emergencies.

The first responder to arrive on the scene of an emergency is in command. As other departments respond, overlapping responsibilities and authorities have the potential to interfere with the effectiveness of the response. To overcome this, departments and agencies with functional, jurisdictional or statutory responsibility for incident response have options for managing the emergency:

An agency or department may establish Incident Command with all other responders reporting to the Operations Section Chief and\or other sections within the General Staff.

Establish a Unified Command.

Each incident command is responsible for command and control over all tactical operations at the incident scene.

2. Unified Command

In Seattle, Unified Command is generally the preferred approach because it supports the establishment of common objectives, strategies and tactics without any organization abdicating authority, responsibility or accountability.

In Unified Command, the participating departments or agencies designate an Operations Section Chief who has authority over incident operations. The appointment of Deputy Operations Section Chiefs may be used to ensure adequate and effective representation.

3. Area Command

When multiple incident commands/unified commands are established, one or more Area Commands may be created to better coordinate operations and improve resource support.

Area Commands have been rarely used in Seattle. During a response to a major incident, all qualified personnel who could be assigned to operate an Area Command may already be assigned to an Incident Command, a DOC, the EOC or some other duty.

One (or more) All Hazards Incident Management Team (AHIMT) may be needed to augment staffing at incident commands, areas commands, department operating centers and the Emergency Operations Center.

a. Area Command – Healthcare

Public Health Seattle and King County provides services to the entire county. During an emergency, it coordinates and supports the healthcare community response. To accomplish this, Public Health may activate the Health and Medical Area Command (HMAC). The HMAC works closely with the Disaster Medical Control Center (DMCC) and the Multiagency Coordinating Group, which is led by the Local Health Officer.

The DMCC, operated by Harborview Medical Center, is responsible for coordinating the distribution of patients to local hospitals coming directly from incident scenes or the transfer of inpatients evacuated from healthcare facilities. The healthcare system has procedures in place for hospitals to rapidly report on their available bed space.

The Multiagency Coordinating Group provides policy direction in support of HMAC operations and is composed of:

- **King County Local Health Officer:** The Local Health Officer has unique authority and responsibilities which are in effect at all times and do not require an emergency proclamation or approval by local jurisdictions. Some examples are; activating the regional medical surge strategy, prioritizing and rationing of medical resources or implementing Isolation and Quarantine orders.

- **King County Medical Examiner**: The King County Medical Examiner also has county-wide duties and has unique authority and responsibilities which are in effect at all times and do not require an emergency proclamation or approval by local jurisdictions. The Medical Examiner represents a key element of the healthcare system and his/her participation brings specific medical expertise and helps coordinate and establish consistent response strategies for the countywide health, medical and mortuary response.

- **Emergency Medical Services Medical Directors for King County and City of Seattle:** The EMS Medical Directors represent all ALS, BLS, private ambulance, and air ambulance agencies in the county.

- **King County Healthcare Coalition Executive Council:** The Executive Council has members which represent healthcare provider organizations in the county such as long term care facilities, pharmacies, medical product suppliers, skilled care nursing homes, hospitals, kidney dialysis, Puget Sound Blood Center, behavioral health, and other medical professionals. The King County Healthcare Coalition Executive Council members represent organizations which fall within their healthcare function. Their participation leverages the expertise of medical and executive leaders from across the continuum of healthcare in King County.

4. Dispatch Centers

The majority of incidents do not require activation of the EOC or a DOC. On a daily basis, Dispatch Centers activate resources and coordinate the response to short duration, limited incidents. For example, a light accumulation of snowfall over the entire city, late at night, might be best addressed through the use of on-duty resources coordinated through department Dispatch Centers.

The following departments maintain a 24/7 dispatch center, control center or on-call duty officer:

- Seattle Police Department.
- Seattle Fire Department.
- Seattle Public Utilities.
- Seattle Department of Transportation.
- Seattle City Light.
- Department of Parks and Recreation
- Public Health Seattle and King County.

During a major incident, Dispatch Centers can become overloaded with calls for service, coordinating the initial response effort and making notifications. In these situations departments may choose to activate their Department Operations Center (DOC) and/or request activation of the EOC.

5. Department Operations Center (DOC)

A DOC enhances, above that of a dispatch center, the ability of a department to coordinate and support the response to an incident. A DOC can also assist in sustaining routine services in areas of the City unaffected by the incident.

DOCs can coordinate directly with each other as needed and with their department's representative in the EOC. Each department determines how their DOC will operate depending on operational need.

The following City departments have an established a DOC:

- Seattle Police Department – Seattle Police Operations Center (SPOC).

- Seattle Fire Department – Resource Management Center (RMC).

- Seattle Public Utilities – Operations Resource Center (ORC).

- Seattle Department of Transportation- Charles Street Operations Center (CSOC).

- Seattle Department of Planning and Development –Department Operations Center

- Seattle City Light – Department Operations Center.

- Seattle Department of Information Technology Information Technology Operations. Center (ITOC)

- Finance and Administrative Services – Department Operations Center.

- Department of Parks and Recreation –Department Operations Center.

6. City Emergency Operations Center

The mission of the City EOC is to minimize the impact of incidents on the community through coordinated planning, information sharing and resource management between all City departments, partnering agencies and the public. The EOC does not command tactical incidents in the field.

The Director of the Seattle OEM is also the Director of the EOC when it is activated and is responsible for:

- Authorizing the activation of the EOC.

- Coordinating the citywide strategic response.

- Providing advice to the Mayor on emergency management related matters.

- Facilitating the Mayor's Emergency Executive Board meetings.

- Coordinating the identification and resolution of policy issues related to the incident.

- Resolving conflicts over jurisdiction and authority.

- Supervising the development or termination of Emergency Proclamations and any associated Executive Orders.

- Acting as the City representative and point of contract with other emergency management agencies in the region and the state.

- Designating alternate EOC Directors and appointing EOC General Staff Section Chiefs and Branch Directors.

- Approving Mutual Aid requests.

- Coordinating the review and signing of any Delegations of Authority.

- Acting as a representative of the City EOC at press conference and media interviews.

C. Relationship Between Field Operations and the EOC

The EOC doesn't direct field operations; rather it provides support to field operations in the form of resources, policy direction, and by providing situational awareness. The EOC also supports incident commanders and operations in the field through the development of interagency or inter-governmental plans of action. The EOC an also develop city-wide, or regional strategies that, in turn, support field operations.

In normal response operations, the EOC does not communicate directly with field response units. Instead, field units communicate directly with their department or agency through established procedures or standard operating guidelines. Field communication may be to a DOC or to an agency representative who in turn communicates with the appropriate ESF representative in the EOC.

