

# Appendix to 2021 – 2022 Strategic Plan Emergency Support Function (ESF) Work Plans

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*\*\*This document will be tied to and supports the Citywide Emergency Management Program Strategic Plan 2021-2022.\*\**

## ESF WORK PLANS

<b>ESF 1 – Transportation</b> <b>LEAD: SDOT      Support: City Light, FAS, Fire, PHSKC, Parks, SDCI, Police, SPU, IT</b>					
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Test SDOT’s ability to restore arterial operations post-earthquake.	Improve SDOT’s post-earthquake restoration capabilities.	<ol style="list-style-type: none"> <li>1. Identify critical resource needs.</li> <li>2. Exercise SDOT’s COOP.</li> <li>3. Identify areas of improvement prior to Cascadia Rising II.</li> <li>4. Test improvements during Cascadia 2022.</li> </ol>	Q3 2021 Q3 2021 Q4 2021 Q2 2022	SDOT	OEM, SFD, SPD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Test SDOT’s ability to decentralize post-earthquake response.	Improve SDOT’s plan to run restoration operations from satellite or alternate work locations.	<ol style="list-style-type: none"> <li>1. Demonstrate employee self-deployment to satellite locations.</li> <li>2. Demonstrate SDOT’s employee accountability process post-earthquake with limited communication options available.</li> </ol>	Q3 2021	SDOT	SFD, SPD, OEM, SPU, SPU, SCL, SDCI
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Test SDOT’s ability to collect damage assessments and create reroutes post-earthquake.	Produce post-earthquake routes maps connecting response operations around the city post-earthquake.	<ol style="list-style-type: none"> <li>1. Demonstrate SDOT’s ability to start collecting damage assessments from satellite facilities and other city agencies within 4 hours of last major aftershock.</li> <li>2. Test capability during Cascadia 2022.</li> </ol>	Q4 2021/ Q1 2022  Q2 2022	SDOT	SFD, SPD, SCL, SPU, SPR, OEM

## ESF 2 – Communications

**LEAD: Seattle IT      Support: All Departments**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct security assessments of 10 City owned cyber systems and critical applications.	A cybersecurity response capability with staff and plans tested & exercised using an assessment identified cyber system and critical infrastructure vulnerability.	<ol style="list-style-type: none"> <li>1. Conduct security assessment of 10 COS cyber systems and critical applications.</li> <li>2. Use vulnerability identified by assessment to develop and conduct one Quarterly Cybersecurity tabletop exercise.</li> <li>3. Conduct functional exercise with CSRP Incident Response Team.</li> <li>4. Use exercise AAR to review and updated ITD IRP.</li> </ol>	<p>Q1-4 2021</p> <p>Q1-4 2021</p> <p>Q3 2022</p> <p>Q4 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU, SPRD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Establish disaster recovery plans and procedures for 10 critical COS systems & applications.	Application recovery plans and procedures required for operational departments to deliver their mission essential functions (MEF).	<ol style="list-style-type: none"> <li>1. Validate COS 10 Critical System/Application list.</li> <li>2. Develop BC/DR plans and run books for each of the 10 critical systems/application.</li> <li>3. Test one BC/DR plan each quarter.</li> <li>4. Update system/application BC/DR processes.</li> <li>5. Repeat 2021 BC/DR process on next set of 10 critical systems/applications.</li> </ol>	<p>Q1 2021</p> <p>Q2 2021</p> <p>Q1-4 2021</p> <p>Q4 2021</p> <p>Q1-4 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU, SPRD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Formalize alternate DOC locations, virtual DOC, and virtual work procedures for ITD employees in the event the SMT is unavailable.	Updated COOP containing alternate DOC, virtual DOC, and work locations for continuity staff to deliver ITD MEFs.	<ol style="list-style-type: none"> <li>1. Capture COVID-19 virtual DOC and work procedures for continuity staff in COOP update.</li> <li>2. COOP revised and signed.</li> <li>3. COOP procedures trained and drilled.</li> <li>4. Conduct continuity staff relocation drills to alternate locations.</li> </ol>	<p>Q1 2021</p> <p>Q2 2021</p> <p>Q3-4 2021</p> <p>Q1-2 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU, SPRD

