City of Seattle

Comprehensive Emergency Management Plan

Base Plan and ESF Annexes

Updated May 2015

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City of Seattle
Comprehensive Emergency Management Plan

Base Plan

Prepared by
Seattle Office of Emergency Management

Revised May 2015

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I. PURPOSE AND SCOPE

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

A. Guiding Vision and Mission and Principles

1. Citywide Vision

Disaster ready … prepared people, resilient community

2. Citywide Mission

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

3. Key Program Principles

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

1. Comprehensive: We consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.
2. Progressive: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
3. Risk-Driven: We use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
4. Integrated: We ensure unity of effort among all levels of government and all elements of the community.
5. Collaborative: We create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
6. Flexible: We use creative and innovative approaches in solving disaster challenges.
7. Professional: We value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

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

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

The CEMP is composed of the following plans:

1. Seattle CEMP – Base Plan (this document)
2. City's Emergency Operations Plan
3. Seattle Hazard Identification and Vulnerability Analysis (SHIVA)
4. Seattle Threat & Hazard Identification & Risk Analysis (THIRA)
5. City of Seattle Recovery Plan
6. City of Seattle All-Hazards Mitigation Plan.

The six plans are explained in greater detail below:

1. Seattle CEMP – Base Plan

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

- The plans that make up the CEMP
- The comprehensive planning process used by Seattle's program.
- An overview of the hazards faced by the City of Seattle
- Assumption statements that apply to all plans
- City policies for ensuring government continues to operate through all phases of emergency management.
- Description of the concept of "Continuity of Operations" (COOP) and a listing of all departments who should have COOPs

a. Emergency Support Function (ESF) Annexes

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

2. City Emergency Operations Plan (EOP)

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

a. Incident Annexes

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

- Earthquake
- Winter Storm
- Pandemic Disease

b. Support Annexes

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

3. Seattle Hazard Identification and Vulnerability Analysis (SHIVA)

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

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

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

- Desired outcomes,
- Capability targets, and
- Resources required to attain Capability targets

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

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

5. Recovery Plan

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

6. All-Hazards Mitigation Plan

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

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

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

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

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

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

D. Americans with Disabilities Act (ADA)

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

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

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

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

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

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

Specifically plans in the CEMP address the following:

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

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

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Community Profile

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

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

a. Economy

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

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

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

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

b. Languages

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

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

The 1st tier languages are:

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

The 2nd tier languages are:

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

c. Health and Human Services

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

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

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

d. Housing

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

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

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

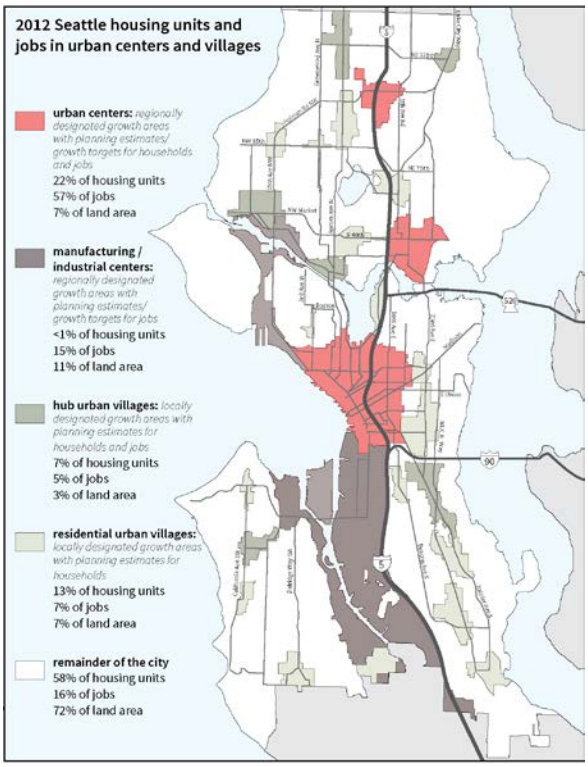
52% of housing available is used as rental property. It is also important to note there are several households that are either overhoused or under-housed in Seattle. Over-housed residents are homes that have unused bedrooms and underhoused families are living in homes not designed for the numbers they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

e. Infrastructure Networks

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

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

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



f. Natural and Cultural Resources

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

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

g. Building and Land Use

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

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

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

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

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

2. City of Seattle Government

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

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

The City Attorney is an independently elected position.

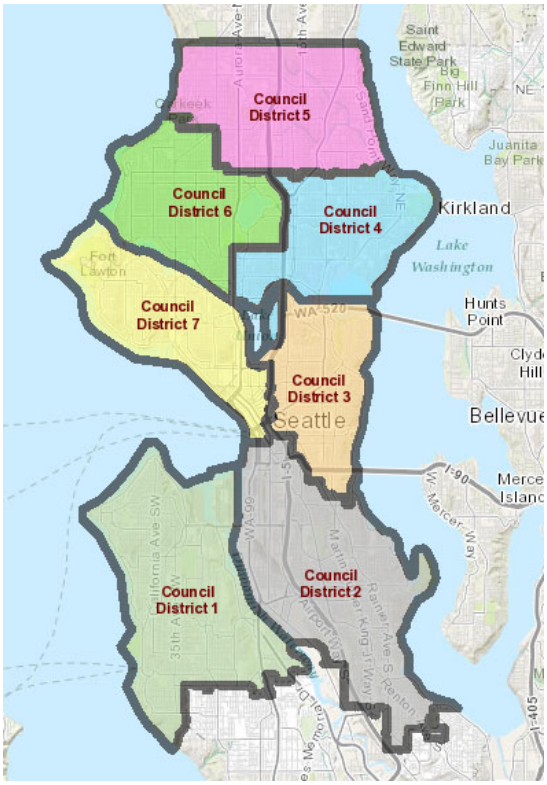


Figure 1 – Council Districts

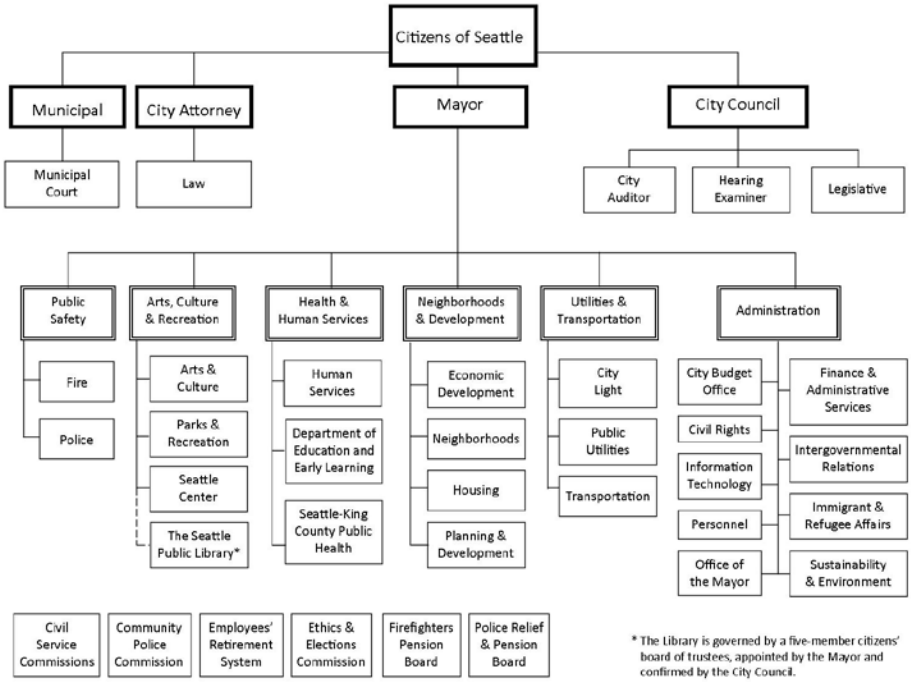


Figure 2 - CIty of Seattle Organization Chart

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

3. Vulnerable Populations

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

a. Vulnerable Populations Defined

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

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

instrumental activities of daily living

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4. Critical Facilities/Infrastructure