IV.   THE CITY EMERGENCY OPERATIONS CENTER

The City Emergency Operations Center (EOC) is built to exceed by 50% the maximum building code standard for critical facilities. It has redundant communication systems, emergency power generators, 60 workstations in the main operations area, and six breakout rooms with additional workstations. There is also a dedicated communications room, a Mayor's Policy Room, a Joint information Center (JIC) and a Media Briefing Room. The Seattle OEM also maintains an electronic information sharing and management program, called WebEOC, which can be accessed via any internet connection.

A. Authority to Activate the EOC

Typically the Director of the Office of Emergency Management, in consultation with the Mayor or his/her designee, authorizes the activation of the EOC. However, any department director or incident commander may request activation when they see a need to develop plans of action, coordinate resources, gather information, or seek assistance in resolving policy issues during events.

Factors to consider when determining if EOC activation is needed, and to what level, are:

- The nature, scale, and severity of the hazard and immediate known or possible impacts (which may include secondary risks or impacts).
- The potential for the hazard and/or secondary impacts to increase.
- The degree and extent of support needed to achieve response and/or recovery objectives.
- The time of day and day of the week.
- The amount of media or public attention garnered by the incident.
- The benefit achieved by coordinating departmental operations from a centralized location.

- Other unrelated incidents underway or planned events scheduled.

B. EOC Activation Process

The Seattle OEM Staff Duty Officer serves as the single point of contact for any request to activate the City's Emergency Operation Center. The OEM Staff Duty Officer:

- Receives notification for any request to activate the EOC

- Consults with decision makers on activation and departments who should respond.

- Performs initial notifications to appropriate personnel to respond to the EOC.

- Tracks any issues, problems, or potential EOC requests until such time as the EOC is activated.

C. Modes of EOC Activation

EOC modes of activation provide a way to quickly summarize and communicate the level of response by the City. OEM staff use the modes of activation to help organize EOC staffing levels, operations and planning efforts.

EOC modes are presented in descending order and progressively greater severity:

1. Increased Readiness Mode (ICS Type 5 or 4 Incident)

Incident or events where there is a period of warning or the impacts are limited and mutual aid not needed. The OEM Staff Duty Officer closely monitors the situation and briefs the OEM Director, staff, and key City or other stakeholders that may be either impacted by the incident or event or play a role in response. The Duty Officer is also available to provide assistance to the responding departments as needed.

EOC activation is unlikely.

A proclamation of Civil Emergency is highly unlikely.

Some examples of possible triggers include:

- National Weather Service forecast and/or storm watch or warning.

- Intelligence indicating that violence is anticipated at a planned event.

- Large structural fire.

- An outbreak of disease on cruise ship affecting several passengers.

- Isolation/quarantine ordered for an individual or group which may have contracted or been exposed to a serious disease that poses a potential public health risk.

2. Major Incident Mode (ICS Type 3 Incident)

Incident or event has the potential for, or causes, major impacts that are expected to be of relatively short duration and can be managed using City resources. Mutual aid assistance, if needed, is limited.

- EOC activation is likely.
- A proclamation of Civil Emergency is possible but not probable.

Some examples of possible triggers include:

- Large structural fire with significant disruption to the surrounding area.
- Evacuation of a hospital.
- Passenger airplane crash.
- Snowstorm of limited duration and severity.
- Earthquake with limited damage.
- Terrorist attack, using conventional weapons and directed against one target with limited impacts.
- Loss of some utility services for a relatively limited period of time.

3. Disaster Activation Mode (ICS Type 2 Incident)

Incident or event has the potential for, or causes, significant and extensive impacts such as large numbers of injured, loss of life, wide spread damage to structures or loss of utility services.

In this mode, City resources and capabilities may not be sufficient to meet all of the challenges posed by the emergency. Restoration of basic services might take several weeks or months. Mutual aid, State and Federal assistance could be required.

- Activation of the EOC is certain.
- A proclamation of Civil Emergency is likely.

Possible triggers include:

- Strong earthquake with structural collapse, fires, injuries and fatalities.
- Infectious disease outbreak that is widespread but does not significantly impact the delivery of essential healthcare, the continuity of government or services in the public and private sector.
- Terrorist attack involving multiple targets using conventional weapons such as rifles and improvised explosive devices.
- Widespread outage of utility services for an extended period of time.

- Number of fatalities and/or injured, by whatever cause, exceeds the capacity of the Healthcare system.

- Collapse of a dam owned by the City of Seattle.

- Large wildfire in a city watershed.

- Evacuation of large numbers of casualties from elsewhere in the United States to the Seattle region under the National Disaster Medical System program.

4. Catastrophic Activation Mode (ICS Type 1 Incident)

Incident or event involves widespread and severe damage, significant contamination or large numbers of casualties or significant risk of same. In some scenarios, the actual disaster may occur elsewhere but the secondary impacts may cause extensive disruption locally.

The response and recovery operations would be extensive and long term assistance and support from all levels of government required. Restoration of basic services might take months or years. Due to the potential widespread nature of the impacts associated with this mode, assistance from the federal or state governments may be rationed or severely limited.

- Activation of the EOC is certain.

- A proclamation of Civil Emergency is certain.

Possible triggers include:

- A large magnitude Seattle Fault earthquake.

- A pandemic that impacts the delivery of healthcare, continuity of government or business continuity throughout the region.

- An attack involving a weapon of mass destruction; biological, chemical, radiological or nuclear weapon, or combinations thereof.

- Weapons of Mass Destruction (WMD) threat, which is deemed credible by the public and/or government.

- Extensive damage or contamination that will take months or years to repair/decontaminate.

- Cyber attack that severely impacts one or more critical service sectors locally.

- Long duration power outage.

D. Purpose of the EOC

1. Gain and Maintain Situational Awareness

At the start of any response there are three fundamental questions that all responders ask:

- What has happened? (assessment)

- What are the current and potential impacts to people, infrastructure, systems and services? (impacts)

- What response operations are underway or anticipated? (operations)

From this information a Common Operating Picture is developed. This is not a static picture; during an incident information is constantly changing or being added. For example: information provided by subject matter experts can fundamentally alter what is understood about an incident and its impacts. With this mind, the Common Operating Picture is refined and adjusted on a continual basis in order to provide the greatest level of accuracy.

Crucial to building and sustaining an effective Common Operating Picture is the sharing of information widely throughout the region. Sharing information about an incident provides another way to verify and correct what is known. It also supports unity of effort by helping to establish a common view of the incident; responders can't coordinate effectively if they each hold different opinions of what has happened and its impacts.