## ESF 3 – Public Works and Engineering

**LEAD: SPU      Support: SDCI**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Draft a Drinking Water Earthquake Specific Response Plan.</a>	SPU has further defined its drinking water response to seismic events by applying its corporate concept of operations and connected the response with supporting response plans like SPU’s Damage Assessment Plan and Emergency Logistics Plan.	<ol style="list-style-type: none"> <li>Draft plan and distribute for final approval.</li> <li>Perform a Drinking Water LOB tabletop exercise with key internal and external partners</li> </ol>	Q1 2021 (DONE) Q4 2021	SPU	PHSKC, SFD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Clarify the roles and responsibilities of Public Health, WA State Department of Health, and Seattle Public Utilities for public messaging during water contamination incidents.</a>	The agencies the public will look to for information during water contamination incidents will be well-coordinated in their procedures and messages.	<ol style="list-style-type: none"> <li>Facilitate Tri-Agency Tabletop Exercise in 2019. (Complete).</li> <li>Identify and Clarify DOH SPU Department Operations Center reporting roles and responsibilities.</li> </ol>	Q1 2019 (DONE) Q4 2021	SPU	PHSKC, WA DOH
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Re-bid or extend Debris Management Plan contracts and revise plan accordingly.</a>	Debris management plan will maintain currency.	<ol style="list-style-type: none"> <li>Extend or rebid current contracts for Management and Collection.</li> <li>Review current plan for currency with resulting contracts.</li> <li>Revise plan accordingly.</li> <li>Submit plan for applicable reviews and approvals.</li> </ol>	Q3 2019  Q1 2020  Q3 2020 DONE Hauling Q3 2021 (2021) *Monitor Contract	SPU	SDOT, FAS

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Complete Emergency Logistics plan for SPU.</a>	Develop an emergency Logistics plan for SPU that reflects our current and expected business footprint and needs. <ul style="list-style-type: none"> <li>Emergency response resources</li> <li>Pipes and materials identified in Water System Seismic Survey</li> </ul>	<ol style="list-style-type: none"> <li>Review SPU current logistics documentation and ID gaps.</li> <li>Identify and inventory emergency response resources.</li> <li>Identify SPU base and camp requirements.</li> <li>Identify gaps in on-hand resources to meet identified needs.</li> <li>Select decentralized storage locations.</li> <li>Update Emergency Logistics Plan with COVID-19 specific lessons learned that apply to all hazards.</li> </ol>	Q1 2019 (DONE)  Q3 2019 (DONE)  Q4 2019 Q4 2019  2020-21 Q2 2021	SPU	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Draft Emergency Operations Plan for SPU.</a>	Develop an Emergency Operations Plan that consolidates hazard specific response plans under an all-hazards concept of operations that connects utility operations with the support functions of Logistics, Finance and Administration, Planning, and Command.	<ol style="list-style-type: none"> <li>Identify Planning Team from Corporate Functions and Lines of Business.</li> <li>Provide an initial draft for leadership review according to SPU/Citywide policy guidance.</li> <li>Conduct a discussion-based exercise of the draft Emergency Operations Plan</li> <li>Finalize and distribute SPU EOP.</li> </ol>	Q2 2021  Q4 2021  Q1 2022  Q2 2022	SPU	OEM
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Benchmark SPU Emergency Management Performance Indicators at Cascadia Rising 2022.</a>	SPU attends and reviews its participation in the Cascadia Rising 2022 exercise, specifically assessing pre-identified	<ol style="list-style-type: none"> <li>SPU identifies improvements and gaps to inform program direction related to the SPU Emergency Management program with a specific emphasis on the response to a</li> </ol>	Q3/4 2022	SPU	OEM, KCOEM, All

	<p>performance indicators and application of: The SPU Debris Management Plan, The SPU Damage Assessment Plan, Seattle and King County EOC Representation, Activation of an SPU IMT at a virtual or physical DOC, and the Emergency Logistics Plan.</p>	<p>seismic event. This will be captured in an exercise After-Action Review.</p> <p>2. SPU emphasizes ramp-up activities to ready the utility for participation, including, ICS training, EOC Responder Series, Plan exercises for the Drinking Water ERP, Water Earthquake Specific ERP, and SPU EOP</p>	<p>Q2 2021- Q3 2022</p>		
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**ESF 4, 9, 10 – Firefighting**

**LEAD: SFD Support: PHSKC, Police, SPU, SDOT**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Increase public safety through fire prevention by providing the City of Seattle an updated Seattle Fire Code every three years.	The City of Seattle operates under the most current fire code regulations.	1. Publish an updated and approved City of Seattle Fire Code.	Q1 2021	SFD	Fire Code Advisory Board (FCAB)
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct UASI WMD Structural Collapse Training (SCT).	During a terrorist attack or natural disaster resulting in compromised and collapsed structures, UASI first responders/firefighters will be capable of conducting technical lifesaving search and rescue effort within 2 hours.	1. Conduct two (2) SCT sessions. 2. Train forty-eight (48) UASI first responders/firefighters to the Structural Collapse and Heavy Rescue technician level.	Q2 2021	SFD	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct an update of the SFD Orange Book Earthquake Incident Annex.	Current earthquake response plans are documented in the SFD Orange Book Earthquake Annex.	1. Update the content of the SFD Orange Book Earthquake Annex to reflect current response plans, communication models, and resource tracking methods.	2022	SFD	OEM
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct a drill to review and train on the earthquake response plans for personnel working in	Administrative personnel are trained to properly respond to an earthquake. Focus will be on accountability, immediate	1. Conduct an earthquake drill for administrative personnel. 2. Update the SFD Floor Warden response plans	Q4 2021	SFD	OEM