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

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

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

B. Hazards

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

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

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

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

1. Emerging Threats

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

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

a. Climate Change and Sea Level Rise

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

b. Cyber Disruption

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

2. Geophysical Hazards

a. Earthquakes

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

b. Landslides

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

c. Volcanic Hazards

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

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

d. Tsunamis and Seiches

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

3. Biological Hazards

a. Disease

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

4. Intentional Hazards

a. Social Unrest

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

b. Terrorism

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

c. Active Shooter Incidents

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

5. Transportation and Infrastructure Hazards

a. Transportation Incidents

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

b. Fires

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

c. Hazardous Material Incidents

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

d. Infrastructure Failures

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

e. Power Outages

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

6. Weather and Climate Hazards

a. Excessive Heat

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

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

b. Flooding

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

c. Snow, Ice and Extreme Cold

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

d. Water Shortages

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

e. Windstorms

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

C. Assumptions

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

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

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

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

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

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

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

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

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

D. Plan Purpose and Limitations

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

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

III. CITY OF SEATTLE EMERGENCY MANAGEMENT PROGRAM

A. Legal Authorities

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

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

B. Organization

1. Program Structure

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

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

2. Emergency Support Function Coordinators

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

- Coordinate the development, training and exercising of internal department capabilities and personnel to support emergency operations
- Liaison with the Office of Emergency Management
- Represent the City on Regional emergency management advisory bodies

C. Program Areas and Responsibilities

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

- Ensuring that the City's EOC is ready to be activated at all times for all situations.
- Managing plans and planning exercises.
- Preparing the community, including the maintenance and building of new partnerships.
- Ensuring all technical systems are maintained and tested regularly; plans are kept updated; personnel are trained; and procedures and checklists are used when the EOC is activated.
- Maintaining an on-call (24/7) Staff Duty Officer who monitors incidents, disseminates information, acts as an emergency management liaison to incident commanders, assists responders with locating resources and processes any request to activate the Seattle EOC.

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

The program is defined by the following program areas:

1. Hazard Identification

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

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

2. Mitigation

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

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

The OEM:

- Maintains and updates the City's Hazard Mitigation Plan
- Serves as resource for City Departments on issues related to seeking grant funding for mitigation projects

3. Planning

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

4. Training & Exercises

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

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

- Provide a way to evaluate operations and plans.
- Reinforce teamwork.
- Demonstrate a community's resolve to prepare for disastrous and catastrophic events.

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

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

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

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

- Organizing and maintaining a City multi-year training plan.
- Assigning one Seattle OEM staff member responsibility for coordinating citywide training and exercises.
- Utilizing the DMC Strategic Workgroup as a training and exercise planning team.
- Providing an OEM representative on the regional Training and Exercise Committee and the Urban Area Working Group, which fund, develop and conduct regional training and exercises.
- Providing City departments with national training guidelines, which are updated annually and based on the latest National Incident Management System (NIMS) standards.
- Conducting an annual survey of each department's Incident Command System (ICS) training program.
- Submitting any NIMS compliance reports to the Department of Homeland Security.
- Providing preparedness training to employees in other departments upon request.

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

5. Community Outreach/Preparedness Education/Volunteers

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

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

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

Seattle OEM also provides:

- Disaster preparedness training for individuals, neighborhoods, schools, businesses and other associations.
- Preparedness training is provided to community and business groups.
- Support for the development of Community Hubs – pre-identified locations where nearby individuals can seek or offer assistance to one another until ordinary City services are available.
- Input into regional, state and national preparedness campaigns such as Take Winter by Storm, What to Do to Make it Through, National Night Out, The Seattle OEM has a number of preparedness publications on its website which can be downloaded and printed. OEM preparedness materials are translated into 19 different non-English languages. Individual city departments develop, produce, and distribute preparedness information that is focused on their mission area.

6. Response

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

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

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

7. Technology

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

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

8. Recovery

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

9. Building Partnerships.

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

- Business community including private utilities.
- Faith based
- Schools including colleges and universities
- Community Leaders and activists within the various ethnic communities within Seattle
- Non-governmental organizations

D. Emergency Management Committees

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

- The Mayors Emergency Executive Board
- Disaster Management Committee
- Strategic Workgroup.

1. Mayor's Emergency Executive Board

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

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

- Mayor's Office
- Office of Emergency Management (OEM)
- Department of Planning and Development
- Department of Neighborhoods (DON)
- Department of Information & Technology (DoIT)
- Finance & Administrative Services (FAS)
- Human Services Department (HSD)
- City Attorney's Office
- Office of Immigrant & Refugee Affairs (OIRA)
- Office of Inter-Governmental Relations (OIR)
- Office of Sustainability and Environment
- Human Resources
- Public Health Seattle & King County (PHSKC)
- Seattle Center
- Seattle City Light (SCL)
- Seattle Dept. of Transportation (SDOT)
- Seattle Fire Department
- Seattle Housing Authority (SHA)
- Seattle Parks & Recreation (PKS)
- Seattle Police Department (SPD)
- Seattle Public Library (SPL)
- Seattle Public Utilities (SPU)

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

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

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

2. Disaster Management Committee

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

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

The Disaster Management Committee:

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

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

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

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

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

    - Preparations for and the carrying out of executive emergency powers
    - The delegation and sub-delegation of administrative authority by the Mayor
    - The performance of emergency functions including firefighting, police,

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

- Requirements for department operation including management succession, procedures for providing twenty-four (24) hour capability, staff and resource mobilization procedures, special disaster response procedures, plans for records protection, personnel procedures, finance plans, and training procedures for disaster response
- The preparation and maintenance of Emergency Support Function (ESF) disaster response and recovery plan annexes that describe how City departments will carry out emergency responsibilities

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

3. Strategic Work Group

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

- Customer Service Bureau
- Seattle City Light
- Seattle Public Utilities
- Seattle Department of Transportation
- Public Health Seattle and King County
- Human Services Department
- Department of Finance and Administrative Services
- Department of Parks and Recreation
- Seattle Fire Department
- Department of Information Technology
- Seattle Police Department