Individual departments may collect information that is then shared with the appropriate ESF Coordinator in the EOC. That information is then place into WebEOC. In cases where information is not added to WebEOC, the information may also be provided directly to the EOC Situation Unit who is ultimately tasked with collection, analysis, and dissemination of information involving the City's Common Operating Picture during activations.

a. Common Operating Picture - Assessments

An assessment of what has happened can take many forms depending on the nature of the incident. On a daily basis, responders utilize their training and experience to rapidly assess incidents they respond to (so called "routine" emergencies). In contrast, during the response to a major incident this may be more difficult, the initial assessment will likely be incomplete due to initial conditions present; communication systems may be inoperable or overloaded, responders may not be able to access the most heavily impacted areas or pressing life safety issues may limit how much time responders can devote to conducting a detailed assessment.

To assist all responders, a standing Essential Element of Information (EEI) Strategy is available that defines what information, or categories of information, each department should be collect and report during the response to a major incident.

Until the EOC is activated, departments share summaries of their assessments with each other by the most effective and expeditious means available. A communications plan is available to assist departments in the exchange of information.

Once the EOC is activated, department assessments, as well as assessments provided by other jurisdictions, are consolidated into various situation reports which are disseminated widely. Further, more specialized assessments, evaluations and inspections will be conducted as response transitions to recovery.

It is recognized that in a catastrophic incident, even conducting assessments may not be possible until sufficient resources can be mobilized and brought to the incident scene.

Businesses, following business continuity plans, conduct assessments of their staff, buildings, vehicles, inventory and suppliers. During EOC activations, ESF #14 Long Term Recovery and Mitigation Representatives may arrange for a business representative to be present in the EOC to assist with the collection of this information.

Concurrent with the initial government and private response, the general public will take action as well. Those members of the community who have received disaster training are expected to:

- Check on themselves, their family and neighborhood.
- Provide first aid.
- Extinguish fires.
- Control utilities.
- Conduct light search and rescue.

In addition, neighborhoods can coordinate and support each other through local community Hubs. Hubs are locations pre-identified by community members where people can go to seek or offer assistance to one another until ordinary city services are restored.

Individuals and groups also use social media sites to share information, contribute to common maps and organize local solutions to problems.

b. Common Operating Picture - Impacts

Each department is responsible for determining, within their area of responsibility, what the impacts are to the community and their ability to continue to provide services. Through an assessment, a department may determine that one of its buildings has been evacuated. By itself, this information does not paint a complete picture; what services were provided by units housed within the evacuated building or are there specialized resources that are now inaccessible? Some other examples are:

- Seattle City Light can quickly estimate the number of customers affected by a power outage.
- The Seattle Fire Department has a thorough understanding of the businesses located within a Battalion or Company area of operation.
- Seattle Public Utilities can determine what areas of the City will be affected by a major break in a water pipeline.

This information is shared with the Seattle EOC Situation Unit who is responsible for consolidating information into a single common operating picture.

c. Common Operating Picture - Operations

In a major incident, the sharing of what operations are currently underway or anticipated is vital:

- It promotes unity of effort and prevents conflicts between various operations.

- Contributes to a safer response.

Since no commander or supervisor can have a complete understanding of the impacts, sharing operational information is another way for everyone to gain a better picture of the situation.

At minimum, information should be shared with the department responsible for leading the tactical response in the field. For example:

- For natural disasters or accidents involving injuries, departments coordinate information with the Seattle Fire Department Deputy One or alternate - assisted by the Fire Alarm Center and the Resource Management Center (RMC).

- For incidents caused by deliberate criminal act, or threats of, departments coordinate information with the Seattle Police Department Duty Commander—assisted by the Seattle Police Dispatch Center and the Seattle Police Operations Center (SPOC).

Common sense prevails in this process. Given the large number of potential, and at times overlapping, incident scenarios and missions, it is impossible and unwise to develop a rigid doctrine. Instead, a best practices approach is called for with all departments acknowledging the benefit of sharing as much information between responders as appropriate or possible.

Once the EOC is activated, information sharing about operations will still continue between departments while also sharing with the EOC.

d. Methods of Information Sharing

During a complex incident or disaster, the amount of information available has the potential to overwhelm any information management process or system. To address this, face to face contact between representatives assigned to the EOC is promoted in training and during activations as the most effective means for maintaining situational awareness, common operating picture and problem solving.

- The EOC Director regularly briefs the entire EOC staff on the situation.

- The EOC Operation Section conducts "stand up" meetings with EOC Branch Directors to coordinate actions and information several times during the operational period.

- The EOC Planning Section Chief facilitates planning meetings, as part of the CAP planning cycle where information is shared.

- ESF representatives meet throughout the operational period as needed.

e. Information Sources

Departments and ESF Representatives collect, analyze and forward information, intelligence, assessments, impact reports, plans and operational information within their area of operation and responsibility to appropriate sections in the EOC. In addition, the EOC personnel rely on a wide variety of other information sources, some examples are:

- Department of Transportation Traffic Cameras.
- Internet Sites.
- National Weather Service.
- Washington State Fusion Center.
- United States Coast Guard.
- Emergency Management Organizations.
- WATrac Healthcare Information System.
- National Shelter System.
- Broadcast and Social Media.

f. Essential Elements of Information

The Essential Elements of Information (EEI) strategy defines what information is needed from each department when the EOC is activated. The EEI is a guide to help with the collection of information and departments are encouraged to adapt as needed to meet the intent of the EEI document and needs of the response and recovery.

- The EOC Planning Section Chief is responsible for coordinating the update of the EEI every operational period to match current conditions and operation need.
- A standing EEI is available for use during the initial phase of the response.
- Custom EEIs have been developed for Earthquakes and Snowstorms.

g. EOC Reports

The EOC Planning Section produces three reports when the EOC is activated:

- ISnap; initial report that is generated at the beginning of the response to assist in the regional situational awareness during major incidents.
- Snapshot Report; short, concise updates issued regularly throughout the operational period that describes what has changed since the previous report,– this report is sent to all email distribution groups maintained by the Seattle OEM.
- Situation Report; a more comprehensive report , generally issued every six to twelve hours, intended to convey the current common operating picture and resource needs - this report is sent to all email distribution groups maintained by the Seattle OEM and specifically with King County and the State of Washington.

The intent is to distribute these reports to as many individuals and organizations as practical or needed.

If email and other communication systems are inoperative, the ESF Representatives are responsible for distributing these reports.

h. City WebEOC

WebEOC is information management software used in the EOC to document information about the incident and actions taken during the response. WebEOC can be accessed over the internet by any representative or partner that has been granted permission.

Departments order resources by using a resource order form located within WebEOC. Policy decisions are also posted in WebEOC.

During the initial response, an Incident is created within WebEOC by the EOC Deputy Director. Under this Incident, information is divided into two areas:

i. Base and Sub Incidents

Base Incidents and Sub-Incidents are intended to provide an intuitive way to determine how to store and retrieve information within WebEOC.

Base Incident - All general information updates about the incident which apply to the entire incident are posted in the Base Incident.