administrative environments.	first aid, and facility damage assessment.				
<b>Goal Statement</b>	<b>Outcome</b>	<b>Objectives</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Update SFD EOC and Resource Management Center (RMC) staffing plan to address staffing conflicts between the two functions.	The SFD Disaster Management Plan will clearly articulate specific staffing and responder roles to both the EOC and RMC.	<ol style="list-style-type: none"> <li>1. Obtain Fire Chiefs approval of proposed changes.</li> <li>2. Examine and de-conflict all co-dependent SFD policies, Guidelines, Training Guides, and references.</li> <li>3. Communicate changes to SFD EOC and RMC responders.</li> </ol>	<p>Q3 2021</p> <p>Q1 2022</p> <p>Q2 2022</p>	SFD	OEM
<b>Goal Statement</b>	<b>Outcome</b>	<b>Objectives</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Revise and Update the SFD Earthquake Annex. (of our DMP) to align with the new EQ procedures validated in the 2019 exercise.	The SFD Disaster Management Plan will contain an Earthquake Annex that accurately describes current SFD Earthquake response procedures	<ol style="list-style-type: none"> <li>1. Complete plan revision</li> <li>2. Present to Leadership Team, and Fire Chief for approval</li> <li>3. Examine and de-conflict all co-dependent plans, references, and resources.</li> <li>4. Publish and distribute new plans to all required locations</li> </ol>	<p>Q2 2022</p> <p>Q2 2022</p> <p>Q3 2022</p> <p>Q3 2022</p>	SFD	OEM



## ESF 5 –Emergency Management

**LEAD: OEM      Support: All Departments**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Provide earthquake impact analysis to inform 2021 earthquake preparedness activities.	Set of reports and training materials that planners can use as they develop plans and procedures for earthquake response and for planning Cascadia Rising 2022.	<ol style="list-style-type: none"> <li>1. Restart One Concern user group.</li> <li>2. Maintain Teams site with current information.</li> <li>3. Analyze King County wide equity impacts.</li> <li>4. Develop information products to aid Cascadia Rising 2022 exercise.</li> <li>5. Facilitate work by One Concern users</li> <li>6. Deliver update to DMC.</li> </ol>	<p>Q1 2021 Q1-4 2021</p> <p>Q2 2021 Q3 2021</p> <p>Q1-4 2021 Q4 2021</p>	OEM	HSD, FAS, and TBD (depts that decide to start projects)
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Design information architecture for OEM.	(Related to emergency response project). OEM will have new online information architectures that facilitates collaboration while making finding information easier.	<ol style="list-style-type: none"> <li>1. Research file management best practices</li> <li>2. Develop file management options.</li> <li>3. Decide on structure.</li> <li>4. Implement structure.</li> </ol>	<p>Q3 2021 Q3 2021 Q4 2021 Q2 2022</p>	OEM	Seattle IT
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct a COVID after action report process.	Analyze Citywide response to COVID AAR to identify strengths and areas for improvement for pandemic response and other plans/operations.	<ol style="list-style-type: none"> <li>1. Biweekly Survey and timeline maintenance.</li> <li>2. Establish the AAR Steering Committee.</li> <li>3. Identify priority focus areas.</li> <li>4. Conduct workshops/interviews.</li> <li>5. Workshop to vet recommendations.</li> <li>6. Draft the after-action report.</li> </ol>	<p>Mar 2021</p> <p>Mar 2021</p> <p>Apr/May Q3 2021 Q3 2021 Q4 2021</p>	OEM	Mayor’s Office

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Establish virtual EOC Procedures.	Have documentation in the form of, procedures, checklists, training plans for virtual EOC operations.	<ol style="list-style-type: none"> <li>1. Develop procedures for processes and checklists for operating a virtual EOC.</li> <li>2. Coordinate development of virtual training program on #1 for EOC responders.</li> </ol>	<p>Q2 2021</p> <p>Q3 2021</p>	OEM	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Support emergency response information sharing, especially as work shifts to using MS Teams as a platform.	OEM has a presence on MS Teams that facilitates high level coordination during emergencies while incorporating WebEOC and mapping where the relative strength of these platforms warrants use.	<ol style="list-style-type: none"> <li>1. Explore different structures in MS Teams and SharePoint.</li> <li>2. Through interactive process select structure that works for emergency responders.</li> <li>3. Validate structure through workshop.</li> <li>4. Document new structure and procedures.</li> </ol>	<p>Q4 2021</p> <p>Q1 2022</p> <p>Q2 2022</p> <p>Q2 2022</p>	OEM	Strategic Work Group
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Facilitate Mitigation Work Group.	The Mitigation Work Group (MWG) continues to serve as a standing group to promote hazard mitigation and maintain the Hazard Mitigation Plan (HMP)	<ol style="list-style-type: none"> <li>1. Convene regular meetings.</li> <li>2. Produce Annual Hazard Mitigation Plan (HMP) report.</li> </ol>	<p>Q2&amp;4 2021</p> <p>Q4 2021</p>	OEM	Mitigation Work Group
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct EOC training series and adapt where needed.	A regularly scheduled curriculum that ensures EOC operational competencies are met and that EOC concepts are understood by EOC responders.	<ol style="list-style-type: none"> <li>1. 2021 Fall series</li> <li>2. 2022 Spring series</li> <li>3. 2022 Fall series</li> </ol>	<p>Q4 2021</p> <p>Q2 2022</p> <p>Q3/4 2022</p>	OEM	