- Office of Emergency Management

E. Continuity of Government (COG)

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

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

1. COG Line of Succession - Mayor

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

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

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

2. COG Line of Succession - Council

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

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

3. COG Line of Succession - City Attorney

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

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

4. COG Line of Succession - Municipal Court

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

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

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

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

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

7. COG - Preservation of Records

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

F. Roles and Responsibilities

1. All City Departments

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

a. Common Responsibilities

The following activities are required of all all City departments:

- Support and encourage personal preparedness of City employees.
- Maintain a basic level of preparedness and response capabilities.
- Develop and maintain department plans, procedures and guidance to support disaster preparedness, response and recovery and ensure that such documents are integrated with the CEMP.
- Support the development and maintenance of the CEMP which includes the associated Incident, Support and Functional Annexes.
- Comply with Chapter 7 of the Title II Americans with Disabilities Act (ADA) Best

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

- Conduct, or participate in, training and exercises to develop and maintain capability to respond and recover from an incident.
- Contribute information, as directed by Seattle OEM, for any State and/or Federal compliance reports (e.g. NIMS).
- Maintain callout lists and schedules and provide copies to Seattle OEM to ensure rapid and efficient notification of department personnel and ESF responders even when regular communication systems are interrupted.
- Ensure all staff assigned to duty in the City's EOC have completed required training to work in the Seattle EOC.
- Coordinate all public information through the ESF-15 Coordinator when directed.
- Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the CEMP.
- When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.
- Provide situation updates, damage assessment information and updates on operations as defined in the Essential Elements of Information (EEI) list and the EOC Consolidated Action Plan (CAP).
- Be prepared to support or conduct specialized operations as directed.
- As soon as possible, restore department's essential services, functions and facilities.
- Ensure staff and designated response personnel understand their roles and responsibilities during an emergency.
- Develop and maintain Continuity of Operations Plans (COOP) for sustaining their departments' essential functions and services.
- Maintain a "Line of Succession" for department leadership and provide those designations on a monthly basis to Seattle OEM.

b. Continuity of Operations (COOP)

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

- Essential personnel.
- Mission Essential Functions that the department will be responsible for providing and Recovery time objectives (how quickly will continuity actions be accomplished);
- Lines of Succession
- Delegations of Authority
- A Continuity Facility (back-up or alternate operating facility) that can be used if the normal worksite is damaged and uninhabitable;
- Continuity communications resources
- Vital Records Management including identification of critical databases
- Recovery Time Objectives for information technology systems that are necessary to support the identified mission essential functions
- Devolution of operations
- Reconstitution of Operations as things return to normal
- A process for training and exercising the plan

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

c. Department Required COOP's

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

Budget Office

City Light

Economic Development

Finance and Administrative Services

Fire Department

Hearing Examiner

Human Services Department

Information Technology

Law Department

Legislative Department

Mayor's Office

Department of Neighborhoods

Office of Emergency Management

Parks and Recreation Department

Personnel Department

Planning and Development

Police Department

Public Utilities

Seattle Center

Transportation

2. Mayor of the City of Seattle

The Mayor:

- Has promulgating authority for this plan.
- Appoints the members of the Disaster Management Committee (DMC).
- Supports and encourages personal preparedness to all City employees.
- Reviews, directs modifications to be made, and approves recommendations for improving the readiness and response capabilities of the City.
- Submits accepted funding increments for the City's emergency management program to the City Council for review and approval as part of the budget process.
- Submits accepted grant applications for improving the City's emergency management program to City Council for approval.
- Assumes command as the City's Chief Executive whenever the EOC is activated provided the Mayor is within the City and available by voice or text message contact with the EOC Director, the Mayor does not need to be physically present in the EOC to assert executive authority.
- Defines the values and desired end state for the response and recovery.
- Determines the strategic priorities for the City response.
- Chairs the Emergency Executive Board (EEB).
- Provides visible leadership and presence in the community during an emergency or disaster.
- Arranges for hosting of state and federal officials, legislative delegations and other dignitaries offering disaster assistance in conjunction with the Director of the Office of Intergovernmental Relations.
- Keeps the Legislative Department Administrative Manager, lead staff for the Council President, and the Emergency Management Director advised of the Mayor's schedule, to include those times when the Mayor will be absent from the City or otherwise not in a position to exercise the powers and authority of the Mayor.
- Arranges for the Council to receive periodic briefings on the planning by any City department, or departments, to host or support a major event.

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

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

3. City Council

The City Council:

- Supports and encourages personal preparedness to council staff.

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

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

- Determines the funding source for authorized emergency expenditures.

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

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

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

The Council President:

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

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

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

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

5. Municipal Court

The Municipal Court:

- Supports and encourages personal preparedness to court employees.
- Coordinates with law enforcement, the City Attorney and the County Prosecuting Attorney to maintain criminal justice system critical services following a disaster.
- Reconstitutes and resumes any interrupted proceedings as conditions and resources permit.

6. City Attorney

- Supports and encourages personal preparedness of Law Department personnel.
- Provides civil and/or criminal attorneys to advise and support the Mayor, City Council, Municipal Court and the EOC staff
- Create and updates legal materials which are stored in the EOC
- Maintains callout lists and schedules, and provide copies as needed to Seattle OEM, to ensure rapid and efficient notification of Law Department responders.
- Ensures that all staff assigned to respond to the City's EOC have completed training to work in the Seattle EOC.
- Drafts all proclamations, declarations of emergency and executive orders related to specific emergencies or disasters.
- Review all actions proposed in the EOC Consolidated Action Plan to minimize risk that measures devised to remediate hazards and threats caused by the disaster do not expose the City to litigious civil action and claims.
- Aids the EOC Director in briefing the Mayor on legal issues.
- Provide legal advice to the City Council.
- Provide for a legal review of the Comprehensive Emergency Management Plan (CEMP) whenever significant and substantive changes are proposed for adoption.

G. Regional Relationships

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

or committees that facilitate regional and statewide coordination include:

- King County Emergency Management Advisory Council (EMAC) and quarterly emergency manager meetings
- Washington State Senior Advisory Committee
- Emergency Management Advisory Group.

1. Regional Catastrophic Planning

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

- Align response and procedures across the state during catastrophic events.
- Develop a framework to responde to catastrophic level events including the developing plans with templates, and toolkits;
- Build a state catastrophic paradigm.

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

2. Urban Area Security Initiative (UASI)

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

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

3. State Fusion Center

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

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

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

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

IV. OPERATIONAL DOCTRINE

A. Adoption of NIMS

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

1. Department Requirements

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

2. State Reporting

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

B. Incident Command and Coordination

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

C. Lead Agency

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

1. Designated Lead Agency

Department	ESF	Hazard

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

2. Lead Agency Transition

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

[1] Seattle Transportation serves as the lead agency for infrastructure incidents where the most significant impact experienced is to roadways and bridges
[2] Seattle Transportation serves as the lead agency for any transportation incidents where no other hazards take precedent (e.g. Hazardous Materials, Mass Casualty Incident, etc).
[3] Seattle Public Utilities serves as the lead agency for infrastructure incidents where the most significant impact experienced is to water or waste water or related infrastructure
[4] Seattle City Light serves as the lead agency for infrastructure incidents where the most significant impact experienced is power outages or involves impacts to electrical utility infrastructure.