Sub-Incident - There can be several Sub-Incidents covering areas of operation or function related to the Base Incident. For example; a Sub–Incident could be created for a Family Assistance Center that has been established by Public Health -all information related to Center is posted under that Sub-Incident

ii. Other Available WebEOC Systems

The State of Washington and Pierce County each operate their own version of WebEOC. OEM staff can access the State WebEOC account. Both jurisdictions can host a version of the Seattle WebEOC, accessible by internet, in the event the City WebEOC becomes inoperable.

i. Mapping

The City has a significant mapping capability based on the Graphic Information System (GIS) which, during an activation of the EOC, is used to support emergency operations. Mapping in the EOC is coordinated through the EOC Planning Section Mapping Unit.

- Seattle Public Utilities GIS team coordinates City wide mapping during all phases of emergency management.

- Departments provide copies of any map they create during the incident to the EOC Planning Section Mapping Unit.

- Social Media maps will be considered UNCONFIRMED and must be verified by the EOC Mapping Unit before they can be authorized for use by responders.

- Maps for public information purposes must be reviewed by the Joint Information Center Supervisor and the EOC Planning Section Chief prior to public release to ensure the accuracy of the information.

The Seattle Fire Department, Police Department and Public Health Seattle King County are jointly responsible for verifying the accuracy of maps that define hazards (within their area of responsibility) areas such; as buildings at risk of collapse, current and future locations of plumes, security perimeters, patterns of disease and location of fires.

2. Develop Plans of Action

A key function of the EOC is to provide the means for departments and ESF leads to develop specific response strategies for the incident. Department decision makers who serve as EOC department representatives and ESF leads, assess, problem solve and develop strategic responses that integrate needs, considerations, capabilities from across all City departments, government and non-government stakeholders.

The EOC ensures an integrated and coordinated response among various departments and government agencies that are providing assistance during an emergency.

3. Activate and Deploy Resources

Even though the initial assessment will be incomplete following a major incident, response operations will commence as soon as possible. In those major incidents where the impacts are severe and widespread, and resources in short supply, the response to some individual incidents may be significantly delayed.

Regardless of the type of incident or its size, responders at all levels must balance available resources against the needs of the incident. Priorities for response provide guidance to responders when making a decision as to which resources to activate and where to deploy them. Strategic goals provide further guidance to assist responders at all levels, and especially in the EOC, in developing a comprehensive plan for response and recovery.

a. Mobilization

City resources that are on-duty and available are deployed first. The Seattle Fire Department, Seattle Police Department, Seattle Public Utilities, Seattle City Light, Seattle Department of Transportation and Public Health Seattle and King County play a significant role in the initial response to incidents involving injuries and/or property damage.

Concurrent with these initial efforts is the recall of off-duty personnel and activation of Department Operations Centers.

Departments have procedures in place to recall personnel during emergencies. Depending on the type and scale of the incident, recalled personnel could be significantly delayed in reporting for duty. During a major incident, the level of preparedness at home may affect how quickly a responder can report for duty.

b. Mutual Aid

During the earliest phases of the response, City departments, via their dispatch centers, may request assistance directly from agencies in neighboring jurisdictions or districts utilizing existing mutual aid agreements or other regional agreements. All mutual aid requests are coordinated through the EOC once it is activated.

4. Public Information

A Joint Information Center (JIC), located within the EOC, is responsible for providing timely and accurate information to the public about:

- The cause of the disaster and its impacts.

- Hazard and protective action information.

- Status of response operations.

- Instructions on how to obtain assistance.

- How to volunteer or assist in the response and recovery.

The JIC is staffed with public information officers from the various departments involved in the response. The JIC is managed by the Director of the DIT Office of Electronic Communication with the assistance of a JIC supervisor appointed from among the Public Information Officer cadre.

When the EOC is activated, all public messaging by City departments and by Incident Commands in the field is coordinated through the JIC creating one central point of citywide messaging.

To ensure close coordination between operations and public messaging a representative of the JIC participates in all EOC briefings and planning meetings. In addition, the EOC Planning Section Chief and the JIC Supervisor jointly review all EOC Situation and Snapshot reports and press releases before they are published to ensure consistency and accuracy between public messaging and operations.

All reports and press releases are reviewed and approved by the EOC Director prior to release.

a. Joint Information System (JIS)

Joint Information Centers throughout the region coordinate messaging to prevent conflicting messages from being released, share information and ensure messaging supports response and recovery operations. This coordination is referred to as a Joint Information System (JIS). JIS activity is coordinated through the King County Emergency Coordination Center.

Health and Medical Area Command (HMAC) operates a (JIC) for coordinating healthcare related public messaging. The Public Health JIC is part of the regional JIS.

E. Development of the EOC Consolidated Action Plan

The Consolidated Action Plan (CAP) is the document that guides the EOC in the course of its operations. Specifically the CAP defines the strategies as well as the objectives and missions that will need to be accomplished to meet that strategy. The EOC Advanced Planning Unit is responsible for capturing and documenting the CAP. However the development of the CAP is very much a collaborative process involving most, if not all, stakeholders in the EOC.

The planning P articulates the process for developing a Consolidated Action Plan.

1. Initial Event Phase

The initial event phase identifies the planning related actions that guide the EOC operations during the first 1-2 hours of an event. This includes actions related to notification of partners and responders that the EOC is activated .

Objectives during this initial phase will come from one of the following sources:

1. <u>Use of event specific objectives</u>. In cases where enough notice has been given that the EOC may be needed in support of an actual or anticipated event, the OEM, in conjunction with key department representatives, may draft an initial CAP that will be used during the first activation period. Examples include special events such as parades or special events when EOC coordination is needed.

Figure 1 - EOC Planning "P"

2. <u>Use of hazard specific objectives</u>. For some hazards (such as winter storms or earthquake) initial activation objectives have been drafted and are included in hazard specific appendixes to the CEMP.