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Design, develop, conduct, and evaluate OEM Continuity of Operations Plan (COOPs) based series of trainings and exercises.	OEM personnel are familiar with OEM essential functions, and EOC personnel are familiar with operational concepts in a COOP scenario/ environment.	<ol style="list-style-type: none"> <li>1. Conduct Remote/Virtual Operations Training.</li> <li>2. Conduct Remote/Virtual Operations Exercise.</li> <li>3. Develop and conduct the OEM COOP Seminar (alternate EOC).</li> <li>4. Conduct an alternate EOC site exercise at the Seattle Colleges location.</li> </ol>	<p>Q3 2021</p> <p>Q3 2021</p> <p>Q3 2022</p> <p>Q3 2022</p>	OEM	All City Departments
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Participate in the Puget Sound Regional Catastrophic Grant Program to collectively identify community points of distribution based on geographic analysis.	The City of Seattle's collaborative planning with regional RCGP partners will enable a CPOD capability providing emergency water, food, and medical supplies to our communities after a catastrophic event.	<ol style="list-style-type: none"> <li>1. Identify CPOD locations.</li> <li>2. Develop CPOD Concept of Operations.</li> <li>3. Provide training to key stakeholders in preparation for Cascadia Rising TTX.</li> </ol>	<p>Q4 2021</p> <p>Q2 2022</p> <p>Q3 2022</p>	OEM	FAS, IT, HSD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Design a new process and tools for exchanging information with the private sector before, during and after incidents.	Businesses are better informed about and more prepared to deal with the impacts of incidents because of increased two-way communication with City representatives	<ol style="list-style-type: none"> <li>1. Review past BEOC documentation from 2016 and on.</li> <li>2. Have internal stakeholder meeting to discuss project scope and timeline.</li> <li>3. Hold interview/focus group sessions with business representatives to understand needs.</li> <li>4. Alter current platform or develop new platform based on business needs.</li> </ol>	<p>Q1 2022</p> <p>Q1 2022 (Mar)</p> <p>Q2/3 2022</p> <p>Q3 2022-Q1 2023</p>	OEM/OED	King County OEM

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Secure funding for OEM's outreach and education program for 2023 forward through participation in regional UASI process and/or by exploring other possible funding sources.	The OEM outreach and education program have adequate funding to continue existing programming including the CSA program, Stop the Bleed training and bleeding control kit distribution, and other education and outreach efforts.	<ol style="list-style-type: none"> <li>1. Meet with internal Seattle UASI stakeholders (SFD, SPD) to discuss internal city priorities.</li> <li>2. Participate in UAWG Strategic planning meeting.</li> <li>3. Develop Project proposals based on available info on expected notice of funding opportunity from DHS and UAWG core group guidance.</li> <li>4. Submit UASI project proposal.</li> <li>5. Explore other funding opportunities including general city budget funding.</li> </ol>	<p>Q1/2 2021</p> <p>Q1/2 2021 Q3 2021</p> <p>Q4 2021 Q1-4 2021</p>	OEM	CBO
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Establish a Trusted Partner Network (TPN) of community members and organizations that can amplify emergency messaging within traditionally hard-to-reach communities.	Improved messaging reach within traditionally hard-to-reach communities.	<ol style="list-style-type: none"> <li>1. Identify key partner agencies and groups to include in TPN.</li> <li>2. Establish a process by which critical information will be shared with the TPN and distributed by the TPN.</li> <li>3. Integrate TPN into communications/JIC procedures.</li> </ol>	Q3 2021	OEM	King County, City Departments PIO & Communications Staff
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Engage with the public with dynamic digital content, including video content.	Increased awareness of the department and emergency preparedness.	<ol style="list-style-type: none"> <li>1. Hire a video intern to help with the production of new video content.</li> <li>2. Create thematic and branded content to promote department strategies, priorities, and programs.</li> <li>3. Release timely, engaging digital content regularly.</li> <li>4. Ensure video content is accessible.</li> </ol>	Q4 2021 (timeline dependent on COVID)	OEM	