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

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

D. Pre-Event Coordination

1. Role of OEM Staff Duty Officer

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

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

2. Pre-Event Planning

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

- Direct support in the form of EOC Operations
- Assistance with event planning,
- Coordination of information with stakeholder groups
- Facilitation of resource support or policy decisions

3. Pre-Activation Coordination

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

A pre-event meeting involves:

- Collecting and analyzing information relative to the situation including actions already taken by stakeholders,
- Develop or draft pre-event guidance to City Departments and the community

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

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

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

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

E. EOC Concept of Operations

1. Role and Mission of the EOC

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

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

a. EOC Responsibilities

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

- Coordinate Plans of Action

- Coordinate Information

- Obtain Resources

- Provide support for policy level decision making.

b. EOC Interface

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

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

F. Roles and Use Emergency Support Functions

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

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

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

- City response goals, priorities and objectives.
- Needs identified by the lead Department.
- Available resources and capabilities.
- Laws and agreements governing their support and use of assets.

1. Identification of Lead Departments for ESF's

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

Table 1 - ESF Responsbilties

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

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

2. Specific ESF Responsibilities

a. Emergency Support Function One - Transportation

Lead Agency: Seattle Department of Transportation (SDOT)

- Responsible for maintaining the ESF 1 Annex.
- Act as "lead department" for snow, ice storms; wind storms; and volcanic eruption.
- Act as liaison to any other transportation related agencies during EOC activations.
- Update the SDOT Snow and Ice Readiness Plan annually.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- In coordination with ESF 3 (Seattle Public Utilities) and 12 (Seattle City Light) leads, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.
- Coordinate with King County Metro Transit to align snow and ice routes with bus routes where possible.
- Develop and maintain procedures to assign a Liaison from King County Metro Transit and the Seattle Police Department to the SDOT Operations Center.
- Maintain and update as needed the City Online Mapping System and Master Street Closure List.
- Determine when it becomes necessary to activate the SDOT Operations Center and ESF 1 Support Organization DOCs.
- Oversee damage assessments of City roadway and bridge structures.
- Clear streets of snow and ice.
- Coordinate with ESF 4 (Seattle Fire Department) for priority clearing of primary fire response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).
- Designate snow and ice routes by service levels.
- Conduct or arrange for technical inspections of damaged roadways and bridges.
- Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations

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

  - Arrange to restrict access
  - Designate emergency traffic routes
  - Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only

- Oversee the removal of roadway obstructions (e.g., slides, trees, subsidence, etc.). For downed power lines, coordinate with Seattle City Light and for storm drain flooding, sewer backups or broken water mains, coordinate with Seattle Public Utilities.
- Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.
- Determine when it is safe to reopen closed roadway structures.
- Provide emergency signage and barricades as necessary.
- Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.
- Support the Seattle Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.
- Within available means, assist the Seattle Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators, and shoring and cribbing materials.
- Coordinate with ESF 4 (SFD) for removal of debris from structural collapse or other rescue scene.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies:

- Seattle City Light
- Seattle Department of Planning and Development
- Seattle Parks Department
- Seattle Police Department
- Seattle Fire Department
- Seattle Public Utilities
- King County Metro
- King County Department of Transportation
- Washington State Department of Transportation
- Washington State Patrol
- Federal Highway Administration

b. Emergency Support Function Two – Communications

Lead Agency: Department of Information Technology (DIT)

- Responsible for maintaining the ESF 2 Annex.
- Assume the role of "lead department" for infrastructure failure caused by computer failure – regardless of cause.
- Act as liaison to any other communications related agencies (public or private) during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF-2 Representatives for EOC activations.
- Establish and staff the Communications Support Unit in the EOC Logistics Section. Designate a Primary and 1st and 2nd Alternate Unit Leader.
- As necessary, alert the EOC to potential threats to network security.
- As necessary, perform damage assessment and trouble-shooting of City telecommunication, data, radio systems and networks.

- ESF 2 Representatives in coordination with the Information Technology Department Operations Center (ITOC) direct and coordinate information technology operations and communications infrastructure operations across all departments.
- Restore interrupted City owned or leased telecommunication/infrastructure systems as quickly as possible.
- If necessary, assist the EOC Operations Section Chief in establishing priorities for patching radio system and use of operable systems, e.g., 800 MHz radios.
- If necessary establish priorities for network restorations, e.g., critical public safety emergency systems are normally first.
- As requested, acquire additional communication systems to support expanded needs of City departments.
- Ensure the City can maintain interoperability with external resources that arrive to support the City. Such resources may be part of mutual aid, State Fire Mobilization, EMAC or FEMA Incident Management Teams (IMTs), etc.
- Remedy any network security issues as quickly as possible, and determine what -- if any -- interim measures need to be put in place.
- Maintain contact with commercial service providers to determine the extent and type of outages they may have experienced, and the expected time or time intervals it will take to restore and resume their service.
- Provide desktop PC and communications support to the EOC.
- Restore damaged City warning systems.
- Ensure that critical needs, which have been identified by the Information Technology Operations Center (ITOC) and that exceed the Department of Information Technology's ability to acquire, are referred to the EOC Logistics Section.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle City Light
- Seattle Public Utilities

- Seattle Department of Transportation
- Seattle Fire Department
- Seattle Police Department
- Seattle Auxiliary Communications Service

c. Emergency Support Function Three – Public Works

Lead Agency: Seattle Public Utilities (SPU))

- Responsible for maintaining the ESF 3 Annex.
- Act as the "lead department" for slides, flooding, and infrastructure failures (water contamination and dam breaks owned by Seattle Public Utilities).
- Determine when it becomes necessary to activate the Seattle Public Utilities' Department Operations Center and Support Organization DOCs.
- Respond to wildland fires in City watershed.
- Coordinate citywide GIS mapping through all phases of emergency management.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.
- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.
- As needed, act as liaison to other water or drainage/waste water and solid waste agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF-3 Liaisons for EOC activations
- In coordination with ESFs 1, 2 and 12, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Utilities and Engineering Group Supervisor and alternates.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
- Conduct damage assessment of City's water (treatment plants, reservoirs, mains and feeders), sanitary sewers and storm drain systems, and solid waste facilities.

- Support the Seattle Fire Department as necessary to maintain water pressure for firefighting.
- Prioritize or recommend priorities for restoration of SPU's systems and services
- Assist the Seattle Fire Department, within resource availability, with life safety priority requests for support.
- Oversee, with the assistance of other departments as necessary, the remediation, repair and restoration of damaged systems.
- Support EOC Logistics Section in the distribution of potable water at Points of Dispensing and other locations.
- As necessary, distribute or arrange for the temporary water distribution systems.
- Restore or provide temporary water services to critical areas or sites.
- As appropriate, provide the community with sandbags.
- Through Department of Planning and Development, consolidate initial structural damage assessments from other departments, conduct evaluations of structures using ATC-20 methodology, coordinate use of mutual aid or contracted building inspectors to evaluate and inspect structures, support efforts of property owners to address structural issues.
- Together with the Seattle Parks and Recreation Department, Department of Planning and Development, and Department of Transportation, determine slide danger areas, and oversee the direction, management and cordoning off slope stabilization efforts.
- Provide assistance in stabilizing damaged structures, such as making available heavy equipment and operators and shoring and cribbing materials.
- Provide assistance as necessary in debris clearance and waste disposal including household and commercial hazardous waste.
- Provide assistance with emergency fencing.
- Together with the Seattle Parks and Recreation Department, Department of Planning and Development and Department of Transportation institute emergency conservation measures of open spaces, such as shorelines and riparian buffer zones, and landslide-prone hillsides.