3. <u>Use of EOC standing objectives.</u> EOC standing objectives are used for no notice events where pre developed objectives have not be developed. The EOC standing objectives are described below in Section IV, F.
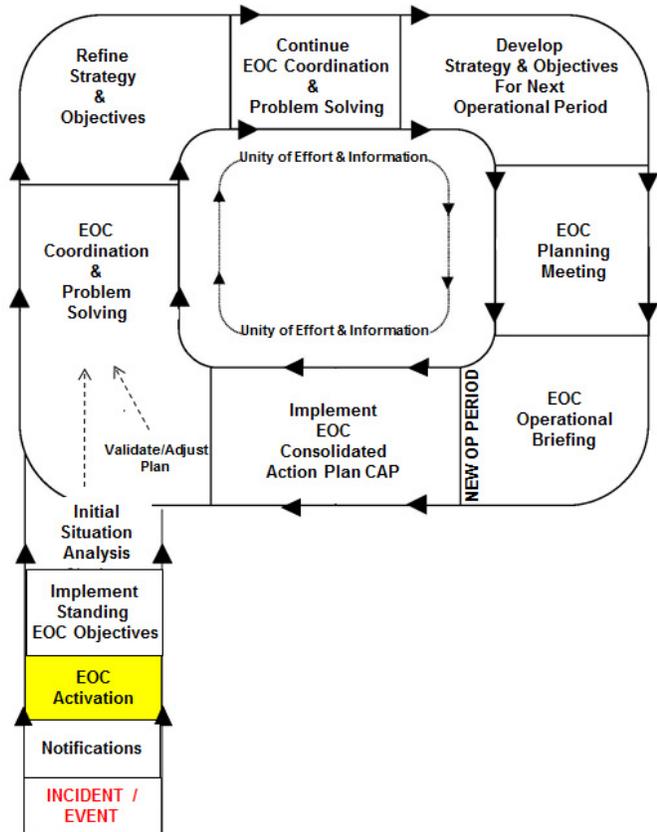
Regardless of the event, one of the first activities that will take place will be to conduct an initial assessment an gather information about the situation. This initial assessment, along with the EOC objectives, is what will drive EOC operations during the initial hours of the activation.

2. Managed Phase of the Operational Period

During the first and subsequent operational periods:

- Resources, plans of action, and information are coordinated and EOC reps work to solve issues and problems.

- Objectives are set for the next operational period. The Section Chiefs, key ESF leads and the Planning Section collaborate to establish Operational Period Objectives. The objectives are then approved by the EOC Director.

- The planning section then coordinates the development of strategies, missions and tasks meeting the Strategic Objectives with ESF leads and EOC department representatives.

- The planning meeting reviews, deconflicts, and finalizes the CAP with key branch, ESF, and department leads as well as the JIC Supervisor.

F. Standing EOC Objectives

City objectives contribute to effective response coordination. Working as a team, the OEM Director, OEM staff, Emergency Support Function Representatives, and EOC volunteers, develop a common set of strategic City objectives that guide EOC personnel in their actions during activations. City objectives are updated each operational period (typically 12 to 24 hours) or as needed depending on the incident.

For those incidents that occur without notice, standing EOC objectives can be used until there is sufficient time to develop custom objectives. The following serve as the EOC initial objectives for a no notice activation:

1. Develop and maintain situation awareness.

- Collect, organize, analyze damage assessments from departments and other partners.

- Publish an Essential Elements of Information strategy each operational period or as directed.

- Issue Situation and Snapshot Reports on regular and frequent basis.

- Arrange for subject matter experts to conduct specialized analysis.

- Coordinate Mapping.

- Rapidly incorporate information from social media.

2. Develop and execute a City-wide strategy for response and recovery.

- Establish and maintain the Consolidated Action Plan planning cycle.

- Publish a City Consolidated Action Plan each operational period or as directed.

- Define impacts to vulnerable populations and address through City Consolidated Action Plan.

- Hold EOC Director and Operations Section Chief briefings frequently each operational period.

- Ensure areas of operation and responsibility are clearly defined at all levels.

- Provide logistical support to operations.

- Support restoration of critical services such as utilities and healthcare.

- Conduct advanced planning.

- Designate the department, or departments, responsible for staffing and operating local Points of Distribution, City Staging Areas, Camps, Bases, Heli-Bases, Donation Centers and other facilities and functions.

3. Coordinate communication between City departments, external agencies and the community.

- Establish and maintain communications with all partners.

- Support Auxiliary Communication Service.

- Participate in local and regional conference calls.

- Establish a Joint Information Center.

- Participate in the regional Joint Information System.

4. Promote unity of effort with City departments and external agencies.

- With participation from all ESF Representatives, develop one City strategy.

- Leverage all available City resources, as needed, based on City goals, priorities, strategy.

- Include vulnerable population impacts , and how to address them, in Director and Section Chief briefing agenda.

- Advocate for and support a regional approach to addressing the needs of vulnerable populations and for restoring essential services such as public transportation, mass care and healthcare.

- Assign a Zone (Seattle) Representatives to the King County ECC.

- Coordinate requests for assistance from the City to regional, state and federal partners.

- Wherever possible, provide support to neighboring jurisdictions.

5. Address impacts to the community in a comprehensive manner.

- Utilize advanced planning to identify challenge and opportunities as early as possible.

- Initiate recovery operations as soon as possible.

- Closely coordinate impact analysis and planning with regional partners.

G. Special Coordination Issues

1. Support Facilities

In general, one or more departments with the least involvement in the response may be tasked with the responsibility for coordinating and managing the operation of City Staging Areas, Points of Distribution, Donation Centers, Camps, Bases, Shelters and other functions or services until assistance can arrive from outside the City.

2. Catastrophic Conditions

It is understood that for those incidents which cause a catastrophic level of impact responders will face extreme challenges. City resources are finite in number, as the extent and severity of impacts increase, the need for more outside assistance increases as well. In essence, a catastrophic incident is inherently regional, and in rare cases national or global in scope.

- The response to a catastrophic incident builds on the fundamentals outlined above and relies on the ability of responders to quickly adapt as needed to meet the conditions present.

- Regional Plans that address catastrophic level of impacts have been developed by jurisdictions in the Puget Sound region.

- City Priorities for Response and Goals for Response, along with plans, provide essential guidance to responders operating under catastrophic conditions where communication with commanders may not be possible for an extended period.

- Each department, and its responders, is prepared to operate independently when necessary.

- Critical roles are staffed at least three deep so there will be sufficient number of trained individuals available for duty.

- Critical facilities and functions have redundancies to ensure continuity.

- Alternate locations for the EOC have been identified and a contingency plan for relocating has been written.

- At minimum, the City, and its departments, endeavors to always maintain continuity of government and authority over the response, even under the most trying of conditions.

H. Demobilization

When resources are no longer needed they must be quickly demobilized. Just as it is difficult to effectively manage the surge of resources that arrive after a disaster, it is equally challenging to efficiently identify and out-process the many resources assigned to the incident. Some resources, such as Urban Search and Rescue teams are experienced at completing the many steps needed to disengage from the response and return to their home base, while other resources will require an extensive amount of time and energy to demobilize.

Depending on the resource involved, standard procedures for demobilizing field resources or existing department policies and procedures are followed. The EOC Planning Section Chief through the Demobilization Unit leader coordinates citywide demobilization issues through City departments.

Each department is responsible for all documentation related to their response activities.

V. DIRECTION AND CONTROL

A. Mayor

The primary responsibility for maintaining "the peace and order" in The City of Seattle is vested in the Mayor by The City Charter.