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Expand the Stop the Bleed volunteer cadre to 15-20 volunteers and partner with departments or Community Based Organizations to place bleeding control supplies at public facing facilities.	The community is better equipped to respond to incidents that result in severe injury and bleeding and therefore capable of saving more lives. More people have the skills necessary to control bleeding and access to the necessary supplies. Designated COS departments and/or CBOs will have the knowledge, skills, and equipment to effectively respond to incidents that result in life threatening bleeding and save lives.	<ol style="list-style-type: none"> <li>1. Manage all aspects of recruitment and onboarding of 8-10 new Stop the Bleed volunteers.</li> <li>2. Manage all programmatic, communication, training, and operational duties.</li> <li>3. Deliver STB training to Seattle Center employees</li> <li>4. Reengage SPL, SPS and ask for decision by March 1.</li> <li>5. Determine sites that will receive bleeding control kits.</li> <li>6. Outline MOU with recipient that sets expectations for equipment purchase, placement, maintenance, and training delivery.</li> <li>7. Purchase bleeding control kits.</li> <li>8. Placement of bleeding control kits.</li> <li>9. Complete training of recipient staff.</li> </ol>	<p>Q3/4 2021</p> <p>ongoing</p> <p>Q1 2021</p> <p>Q1 2021</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>	OEM	Seattle Center, Harborview Medical Center, PHSKC, SPS, SPL and CBO's (if we open for application)
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Expand opportunities for high school students to engage with City of Seattle and Office of emergency management	Seattle youth have opportunities to complete high school community service hours, learn about emergency management, and the importance of individual/family/community preparedness.	<ol style="list-style-type: none"> <li>1. Continue AlertSeattle promo with small businesses.</li> <li>2. Create simple/achievable monthly milestones for student volunteers.</li> <li>3. Plan new projects for Students.</li> <li>4. Recruit new students for 2022 school year.</li> <li>5. Recognition for volunteers</li> <li>6. Add new audiences and methods to reach more of the community (schools, clubs, religious organizations, etc.).</li> </ol>	<p>Q1-4 2021</p> <p>Q2 2021</p> <p>Q4 2021</p> <p>Q4 2021</p> <p>Q4 2021</p> <p>TBD</p>	OEM, CRM Team	Seattle Public Schools

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop content to produce educational video content and post to OEM's YouTube Channel.	Education content is readily accessible from home.	<ol style="list-style-type: none"> <li>1. Write Draft for 9-1-1 video.</li> <li>2. Write Draft for CPR video.</li> <li>3. Write draft for Stroke video.</li> <li>4. Develop material for videos.</li> <li>5. Continue with voice overs for skills videos.</li> <li>6. Shoot content for Videos.</li> <li>7. Edit videos.</li> <li>8. Record and edit voice overs.</li> </ol>	Start Q1 2021 Thru Q4 2022	OEM	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Outreach to 15 Community Based Organizations about OEM's public education workshops and Community Safety Ambassadors (CSA) services.	Community will gain a better understanding of services OEM offer.	<ol style="list-style-type: none"> <li>1. Draft emails and send.</li> <li>2. Visit CBOs to drop off materials quarterly.</li> <li>3. Maintain a yearly check in/introduction.</li> </ol>	Q1-4 2021	OEM	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Hire and onboard ASL Community Safety Ambassador.	Increase outreach to harder to reach populations	<ol style="list-style-type: none"> <li>1. Post the position for hiring.</li> <li>2. Conduction interview process</li> <li>3. Onboard the new ASL Community Safety Ambassador.</li> </ol>	July 2021	OEM	FAS
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop scope of work for Vulnerable Population Strategic Initiatives via the EMS Grant for 2022.	Increase outreach to harder to reach populations and maintain relationship with King County EMS.	<ol style="list-style-type: none"> <li>1. Meet with King County EMS Program Manager</li> <li>2. Analyze Data for 2020-2021 Work</li> <li>3. Draft</li> </ol>	Q1-4 2022	OEM	King County EMS

## ESF 6 – Mass Care, Housing and Human Services

**LEAD: HSD      Support: Parks, City Light, OCR, DEEL, FAS, Fire, PHSKC, Housing, OIRA, Libraries, DoN, SDCI, Police, Seattle Center, SHA**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Support the EOC Health and Human Services Branch partner agencies to be prepared to work in and with the Emergency Operation Center in an emergency.	The EOC Health and Human Services (HHS) Branch of the Emergency Operations Center will be prepared to use the latest resources and strategies to work together to staff and respond to notice and no-notice EOC activations.	<ol style="list-style-type: none"> <li>1. Coordinate with OEM on HHS Branch training and preparation for the Cascadia 2022 exercise.</li> <li>2. Increase the capability of the HHS Branch to address access and functional needs through training on resources, strategies and use of ADA SME Cadre.</li> </ol>	2021 2022	HSD	OEM, SPR, FAS, DON, Seattle Center, Libraries, and other HHS Branch and ESF#6 support agencies
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Strengthen the ability of ESF #6 governmental and non-governmental support agencies to work together to collaborate on and support emergency plans, response, and recovery.	The ESF #6 supporting agencies will be prepared to work together, using the latest resources and strategies to prepare for and respond to emergencies.	<ol style="list-style-type: none"> <li>1. Collaborate with agencies on key plans, issues, resources, and considerations for COVID-19 by holding at least quarterly meetings (min. 4/year).</li> <li>2. Strengthen ESF-6 support agencies' abilities to address access and functional needs (AFN) in a disaster by providing best practices, resources, and trainings to ESF #6 support agencies.</li> <li>3. Prepare for and support Cascadia 2022 exercise through orientation to relevant plans, feedback on exercise design goals, trainings, and opportunity for participation.</li> </ol>	2021 2022	HSD	OEM, SPR, American Red Cross, and ESF #6 support agencies