Supporting Departments and Agencies

- Seattle Parks and Recreation Department

- Seattle Department of Planning and Development
- US Army Corps of Engineers Seattle District
- King County Solid Waste Department
- Public Health Seattle and King County
- King County Department of Natural Resources

d. Emergency Support Function Four – Firefighting

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 4 Annex.
- Act as the "lead department" for fires (including structural, brush and marine fires), air crashes, mass casualty incidents and earthquakes and technical rescue to include confined space, structural collapse, trench, high angle transportation and marine/water operations.
- Act as liaison to any other fire or rescue related agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Designate a Primary and 1st and 2nd Alternate Fire Branch Director
- Follow direction from Public Health regarding fatality management.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan.
- Conduct windshield damage surveys in the immediate aftermath of an earthquake or major windstorm and promptly provide that information to the EOC and other responding departments.
- Support pre-hospital treatment and transport, and implement the Mass Casualty Plan as required.
- If displaced residents need warmth, contact King County Metro for a bus and, if it appears resident may need a shelter or additional assistance, contact the American Red Cross. If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF 6 Coordinator.
- Support technical, confined space, high angle and marine rescues as required.

- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.
- As necessary support the conduct of arson investigations.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
- Commandeer needed resources by the authority of the Fire Code.

Supporting Departments and Agencies

- Mutual Aid Fire Departments in King County
- Seattle Department of Transportation
- Seattle Police Department
- Seattle Public Utilities
- Seattle City Light
- Public Health Seattle & King County
- Finance and Administrative Services Department

e. Emergency Support Function Five – Emergency Management

Lead Agency: Seattle Office of Emergency Management (OEM)

- Responsible for maintaining the ESF 5 Annex.
- Act as liaison to any other emergency management agencies including county, state and federal levels during EOC activations.
- Builds relationships, provides training, and conducts exercises with those who respond or directly support operations conducted at the Emergency Operations Center.
- Provide the Primary, 1st and 2nd Alternate EOC Directors, deputy director, Operations Section Chief and staff for the EOC Warning and Communications group.
- Provide the Primary, 1st and 2nd EOC Admin Section Chief.

- Provide the Primary, 1st and 2nd EOC Planning Section Chief and staff the EOC Planning Section in all EOC activations.
- Lead for coordinating information related to situational awareness and assessment when the EOC is not activated. During activations that function is managed by the Situation Unit in the Seattle EOC Plans Section.
- Coordinate all mapping during EOC activations with direct support from ESF 3 and Seattle Public Utilities.
- Lead the City's Disaster Management Committee (DMC), Strategic Work Group, and develop the Annual DMC Work Program for the Mayor's approval.
- Organize and support the Mayor's Emergency Executive Board.
- Oversee the maintenance of the CEMP, and administer the updating and approval process.
- Maintain, update, and coordinate the OEM 5 Year Strategic Plan.
- Maintain and update the Seattle Hazard Identification and Vulnerability Analysis document.
- Maintain and update the City's All-Hazards Mitigation Plan.
- Work with neighboring jurisdictions and the state to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.
- Regularly brief the Mayor, City Council and the Cabinet on the status of the City's emergency management program.
- Maintain the City's EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.
- Lead the City's emergency management programs, such as Seattle Neighborhoods Actively Prepare, Auxiliary Communications Service ham radio operators, Hub (neighbor helping neighbor), etc.
- Serve as the City's Applicant Agent in all Stafford Act public and individual assistance programs.
- Coordinate the city-wide compliance with National Incident Management System and other standards.
- Coordinate all after action reviews and improvement planning for city-wide events and exercises.
- Discharge responsibilities assigned in the Basic Plan; ESF-5, and Support and Incident Annexes.

- Lead the training and exercise plan development for the City-wide program of emergency management.
- Proactively develop partnerships, mutual aid agreements and relationships with key stakeholders.

Supporting Departments and Agencies

- Seattle Public Utilities
- Seattle Auxiliary Communications Service
- Department of Information Technology
- US Environmental Protection Agency
- Department of Planning and Development
- Public Health - Seattle and King County
- Washington Department of Health
- Washington Department of Natural Resources
- Washington Department of Ecology
- National Weather Service Seattle
- Amateur Radio Emergency Services Medical Services Team
- Department of Finance and Administrative Services
- King County Office of Emergency Management
- Washington State Emergency Management Division

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

Lead Agency: Department of Human Services (HSD)

- Responsible for maintaining the ESF 6 Annex.
- Designate Primary and 1st and 2nd Alternate ESF Representatives for EOC activations (include representatives from other respective departments and agencies, i.e., Parks, Seattle Center, Seattle Libraries, etc.).

- Provide or designate a Primary and 1st and 2nd Alternate Health and Human Services Branch Director.
- Act as liaison to human service and mass care related agencies during EOC activations.
- Through ESF-6 partners, provide situational awareness on impact to people, service and companion animals, and human services.
- Establish shelters as needed, in conjunction with the Parks and Recreation Department and, if available, the American Red Cross. Include the capacity to accommodate access and functional needs. The Parks and Recreation Department is the lead for shelters in a Parks facility.
- Support City shelters as needed, in partnership with Parks and Recreation Department, the American Red Cross, ESF 8 and other ESF 6 partners. This can include the provision of food, health and hygiene services, counseling and social services.
- Determine the need to establish pet shelters in conjunction with the Seattle Animal Shelter. The Seattle Animal Shelter is the lead for the pet sheltering activities.
- Help respond to requests for support if shelters are established in Seattle by King County, the American Red Cross or other partner.
- In partnership with Public Health Seattle and King County, and other ESFs, identify populations most at risk from the disaster impacts and develop strategies to help and communicate with these populations.
- Establish mass feeding or food distribution sites with ESF 6 partners as needed.
- Coordinate with ESF 7 and City Human Resouces Department on the establishment of any Community Points of Distribution (CPODs).
- If a person is unable to be housed in a shelter due to severe medical needs or other situations that cannot be accommodated, if possible, arrange transport to a medical facility or offer other appropriate options for the person's situation.
- Establish warming or cooling centers to supplement available facilities as needed.
- Request the EOC Logistics Section and Parks Department assistance with transportation and equipment needs. This includes accessing emergency shelter cache supplies as appropriate.
- Request the Seattle Police Department assistance with security at Shelters and other service locations as needed.
- As needed, request Seattle Fire Department Fire Marshal's Office inspection assistance for group occupancy Fire Code considerations at Shelters.