The 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 (See Article V, Section 9 of The City Charter).

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.

B. Emergency Executive Board

The EEB, composed of department Directors and Mayor's Office senior staff, advises the Mayor on policy issues, takes steps to improve coordination between departments, modifies response priorities and supports resource allocation. Board meetings are chaired by the Mayor or his designee and are facilitated by the EOC Director.

- The EEB is only convened when needed.
- The EOC Operations Section Chief is responsible for ensuring all policy decisions are communicated to all ESF Representatives in the EOC and regional partners.

1. **EEB Emergency Policy Review and Development.**

An incident may pose unique challenges that require changes to existing City policies, the creation of entirely new policies, or otherwise require a problem to be decided by the Mayor.

To support an expeditious resolution, an ESF Representative who has identified a possible policy issue is responsible for:

- Coordinating resolution of the policy issue with other ESF Representatives and the Operations Section Chief in the EOC.

- If unable to resolve, completing the EOC proposed policy form which requires a detailed description of the issue, multiple options for resolution and a recommended option for approval.

- The EOC Director reviews each request to determine if it should be forwarded to the Mayor.

- The Mayor, assisted by the EOC Director, may resolve the issue immediately, return it to the Director for resolution or convene the Emergency Executive Board (EEB).

C. **Emergency Proclamation and Orders**

Should a situation be serious enough, the Mayor may proclaim a "Civil Emergency". Under the proclamation of emergency, the Mayor may proclaim one or more of the following orders which, in summary, can:

- Impose a curfew.

- Require any or all businesses to close.

- Require closure of businesses that sell alcoholic beverages or restrict sale of alcoholic beverages.

- Stop the sale, distribution or giving away of gasoline or other flammable liquid or combustible products.

- Close business establishments where firearms and/or ammunition are sold or dispensed.

- Close public places.

- Prohibit the carrying or possession of a firearm or any instrument capable of causing bodily harm.

- Request federal and/or state assistance to combat such civil emergency.

- Establish economic controls.

- Direct the use of public and private health, medical and convalescent facilities and equipment.

- Shut off, restore and operate utility services in accordance with priorities established for combating the civil emergency.

- Provide for the evacuation and reception of the population of the City or any part thereof.

- Other such orders as are imminently necessary for the protection of life and property.

The City Attorney's Office is responsible for providing legal advice to the Mayor, the City Council and EOC Director in this area. It also assists with drafting the Emergency Proclamation and associated Orders to evoke Emergency Powers.

The emergency proclamation and any orders, once signed by the Mayor must be filed with the City Clerk within 48 hours of their issuance, or as soon as practical. The City Council will endeavor to act on the proclamation or order within 48 hours of its being presented. The Council may ratify and confirm, modify or reject the proclamation or order. Any such action by the Council is prospective.

A similar process is followed to terminate the proclamation once it is determined that it is no longer needed.

D. **Emergency Operations Center**

City of Seattle EOC Structure
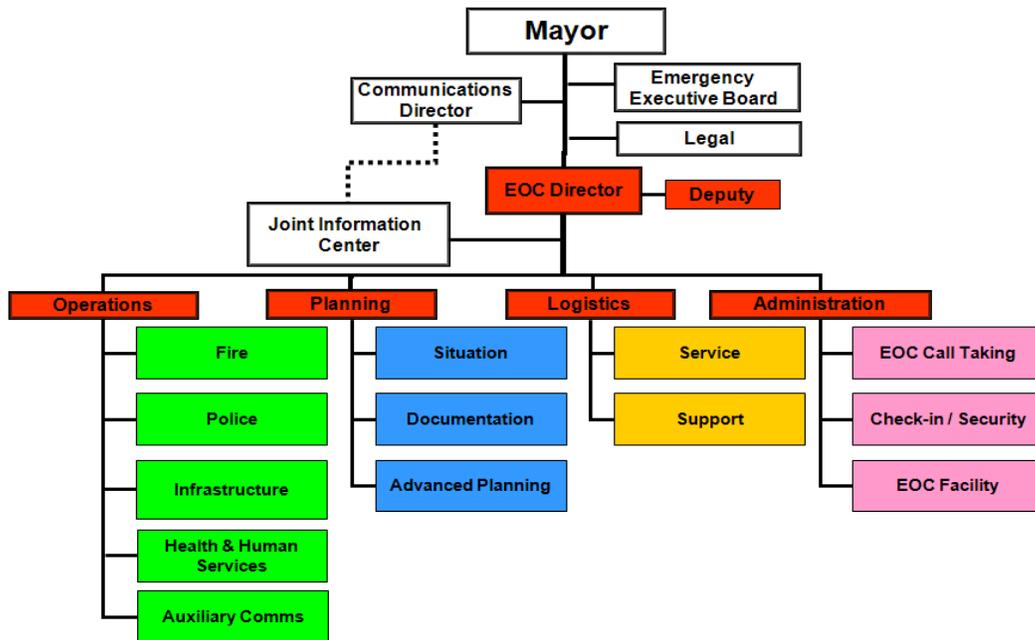
Figure 2 – Seattle EOC Organizational Structure

The EOC is organized as follows:

1. **Operations Section.**

Under the EOC Operations Section, staffed by OEM personnel, consists of four branches, within which several Emergency Support Functions and departments may be represented depending on the nature of the incident:

- Fire Branch (Seattle Fire Department Branch Director) ESF 4, 9, 10

- Health and Human Services Branch (Human Services Department Branch Director) ESF 6 and 8

- Infrastructure Branch (Seattle Department of Transportation Branch Director) ESF 1, 2, 3, and 12

- Police Branch (Seattle Police Branch Director) ESF 13

2. **Planning Section.**

The Planning Section is staffed primarily by OEM personnel, employees reassigned from other departments or units and volunteers.

- Documentation Unit – responsible for gathering, organizing and storing incident documents.

- Advanced Planning – responsible for developing the City Consolidated Action Plan and conducting long range planning to identify, as early as possible potential challenges and opportunities involved in the response and recovery.

- Situation Unit – utilizing information provided by ESF Representatives, issues Snapshot and Situation Reports, coordinates mapping and other reports as needed to maintain situational awareness and to contribute to developing a common operating picture.

3. **Logistics.**

Operated by personnel from the Finance and Administrative Services Department, provides logistical support to operations conducted at all levels within the City and as defined by the Logistics Section Chief. The Section also manages financial matters for operations in conjunction wit h the City's Emergency Executive Board. For details on the operations of the logistics section please see the ESF #7 Annex.

4. **Administration.**

Staffed by Seattle OEM personnel, the Administration Section maintains the EOC facility during activations and provides material support to the ESF – Representatives assigned.