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Build additional capability for the ADA SME Cadre to support a disaster response at the EOC, within City Departments, and response and recovery activities in the field.	The City will have the ability to provide multiple subject matter experts in access and functional needs to assist with disaster response and recovery activities.	<ol style="list-style-type: none"> <li>1. Identify additional ADA coordinators within the City to serve as part of the SME Cadre.</li> <li>2. Deliver training on emergency management procedures, resources, and responsibilities.</li> <li>3. Hold a scenario-based exercise with the cadre that practices integrating with emergency management.</li> </ol>	<p>2021</p> <p>2021</p> <p>Q3 2022</p>	HSD	FAS, DON, SPR, SPL, ITD, OED, SPU, Seattle Center, SDOT, other City Departments as needed



## ESF 7 –Logistics and Resources

**LEAD: FAS      Support: SDHR, IT, Finance, SDOT**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p style="color: blue;">Improve the EOC Logistics operations in an emergency by working to enhance the City’s capability in resource management, movement coordination and distribution management.</p>	<p>By establishing a common logistics framework addressing key strategic elements, the emergency management program becomes more efficient and better equipped to handle incident requiring coordination across departments and jurisdictions.</p>	<ol style="list-style-type: none"> <li>1. Conduct bi-annual resource request drills with minimum of one local-county-state drill.</li> <li>2. With OEM Training &amp; Exercise Coordinator prepare Logistics Section for Cascadia Rising Exercise in 2022 by conducting bi-annual Logistics Section Trainings.</li> <li>3. Ongoing Action: Expand cadre of City departments supporting EOC logistics during an EOC activation by inviting them to participate in bi-annual logistics section training.</li> <li>4. Continue to develop City's Community Points of Distribution Plan by participating in the Regional Catastrophic Planning Grant CPOD project.</li> <li>5. Support the completion of EMAP standard 4.6 for reaccreditation in 2020 by completing the resource gap analysis in coordination with Strategic Workgroup members to identify critical resource needs and gaps.</li> <li>6. Improve Logistics Staging Area site layout and operating requirements to receive and distribute critical commodities, supplies and resources.</li> </ol>	<p>2022</p> <p>2021</p> <p>2021</p> <p>2023</p> <p>2021</p> <p>2022</p>	<p>FAS, Logistics and Emergency Management</p> <p>FAS/OEM</p> <p>FAS, Logistics and Emergency Management</p> <p>FAS, Logistics and Emergency Management</p> <p>FAS, Logistics and Emergency Management</p> <p>FAS, Logistics and Emergency Management</p>	<p>SDHR, Seattle IT</p> <p>SDHR, Seattle IT, SFD, SPD, SDOT, SCL, SPU, PHSKC, Seattle IT, HSD, SPR</p> <p>SFD, SPD, SDOT, SCL, SPU, PHSKC, Seattle IT, HSD, SPR</p>

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Further strengthen department's ability to deliver mission critical and emergency support functions by establishing FAS Department Operations Center integrating department personnel and processes.</p>	<p>Serve as a common point of direction to coordination FAS's overall response to an emergency and enable department operations to continue.</p>	<ol style="list-style-type: none"> <li>1. Ongoing Action: Continue to build out the FAS staff resource pool to support DOC and EOC conducting outreach to divisions regarding their roles and responsibilities.</li> <li>2. Initiate buildout of temporary FAS DOC primary and two back up locations evaluated as part of the DOC feasibility study.</li> <li>3. Develop the intake process into the DOC to inform the department process and procedures for managing resource requests.</li> <li>4. Evaluate FAS business units with mission essential functions Primary, Alternate, Contingency and Emergency (P.A.C.E) communications.</li> <li>5. Review and revise department emergency notification procedures and protocols and participate quarterly on the AlertSeattle Operating Board.</li> </ol>	<p>2021</p> <p>Completed</p> <p>2022</p> <p>2021</p> <p>2021</p>	<p>FAS, Logistics and Emergency Management</p>	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Continue to develop mechanisms to set up facilities for continuity of city operations.</p>	<p>Provide options for temporary facilities in an emergency when city operations are unable to occupy primary space or require expanded capacity.</p>	<ol style="list-style-type: none"> <li>1. Ongoing action: Conduct annual site visit to center, north and south college campuses according to the city's use agreement with Seattle colleges.</li> </ol>	<p>2021</p>	<p>FAS, Real Estate Services</p>	