- Request the Department of Planning and Development to inspect shelter facilities, Seattle Animal Shelter, and other critical human service infrastructure facilities if needed.
- Request the Seattle Department of Transportation assistance with access to shelter and cache sites if roads to sites are blocked.
- Request the Seattle Public Utilities and the EOC Logistics Section assistance with the delivery of potable water, sanitation, and waste removal at shelters (human and animal) as needed.
- Support strategies to help reopen schools if they were closed by the event.
- Be prepared to open reception centers if Seattle is used to receive evacuees from locations outside the City.
- If a Family Assistance Center (FAC) is established by ESF-8, coordinate ESF-6 support to the FAC as needed.
- Arrange for interpreter services as needed.
- As resources allow, arrange computer access for impacted population to communicate with family/friends, obtain disaster information and apply for disaster assistance.
- In partnership with the Office of Housing, help support efforts to address housing needs for people displaced by the disaster.
- Activate the Disaster Case Management plan if needed.
- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable..
- Seattle Animal Shelter will contain dangerous animals; rescue pets trapped, injured or in distress; impound stray, injured or lost animals; and dispose of animal remains.
- As part of pet sheltering and animal response activities, the Seattle Animal Shelter will coordinate with animal care and rescue groups.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Center
- American Red Cross
- Seattle School District

- Seattle Public Library
- Department of Neighborhoods
- Seattle Parks and Recreation Department
- The Salvation Army
- Seattle Housing Authority
- Office of Housing
- Seattle Public Utilities
- Seattle Fire Department
- Public Health – Seattle and King County
- Crisis Clinic
- United Way
- King County Department of Community and Human Services
- Seattle Police Department
- Department of Finance and Administrative Services
- Department of Planning and Development
- Washington State Department of Social and Health Services

g. Emergency Support Function Seven – Resource Support

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

- Responsible for maintaining the ESF 7 Annex.
- Provide the Primary, and 1st and 2nd Alternate EOC Logistic Section Chiefs and EOC Logistics Section Staff.
- Activate the EOC Logistics Section as requested by the EOC Director.
- Act as liaison to any other logistics or resource management agencies or services during EOC activations.

- Oversee the provision of logistical support, services, reassigned employees, emergency hires, and registered "emergency worker" volunteers to City departments whenever such needs to support City functions exceed the requesting department's capacity or purview.
- Provide non-medical logistical support to healthcare facilities in coordination with ESF #8.
- As needed, establish, administer, and support the provisioning of "Volunteer Reception Centers".
- Advise the EOC Director, EOC Operations Section Chief and EOC Planning Section Chief when critical resource needs exceed the means of the City to transact acquisition on its own, or through existing mutual aid or other contractual arrangements.
- Coordinate with Seattle Fire and Police Departments if emergency commandeering of resources becomes necessary.
- Direct and track the arrival and reception of supplemental resources that are made available through the State EOC, federal government, or private donors.
- Responsible for volunteer management including personnel, donations of funds and goods.
- Advise EOC Director when commandeering may be needed and request law enforcement support when commandeering property.
- With input of other City departments, maintain accountability for all equipment, services, supplies, and associated costs that are expended to respond to the declared emergency.
- As necessary, support the relocation and reconstitution of essential city operations to alternate facilities.
- Develop a demobilization plan that covers the inspection and release of equipment, disposition of items purchased for the event, and any unused materials.
- Maintain and/or supply emergency generators and fuel at critical City owned facilities, and as feasible provide such assistance to critical care facilities or other facilities providing essential public services.
- As necessary, support the set up and resupply of staging areas, base camps, points of distribution, shelters, family assistance centers and helipads.
- Serve as the coordination point for designating city facilities for disaster related operations.
- As necessary, support the establishment of Disaster Recovery Centers and coordination by ESF 6 to work with outside agencies to manage donations.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Department of Information Technology
- Seattle Police Department
- Seattle Fire Department
- King County Department of Transportation
- Seattle Parks and RecreationSeattle School District
- Seattle Community Colleges
- Port of Seattle
- Washington State Ferries
- Burlington Northern Railroad
- Department of Human Resources

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

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

- Responsible for maintaining the ESF 8 Annex.
- Maintain 24/7 Duty Officer Program and serve as the primary point of notification for health and medical emergencies in King County.
- Designate a Primary and 1st and 2nd Alternate ESF 8 Representatives for EOC activations.
- Act as liaison for any other health related agencies during EOC activations.
- Determine when it becomes necessary to activate the health and medical area command.
- Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer.
- Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.
- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers.

- Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation.
- Coordinate the response of regional veterinarian services and animal care groups, in partnership with King County Animal Care and Control, as appropriate.
- Coordinate and provide emergency health services including communicable disease control, immunizations, and quarantine procedures.
- Direct and manage local emergency medication distribution strategies.
- Coordinate and provide laboratory services for identification of biological samples.
- Through the PHSKC Office of Vital Statistics, coordinate with local funeral directors and the King County Medical Examiner's Office regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities.
- Through King County Medical Examiner's Office, track incident related deaths and manage disaster related human remains.
- Direct and manage regional medical surge capabilities including alternate care facilities, medication centers and temporary morgues.
- Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.
- Implement crisis standards of medical care, as directed by the Local Health Officer
- Coordinate and manage incident information and medical resources for healthcare agencies across King County.
- Coordinate requests for medical resources with private vendors, local and state EOCs.
- Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.
- Inform elected officials and tribal leaders of policy decisions made by the ESF 8 MAC and response actions taken by the ESF 8 Area Command during disasters with public health consequences.
- Connect healthcare facilities with their local EOCs for non-medical resource support, and provide non-medical resource support for ESF 8 agencies when local EOCs cannot respond.
- Collaborate with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other public health field response operations.
- Coordinate with the Puget Sound Blood Center to support the blood distribution system.

- Coordinate with King County Disaster Medical Control Center (DMCC) to provide assistance on bed availability and patient tracking, as needed.
- Manage the health and medical Joint Information System to ensure consistent, accurate health messaging across King County.
- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations.
- Provide coordination of family assistance center(s) to provide information and assistance to families of the missing and deceased; handling mass deaths and burials.
- Coordinate and provide environmental health services including inspections for water and food contamination; vector control; temporary shelters, emergency housing, and schools for proper sanitation; Temporary Debris Staging and Reduction Sites (TDSRS); disposal of disaster related solid waste
- Coordinate with ESF 4 (SFD) for guidance on PPE for first responders to include prophylaxis and response considerations based on disease type.
- Coordinate public health warning and advisories with the Mayor's Director of Communication before release.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Region 6 Hospitals – Seattle and King County
- Public and Private Medical Services Providers
- Airlift Northwest
- Amateur Radio Medical Services Team
- American Red Cross
- King County Department of Community and Human Services
- King County Department. of Natural Resources and Parks
- King County Department of Transportation Metro Transit Division
- King County Fire Chiefs Association
- King County Office of Emergency Management
- King County Sheriffs Office

- King County Law Enforcement Agencies
- Mortuary Service Providers
- Puget Sound Blood Center
- Seattle Office of Emergency Management
- Seattle Human Services Department
- Seattle Parks and Recreation Department
- Seattle Fire Department
- Department of Finance and Administrative Services
- Washington State Poison Control Center
- Public\Private Emergency Medical Services Providers

i. Emergency Support Function Nine – Search and Rescue

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 9 Annex.
- Act as the "lead department" for transportation accidents, mass casualty incidents, infrastructure failure (structural collapses), and earthquakes.
- Act as liaison for any other rescue related agencies or operations during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Provide for the leadership and staffing of the Fire Branch in the EOC.
- Work in coordination with Public Health Seattle and King County regarding fatality management.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center.
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; and advise the EOC Director, EOC Operations and Planning Section Chiefs.
- Coordinate and support all technical, confined space, and high angle rescue operations, regardless of causation.