5. **Joint Information Center (JIC).**

The Mayor's Office operates the JIC which coordinates public information and employee messaging among all departments and with regional partners – "many voices one message"

E. Departments

During incidents, department directors retain authority over their employees. Directors play a critical role in ensuring their department is fully supporting the response as guided by the roles and responsibilities listed in the ESF Annex and the EOC Consolidated Action Plan. In addition, each department is expected execute its Continuity of Operation plan as soon as practical after the incident has struck.

F. Field Operations

Operations in the field are conducted under an approved incident command organization and documented on the appropriate Incident Action Plan (written or verbal) and led by an Incident Commander or through a Unified Command.

For those situations where it is not practical or possible to establish an incident command, units will coordinate their operations through their department, dispatch center or DOC - these operations will be documented in the EOC Consolidated Action Plan.

Departments should avoid issuing conflicting orders to assigned units and instead coordinate through the Incident Commander.

The EOC Operations Section Chief will work with the EOC Branch Directors and ESF Representatives to define specific areas of operations and responsibility for each incident command in order to promote the safety of the responders, prevent conflict between various operations and support efficient resource allocation.

VI. COMMUNICATIONS

No communication system is 100% reliable. Every communication system is susceptible to being destroyed, damaged or overloaded. Redundancy of emergency communication systems increases resiliency of this system and confidence that critical messages can get through. However, under some scenarios all technology based systems could be out of services for an extended period of time.

A. 800 MHz Radio

The 800 MHz radio is used by emergency management, police, fire, public health, hospitals and utilities throughout King County. Each group is assigned a priority within the radio system which organizes how individual messages are transmitted.

Critical systems in this network have backup power available which is limited by effectiveness of local emergency management organizations to support the refueling of those generators.

During times of peak use, modifications to the 800 MHz radio system can be made to assign higher priority to specific groups of users having the most critical operational need. Also, different channels or communication systems can be patched within, or into, the 800 MHz system.

A regional Tactical Interoperable Communication Plan (TICP) guides the operation of this regional asset.

The EOC Operations Section Chief authorizes, with assistance from the ESF #2 Representative, any request from the EOC to modify the City radio priorities or establish a new patch – Since this is regional system, any such requests must also be approved by the radio system operators.

The Seattle Police Department Communication Center personnel are trained, equipped and authorized to do radio patching.

City OEM can contact City Departments on a dedicated EOC radio channel known as "Ops Call" or when the EOC is not activated, Departments may use this channel, among many others, to coordinate City operations.

City OEM radios have King County radio channels for EOC to EOC communication.

B. Additional Radio Systems

City OEM sponsors the Auxiliary Communications Service which, staffed by volunteers, operates amateur/HAM radios.

Community based volunteer Communication Hubs, equipped with amateur radios, have been established in several neighborhoods throughout the City and provide way for communities to coordinate and communicate with one another.

Warning messages between local government and State or Federal partners are communicated through the Comprehensive Emergency Management Network (CEMNET) and the National Alert and Warning System (NAWAS) - these radios are located in the City EOC.

C. Telephone

Satellite, cell and wired telephones are available in the EOC and in Department Operations Centers.

The City telephone system is more resilient than the public telephone system.

EOC staff and other key response personnel have Government Emergency Telecommunication System (GETS) and Wireless Priority System (WPS) user accounts which provide higher priority, but not guaranteed, access to the public telephone network.

An encrypted telephone is available in the EOC, and in other local EOCs, for confidential communications.

The EOC has one telephone number (non-public) for departments and regional partners to contact the EOC.

An Automated Call Distribution system in the EOC increases the number of phones dedicated to the main phone number

Direct telephone lines connect operations centers, dispatch centers and the EOC some of which operate within the City telephone network (hotlines) and others which operate through the public network (ring down lines).

City employees assigned to emergency response duties, including OEM staff, are issued cell phones which in addition to being able make phone calls, can support text messaging, email, and internet.

D. Mass Notification Systems

The City has two systems capable of supporting mass notification of designated pagers, phones and email.

The Washington State EOC (primary) and the King County Sheriff Dispatch Center (secondary) can launch Emergency Alert System (EAS) messages.

See Alert and Warning Annex for more information.

E. Conference Calls

Web, video and teleconference capability is available in the EOC.

F. Pagers

All OEM Duty Officers have assigned pagers which provide an additional capability for communication.

G. Email

Seattle OEM maintains a number of email distribution accounts to various groups involved directly in the response or in supporting it.

All email correspondence to and from the EOC during activations is done through one non-public, email account which is accessible by OEM Staff Duty Officers 24/7.

The City Department of Information Technology can create an alternate City email system using cloud based resources.

A City-ALL email account is available for use by the Mayor's Office staff, JIC staff or OEM Staff Duty Officers, to send emergency messages to all city employees.

VII. LOGISTICS

A. Department Responsibilities

All City Departments are required to do the following with regards to logistics:

- Provide all initial logistical support necessary to support anticipated field operations for up to 12 hours after the incident has struck or until the EOC Logistics Section assumes responsibility.

- At any Incident or Unified Command or Area Command must establish a Logistics Section or assign responsibility for logistics within the existing incident command organization.

- If operating a DOC, develop processes and procedures for providing and coordinating logistical support to commands and units in the field and with other DOCs.

- Coordinate with the EOC Logistics Section to ensure sufficient resources are available to support any mutual aid, contracted or non-profit resource requested by the department through existing agreements.

- When requested, provide a representative in the EOC Logistics Section to coordinate and support resource requests from their department, especially for specialized resources.

- As directed by the EOC Resource Unit Leader, provide regular reports on the status of assigned resources.

- Submit resource requests following the established procedures defined by the Office of Emergency Management.

In coordination with the Office of Emergency Management, ensure designated department personnel have attended required training in how to order resources.

B. Specialized Resource Ordering

Some departments have pre-existing mutual aid agreements for specialized resources. These specialized resources can and should be ordered by departments having such arrangements in place. For example, Seattle City Light can call upon assistance from power companies throughout the United States who can provide trained personnel and equipment to help repair and restore the electrical system.

The department ordering specialized resources will be responsible for closely coordinating with the EOC Logistics Section to ensure that:

- The resource has not already been ordered through another source.

- Costs and reimbursement or payment is defined and approved.

- Sufficient local resources are available to support the ordered resource when it arrives.

- The movement of such resources into the area can be supported by the State Movement Coordination Center (when applicable).

- If the source of specialized resource runs out or becomes unavailable, the requesting department will order the specialized resource through the EOC Logistics Section following standard EOC resource ordering process.

C. Non-Medical Logistical Support to Healthcare Providers

Health and Medical Area Command (HMAC) or the Public Health Duty Officer, is responsible for coordinating medical supplies and services to healthcare providers in the region.