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Continue to improve emergency procurement processes and protocols.	Ensure readiness with ordering and procurement in event of an incident.	<ol style="list-style-type: none"> <li>1. Ongoing Action: Annually update contract summary pages to provide more details on type of city contracts available.</li> <li>2. Create brief blanket search user guidelines to be available at the EOC.</li> <li>3. Ongoing Action: Increase awareness by providing bi-annual training to City EOC responders on the blanket contract search and its proper use at a Strategic Workgroup and Disaster Management Committee meeting.</li> <li>4. Improve City Purchasing Blanket Contract advance search function by category and description to expedite search for specific service and product contracts.</li> </ol>	<p>2021</p> <p>Completed</p> <p>2021</p> <p>2022</p>	FAS, City Purchasing	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Share and communicate City Emergency Fuel Plan with emergency response partners and fleet coordinators.	Ensure readiness with coordination of fuel during an emergency to meet demands of city services.	<ol style="list-style-type: none"> <li>1. Ongoing Action: Annually provide department fleet coordinators overview of the City Emergency Fuel Plan and engaging them in planning.</li> <li>2. Ongoing Action: Meet with individual fuel distributors contracted with the City to discuss continuity of fuel distribution in an incident.</li> <li>3. Participate in the WA State's Emergency Fuel Action Plan Outreach Workshops by completing fuel needs assessment and identify possible mobile fueling sites.</li> </ol>	<p>2021</p> <p>2021</p> <p>2021-22</p>	FAS, Fleet Management	

## ESF 8 – Public Health and Medical Assistance

**LEAD: PHSKC      Support: NWHRN, ORIA, Police, SPU, SDOT**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Lead Seattle and King County's COVID-19 response.</a>	Mitigate the spread of COVID-19 in Seattle and King County and ensure impacted communities have equitable access to health and medical services.	<ol style="list-style-type: none"> <li>1. Carry out Leader's Intent and accomplish incident objectives under Public Health's COVID-19 incident coordination structure.</li> <li>2. Directly provide or coordinate COVID-19 response activities including disease investigations, syndromic surveillance, contact tracing, care coordination, isolation and quarantine, testing, vaccination, fatality management, community well-being, and call center.</li> <li>3. Address racism as a public health crisis through the COVID-19 response.</li> </ol>	2021 - ?	PHSKC	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Update ESF 8 emergency response plans and annexes to reflect initial lessons learned from the COVID-19 response.</a>	ESF 8 emergency response plans and annexes will reflect incident management best practices and new strategics and tactics for health and medical operations that were developed during COVID-19.	<ol style="list-style-type: none"> <li>1. Revise the ESF 8 Plan and finalize a draft for partner review.</li> <li>2. Revise related ESF 8 response annexes and finalized drafts for Public Health SME reviews.</li> <li>3. Create a new Infectious Disease Emergency Response plan and finalize a draft for partner review.</li> </ol>	Q3 2021  Q4 2021  Q4 2022	PHSKC	

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Use initial lessons learned from the COVID-19 response to revise and deliver trainings and exercises to Public Health responders on core departmental emergency operations capabilities.</p>	<p>Public Health responders will be better prepared to carry out their roles and responsibilities in a major disaster.</p>	<ol style="list-style-type: none"> <li>1. Deliver briefings to Public Health responders on revised plans and annexes as they are completed.</li> <li>2. Train staff to emergency operations capabilities outlined in revised ESF 8 Plan and complete an IMT drill using an earthquake scenario.</li> <li>3. Conduct a Continuity of Operations tabletop exercise with department leadership using an earthquake scenario.</li> </ol>	<p>Q4 2021 – Q4 2022</p> <p>Q4 2021 – Q4 2022</p> <p>Q4 2021; Q4 2022</p>	<p>PHSKC</p>	

**ESF 12 - Energy**

**LEAD: City Light**

**Support: HSD, Parks, SDCI, Fire, Police, SPU, SDOT**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Improve tracking and reporting of utility status in the EOC.</p>	<p>Develop a core set of essential elements of information relevant to each tracked utility which Department Representatives to the EOC will use to drive conversations with external utilities to derive status and impacts. In conjunction a list of relevant utilities and contacts will support the information collection document.</p>	<ol style="list-style-type: none"> <li>1. Develop reporting form to train DOC staff and EOC Department representatives.</li> <li>2. Conduct exercises to validate coordination.</li> <li>3. Develop reporting form to track all ICS courses that are completed and should be refreshed.</li> </ol>	<p>2022</p>	<p>SCL</p>	<p>SPU, External Utilities</p>
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Enhance SCL's reporting to emergency management stakeholders including the Seattle EOC and franchise cities.</p>	<p>Develop a reporting document and process within the Department Operations Center to provide for regular and frequent communication with emergency management stakeholders about SCL's status, impacts, and expectations.</p>	<ol style="list-style-type: none"> <li>1. Validate business process for coordination between SCL's Emergency Management, Key Customer, Public Information, Operations, and System Control to ensure timely and consistent information during events.</li> <li>2. Train and test process during exercise or event.</li> <li>3. Evaluate different methodologies for communicating with external partners.</li> </ol>	<p>2022</p>	<p>SCL</p>	<p>OEM, SCL franchise cities.</p>