- Coordinate water rescues and underwater search and rescue operations with Seattle Police Department Harbor Patrol Unit.
- Advise the EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for Federal assistance through the National Urban Search and Rescue Response System (USAR).
- With the EOCLogistics Section, arrange to receive, stage, deploy, and sustain USAR teams.
- Provide necessary support in demobilizing and arranging for the return of USAR teams.
- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Police Department
- Public Health – Seattle and King County
- Seattle Public Utilities
- King County Office of Emergency Management
- Federal Emergency Management Agency
- Washington State Emergency Management Division
- Pierce County Office of Emergency Management

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

Lead Agency: Seattle Fire Department (SFD)

- Responsible for maintaining the ESF 10 Annex.
- Act as the lead department for all hazardous materials releases.
- Maintain the City's Local Emergency Planning Committee (LEPC) Plan, and lead the activities of the LEPC.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.

- Act as liaison for any other hazardous material response agencies during EOC activations.
- Act as the "lead agency"* for all hazardous materials releases.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director, EOC Operations and Planning Section Chiefs.
- Within the City, oversee the direction, management, and support of all hazardous materials (HAZMAT) response operations.
- Keep the EOC Operations and Planning Section Chiefs posted on exclusionary zone(s), and areas that need to be evacuated. Ensure the RMC coordinates with other City Department Operating Centers, as necessary, to acquire support and assistance.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, JIC Supervisor, and the EOC planning Section Chief.
- Advise EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for outside assistance.
- Provide necessary support to the US Coast Guard, Sector Seattle under the Northwest Area Contingency Plan.
- If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF 6 Coordinator.
- Determine, and as necessary coordinate, arrangements to receive, stage, deploy, sustain, demobilize and return HAZMAT teams from other jurisdictions.
- Ensure the Seattle Fire Department Resource Management Center is made aware when assets to address critical needs are running low or unavailable.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Public Health – Seattle and King County
- Seattle Police Department
- Seattle Public Utilities
- King County Office of Emergency Management

- Washington State Emergency Management Division
- Pierce County Department of Emergency Management

k. Emergency Support Function 11 – Agriculture and Natural Resources

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

- Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF 3 Public Works and Engineering
- Food supply – ESF 6 Mass Care Housing and Human Services
- Food safety – ESF 8 Public Health and Medical Services
- Animal and plant disease and pest control – ESF 8 Public Health and Medical Services
- Preservation of historical properties – ESF 14 Long Term Community Recovery and Mitigation

l. Emergency Support Function Twelve – Energy

Lead Agency: Seattle City Light

- Responsible for maintaining the ESF 12 Annex.
- Act as the "lead department" for power failures and breeches, breaks, or dangerous over-spilling at Seattle City Light owned dams.
- Act as liaison for any other energy related agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- In coordination with ESFs 1 and 3, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- Conduct damage assessment of City's power infrastructure and service areas, and as warranted, include dams and hydro plants, transmission system, substations, feeders, laterals, transformers, undergrounds, and service drops.
- Determine when it becomes necessary to activate the City Light Operations Center, Call Center and the Trouble Center.

- Respond to assist to Fire Department requests for life safety priority support within available means.
- Restore power outages, or if the outage(s) are expected to last for an extended period, assist critical facilities and critical care centers with priority restoration, or emergency generators if needed. Request assistance from ESF 7 to acquire, arrange for delivery, and resupply generators with diesel fuel.
- Coordinate power restoration priorities with the EOC Director, Operations, Logistics and Planning Section Chiefs.
- Coordinate public information releases with the Mayor's Director of Communications and the ESF 15 Coordinator.
- Coordinate with the ESF 6 Coordinator if people need to be relocated and provided with temporary shelter, or if there are people on life-support systems that need aid and assistance.
- Have the System Control Center advise Seattle Police Communications, Seattle Fire Alarm Center, Charles Street Dispatch, Seattle Public Utilities Operation Response Center, and King County Metro Transit of those areas without power and provide an estimate of how long it will take to restore service. Continue to update these centers as more information becomes available.
- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Steam
- Seattle Department of Transportation
- Seattle Fire Department
- Department of Human Services
- Public Health – Seattle and King County
- Harborview Medical Center
- Department of Finance and Administrative Services

- Seattle Public Utilities
- Puget Sound Energy
- Snohomish Public Utilities District
- Bonneville Power Administration

m. Emergency Support Function Thirteen – Public Safety and Security

Lead Agency: Seattle Police Department (SPD)

- Responsible for maintaining the ESF 13 Annex.
- Act as the "lead department" for response to social unrest, hazardous materials (bombs/bomb threats), and terrorism (see Terrorism Incident Annex.)
- Provide the Primary and 1st and 2nd Alternate Police Branch Directors in the EOC.
- Act as liaison with other public or private law enforcement or security related agencies during EOC activations.
- Act as liaison with the Washington Fusion Center during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Act as the City lead for crime prevention to include educating public and private sectors, and aiding with security audits as resources permit. Conduct criminal intelligence and investigations to deter, preempt or interdict criminal activity, and apprehend lawbreakers.
- Determine when to activate the Seattle Police Operations Center.
- Conduct windshield damage survey in the immediate aftermath of an earthquake.
- Should looting be a concern, conduct "emphasis patrols."
- Assist the Seattle Department of Transportation in securing and preventing unauthorized access to damaged or impassable roadway structures.
- Assist the SPU and Seattle Parks and Recreation Department with securing and limiting access to slide areas.
- Provide perimeter security, and crowd and traffic control for major incidents.

- Responsible for leading, managing, or coordinating with the incident lead agency all aspects related to criminal investigations on incidents involving a criminal act.
- Responsible for supporting the commandeering of resources as approved by the Mayor and proscribed by law.
- Establish exclusionary and evacuation areas for active shooter, hostage, and bomb incidents.
- In all major incidents and as soon as time and circumstances permit, report street closures to the Seattle Department of Transportation in addition to advising Seattle Fire Department, Seattle Public Utilities, Seattle City Light, Washington State Department of Transportation, Port of Seattle, and King County Metro Transit. Depending on the location of the incident, alert Burlington Northern and Washington State Ferries.
- Provide for and manage Seattle Police Department Harbor Patrol, water rescues, and underwater search, rescue and recovery operations.
- Determine warning messages to communicate to the media and public, and coordinate drafts with the Mayor's Director of Communications, the EOC Director, and the EOC Planning Section Chief.
- Provide assistance to the ESF 6 Coordinator in arranging for shelter security when requested and as officers are available.
- Assist with outreach to vulnerable populations in coordination with the ESF 6 Coordinator, if needed and as resources allow.
- Ensure the EOC Logistics Section is made aware when assets to address critical needs are running low or unavailable.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Department of Information Technology
- Department of Finance and Administrative Services
- Seattle Fire Department
- FBI, Seattle Field Office
- Mutual Aid Police Agencies