The City of Seattle is responsible for providing emergency non-medical supplies and services to healthcare providers within its jurisdiction.

Healthcare providers that require assistance in obtaining non-medical resources will first contact HMAC or the Public Health Duty Officer who will evaluate the request and if deemed appropriate, will forward to the Seattle EOC for action.

D. **EOC Logistics Section Responsibilities**

When established, the EOC Logistics Section will define which resources the EOC Logistics Section will be responsible for managing and which will remain the responsibility of departments. The EOC Logistics Section is responsible for:

- Obtaining resources for responders and general public and providing logistical support to:
    o Local Points of Distribution.
    o Staging Areas.
    o Emergency Shelters.
    o Bases, Camps, Heli-bases and Heli-spots.
    o Healthcare facilities (non-medical).
    o Family Assistance Centers.
    o Other facilities and functions as directed.
- Managing local donation program for goods, services and cash.
- Coordinating lodging arrangements for, and among departments, whenever the EOC is activated. This includes hotel, motels, or alternate lodging arrangements (e.g. responder camps).
- Coordinating with County and State Logistics Sections.

E. **Regional Assistance**

All resource requests that cannot be filled by the City EOC Logistics Section are sent to the King County Emergency Coordination Center. The Center will attempt to fill the resource request from county government sources, private vendors, and other jurisdictions within the County or neighboring counties. If the Center cannot fill the resource request they will send it to the State EOC.

Regional catastrophic plans call for regional coordination and support between counties, and jurisdictions within. Resources from jurisdictions in the Puget Sound region can be quickly mobilized and transported into the affected area.

F. **State Assistance**

The State EOC follows a similar process to county; it attempts to fill the request using State resources or private vendors. If unsuccessful in filling the order, the State can call upon assistance from Emergency Management Assistance Compact (EMAC) or the Pacific Northwest Emergency Management Arrangement (PNEMA).

Both EMAC and PNEMA provide the legal framework and supporting procedures for quickly providing resources to Washington State from any state in the union or, with PNEMA, Canada as well.

- Under PNEMA and EMAC, Washington State, using online system requests resources which any State can agree to provide.

- The State is expected to fully reimburse the state that loans the resources.

- The State may establish a Movement Coordination Center with control points to coordinate and track the flow of disaster relief convoys through and to affected areas, providing security escorts where needed.

- State and regional staging areas may be established.

- Reception and integration centers can provide reception, integration, onward movement and accountability for out-of-state resources.

G. Federal Assistance

If the governor believes that the severity of the incident will overwhelm State and local government, he or she can request Federal disaster assistance. Federal assistance is governed by the Stafford Act. Any assistance provided is coordinated through the State.

It is important to note that there is no guarantee Federal assistance will be provided and that such assistance is strictly limited, cost matching may be required and it does not represent an unlimited source of funding for local government, businesses or individuals.

During smaller scale incidents, there may be a significant delay before the decision is made to provide Federal assistance or not.

According to the National Response Framework (NRF), "the Secretary of Homeland Security is the principal Federal official responsible for domestic incident management. This includes coordinating Federal operations and resource deployments within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, or other emergencies."

The National Operations Center (NOC) is responsible for situational awareness and operations coordination across the Federal government. Several Federal Operations Centers provide coordination and support to the Federal effort within their area of responsibility.

- The Federal government uses 15 Emergency Support Functions (ESF) to coordinate functional capabilities and resources provided by Federal departments and agencies (same ESF structure is followed by the State and the City).

- FEMA can deploy assets and capabilities through ESFs into an area after an incident has occurred or in anticipation of an approaching incident or event that is expected to cause a significant impact and result.

- This coordination through ESFs allows FEMA to position Federal support for a quick response, though actual assistance cannot normally be provided until the Governor requests and receives a Presidential major disaster or emergency declaration.

- US Military resources may also provide assistance under certain conditions – see the Military Support Annex for additional details.

In a no-notice incident, FEMA activates the FEMA Region X Regional Response Coordination Center to coordinate Federal support until a Joint Field Office (JFO) can be established.

A JFO is the primary Federal field structure that integrates the Federal response and provides coordination and support to the response and recovery effort. A JFO is led by a Unified Coordination Group which includes a representative from the affected state. The JFO works in close coordination with the State EOC.

A Joint Operations Center (JOC) which is led by the Federal Bureau of Investigation, is an interagency command post for managing terrorist incidents or threats and investigative or intelligence activities may be activated as well.

As Federal resources arrive in the area, they are deployed based on specific requests or need. It is understood that in some scenarios, the deployment of Federal resources, and State resources, may occur with limited coordination with local authorities due to the severity of the incident and local conditions at the time. As the incident response develops, resources arriving in the region will be coordinated with the local EOC and local area or incident commands.

VIII. ADMINISTRATION AND FINANCE

A. State Mission Numbers

A mission number is obtained from the State EOC whenever the City EOC is activated. This tracking number will be used on all documentation related to the incident.

B. Records Preservation

The Seattle EOC has a process in place to maintain and protect essential records in accordance with the record retention program as defined in RCW 40.10.010. Essential records are those needed in an emergency and for the reestablishment of normal operations after an emergency. Some examples are:

- Situation and Snapshot Reports.

- Proclamations of Emergency and requests for Proclamations of Emergency.

- Requests for Assistance.

- Damage Assessment Reports.

- WebEOC log entries.

- Seattle-EOC email.

During the incident the EOC Planning Section Chief is responsible for ensuring essential records are retained.

When the activation has concluded, the Seattle OEM Deputy Director is responsible for the organization, collection, and storage of incident records.

C. Financial Management

Disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), 35.33.081 applicable state statutes and local codes, charters and ordinances.

Records will be kept in such a manner to separately identify incident related expenditures and obligations from general or routine department programs and activities. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters and for audit reports. Detailed records will be kept from the onset of an incident or event to include, but are not limited to:

- Appropriate extracts from payrolls, with any cross references needed to locate original documents.

- A schedule of equipment used on the job.

- Invoices, warrants, and checks issued and paid for materials and supplies used on the job.

- Work that is contracted out.

- Copies of requests for bids.

- Final contracts.

- Invoices submitted by the contractor.

- Warrants authorizing check issuance.

- Work done under inter-community agreements and mutual aid.

Disaster-related expenditures and obligations may be reimbursed under a number of Federal programs. The Federal government may authorize reimbursement of approved costs for work performed after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

- This is a complex process that requires significant documentation.

- The Seattle OEM is responsible for coordinating the City effort to properly apply for Federal reimbursement and in general document the incident response and recovery.

- It may take years to complete all the paperwork associated with Federal disaster assistance.

Audits will be conducted in the normal course of state and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

APPENDIX 1 –RECORD OF REVIEW AND ADOPTION OF THE CEMP - EOP

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.