<b>Goal Statement</b>	<b>Outcome</b>	<b>Objectives</b>	<b>Timeline</b>	<b>Lead Dept/ Agency</b>	<b>Supporting Dept/ Agency</b>
Enhance training of EOC responders to ensure adequate representation of SCL during Emergency Operations Center activations.	Maintain a sufficient cadre of City Light employees trained to city standards to represent the department in the EOC during activations and exercises.	<ol style="list-style-type: none"> <li>1. Identify current staffing gaps and opportunities to decrease staffing.</li> <li>2. Assign required training to assigned staff.</li> <li>3. Conduct regular meetings with assigned staff to train and test procedures and review documentation.</li> </ol>	2021	SCL	OEM
<b>Goal Statement</b>	<b>Outcome</b>	<b>Objectives</b>	<b>Timeline</b>	<b>Lead Dept/ Agency</b>	<b>Supporting Dept/ Agency</b>
Enhance SCL IMT onboarding process.	Maintain a consistent number of persons in each section. This will help identify potential trainings needs throughout IMT.	<ol style="list-style-type: none"> <li>1. Onboard IMT new hire paperwork</li> <li>2. ICS trainings must be complete before being added to the roster for deployment.</li> </ol>	2021	SCL	SCL Franchise

## ESF 13 – Public Safety and Security

**LEAD: SPD      Support: Fire, SDOT, IT**

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Re-evaluate critical supply management in the event of an emergency of natural causes or terror attack.	SPD will be prepared to provide essential consumable supplies in the event of a week-long local catastrophe providing for uninterrupted police services.	<ol style="list-style-type: none"> <li>1. Evaluate storage capacity and existing stores of necessary consumables such as water, food, and gasoline.</li> <li>2. Identify emergency supply partners.</li> <li>3. Evaluate purchasing contracts.</li> <li>4. Evaluate/create conservation strategies for emergency supplies.</li> </ol>	Q1 – Q4, 2021	SPD	FAS
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct radio outage operational exercise.	SPD personnel will be familiarized with operations in which radio communications have been disrupted from onset to restoration of radio services.	<ol style="list-style-type: none"> <li>1. Explore radio backup system with new PSERN radio network.</li> <li>2. Train officers and commanders in radio outage patrol operations.</li> </ol>	Q4, 2021	SPD	(OEM and FAS?... dependent on where the communications unit is organized)
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct emergency management training for entire department to ensure understanding of roles/responsibilities in the event of mass demonstrations, natural disaster, or terror attack.	SPD personnel will be familiarized with their roles and responsibilities in the event of a natural disaster or other event requiring deployment outside of traditional roles.	<ol style="list-style-type: none"> <li>1. Identify ‘emergency management’ POC in the SPD Education and Training section to develop blocks of training.</li> <li>2. Coordinate deployment schedule for emergency management training for all officers and commanders</li> </ol>	Q2 – Q4, 2021	SPD	



Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<a href="#">Conduct a tabletop exercise with King County Jail regarding the critical shutdown of the Seattle Jail Facility.</a>	SPD and KCJ will have updated plans and MOU's regarding the extended shut down of the Seattle jail facility from natural disaster or other causes.	<ol style="list-style-type: none"> <li>1. Identify existing contracts for booking of prisoners by SPD.</li> <li>2. Coordinate response plan for evacuation of the KCJ, in coordination with the KCSO, and securing KCJ in the event of breach.</li> <li>3. Train commanders and officers of response plan to KCJ and alternative booking of prisoners.</li> </ol>	Q4, 2021	SPD	KCJ, KCSO

## ESF 15 – External Affairs

LEAD: MO Support: All Department PIOs

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Integrate language access principles into all elements of communications, alerting, and JIC plans.	Emergency communications are accessible to our residents and visitors to include those whose first language is not English; compliance with RCW 38.52.70.	<ol style="list-style-type: none"> <li>1. Identify existing translated resources/content and compile into a content library.</li> <li>2. Identify and fill gaps in translated content.</li> </ol>	<p>2020</p> <p>2021</p>	OEM	City Departments PIO & Communications Staff
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Fully update JIC plans/procedures and train PIOs to the updated plans.	Plans and procedures will reflect best practices developed during COVID response and LEP content/procedures.	<ol style="list-style-type: none"> <li>1. Ensure plan compliance with EMAP.</li> <li>2. Work with city PIOs to identify best practices and new procedures coming out of Q1/Q2 2020.</li> <li>3. Integrate identified practices/procedures into updated plan and job aids for JIC.</li> <li>4. Develop and hold a drill to exercise changes to the plan and identify/correct any outstanding gaps.</li> <li>5. Develop training program and materials for PIO cadre, including formal classroom training and just in time training materials.</li> <li>6. Deliver biannual JIC and EOC fundamentals training for PIOs.</li> </ol>	<p>March 2021</p> <p>August 2021</p>	OEM	City Departments PIO & Communications Staff
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Expand use of the AlertSeattle emergency alert platform.	Increase the City's ability to share critical emergency information with the public.	<ol style="list-style-type: none"> <li>1. Increase public opt-ins.</li> <li>2. Expand departmental use so that it is more useful to the public.</li> <li>3. Encourage departments to send alerts more consistently for more types of incidents, including special events.</li> </ol>	2021-2022	OEM	SPD, SFD, SDOT, SPU, SCL