- Washington State Patrol
- Seattle Department of Transportation
- United State Coast Guard

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

Lead Agency: Office of Emergency Management

- Responsible for maintaining the ESF 14 Annex.
- Provide or assign the primary and 1st and 2nd Alternate ESF representatives for EOC activations.
- Act as liaison with any other recovery-related organization or agency during EOC activations.
- Establish and maintain a trained City organization capable of mobilizing all necessary resources to: conduct and compile an "Initial Damage Assessment," a "Supplemental Justification," and effectively interface with the state and federal government officials to complete a timely "Preliminary Damage Assessment."
- In Presidentially Declared Disasters affecting the City of Seattle, develop and administer a City Recovery Plan to match the range of needs for restoring the community, government, economy, and environment to a pre-disaster state of normalcy. Such planning, will include the administration of all necessary actions and measures, and will conform to policies and procedures prescribed for the Interdepartmental Recovery Team in the ESF 14 Annex.
- In conjunction with the Office of Emergency Management, designate the City's Applicant Agent.
- Seek opportunities in the recovery phase to mitigate chronic hazards and to apply for grants for this purpose.
- Ensure that procedures are in place and communicated to all appropriate stakeholders regarding the tracking of costs, procurement processes, and financial recovery following a disaster or emergency.
- Through an After Action Report, make recommendations to the Mayor and City Council for changes in policy and/or law to better protect the City's population, government, infrastructure, economy, environment and natural resources by eliminating a danger from recurring, or lessen the most serious effects.

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

Supporting Departments and Agencies

- Seattle Office of Emergency Management
- Seattle City Light
- Finance and Administrative Services
- Office of Economic Development
- Office of Housing
- Seattle Department of Human Resources
- Office of Intergovernmental Relations
- Human Services Department
- Department of Information Technology
- Office of Sustainability and Environment
- Law Department
- Seattle Public Library
- Department of Neighborhoods
- Department of Parks & Recreation
- Seattle Public Utilities
- Department of Planning and Development
- Seattle Department of Transportation
- Seattle Fire Department
- Seattle Police Department
- Public Health Seattle and King County
- Port of Seattle
- Seattle Public Schools

- Seattle Housing Authority
- University of Washington
- United Way
- Salvation Army
- American Red Cross
- Seattle Community Colleges

o. Emergency Support Function Fifteen – External Affairs

Lead Agency: Mayor's Office (MO)

- Responsible for maintaining the ESF 15 Annex.
- Provide the Primary and 1st and 2nd Alternate Directors of Communication, Joint Information Center Supervisor and ESF 15 representatives for EOC activations.
- Act as liaison to other public information entities.
- Arrange host services for visiting elected officials and dignitaries.
- Establish the Joint Information Center (JIC) organization, to include administering policies and procedural guidance for mobilizing and assigning Public Information Officers (PIOs); directing, controlling, and approving all City originated public information; supporting field PIOs, arranging for and advertising news briefings and preparing the Mayor and other department heads as necessary; monitoring the media (including social media) and responding to media inquiries; rumor control; using all available and appropriate City and local TV and radio media communications channels and alert systems (see Public Warning Support Annex) to communicate with the public. Such communications may include warnings, advisories, web postings, social networks, and media releases.
- Ensure public messaging is consistent with situation reports released by the EOC.
- Ensure maps released to the public are consistent with maps created in the EOC to support operations.
- Coordinate with Emergency Management to manage the volume of telephone communications with the public.
- Coordinate with other jurisdiction JICs, as part of the joint information system, to assure that there is consistency in content and timing in releasing public information.

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

Supporting Departments and Agencies

- All City Public Information Officers
- Department of Information Technology
- Department of Finance and Administrative Services

V. PLANNING DOCTRINE

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

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

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

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

- Describe how the lead department and supporting departments and agencies contribute to and jointly accomplish the mission
- Identifies the scope, goals (desired end states), and tasks, allocates resources to accomplish those tasks, and establishes accountability. Department Directors must ensure that they provide planners with clearly established priorities and adequate resources.
- Contain sectional components that clarify the strategies, concept of operations, methods, priorities, critical decision points or thresholds, and resources that will be used to carry out all primary and support responsibilities that are designated in the Plan.
- Scalable to address both typical and catastrophic emergencies

A. Role of the Strategic Workgroup

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

Customer Service Bureau

Department of Information Technology

Finance and Administrative Services

Human Services

Office of Economic Development

Office of Emergency Management

Parks and Recreation Department

Personnel Department

Public Health – Seattle – King County

Seattle City Light

Seattle Transportation

Seattle Fire

Seattle Police

Seattle Public Utilities

B. Role of the Disaster Management Committee

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

C. Role of the THIRA and SHIVA in Planning

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

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

D. External Stakeholder Engagement Strategy: Engaging the Whole Community

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

E. Planning with Vulnerable Populations

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

- The Seattle OEM meets monthly with a representative from the Seattle Commission for People with disAbilities.
- A representative from the Commission is part of ESF 6 when the EOC is activated, is a member of the ESF-6 Workgroup and the Region Six Human Services Workgroup.
- All ESF Coordinators are responsible to ensure their section of the City plan addresses the requirements of access and functional need populations.

- All Departments are responsible for ensuring their portion of plan is compliant with Chapter 7 of the ADA Toolkit.
- Public meetings are held on a regular basis to solicit input from all members of the community regarding disaster planning.

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

F. Plan Structure and Format

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

- Purpose, scope and/or goals and objectives
- Authority
- Situation and assumptions
- Functional roles and responsibilities for internal and external agencies,
- Organizations, departments and positions
- Logistics support and resource requirements necessary to implement plan
- Concept of operations
- Plan maintenance.

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

G. Plan Review and Approval

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

1. Plans Adopted by Mayor and City Council

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

- CEMP - Base Plan
- CEMP - Emergency Operations Plan (EOP)
- CEMP - All-Hazards Mitigation Plan
- CEMP - Disaster Recovery Framework

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

2. Plans Adopted by the Disaster management Committee

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

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

H. Dissemination

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

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

I. Implementation

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

- Ensure that they have the equipment needed to accomplish their assigned incident response missions and responsibilities as outlined in the plan
- Provide guidance to personnel regarding their roles and responsibilities and identify process used to carry out the plan when it's implemented. This typically is done through the development of procedures, directives, or other means for the implementation of plans are developed and communicated in a timely manner.
- All stakeholders are oriented and trained to their roles and functions as it relates to the approved plan.

1. Role of Policy and Procedures

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

J. Revision, Updates and Changes

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

1. Minor Updates

An update is the inspection of a plan to ensure:

- There are no major conflicts or inconsistencies due to changes in State and/or Federal laws, City of Seattle policies or Mayoral directives that many have been issued since the last update or revision.
- That any changes to City organizational structure are captured and do not impact the plan or change responsibilities for actions within the plan.
- Lessons learned from either exercises or actual events that may require immediate revision to the plan.

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

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

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

2. Major Revisions

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

- Ensure that goals and objectives are clearly stated.
- Address changes in State and/or Federal laws or regulations, changes to City processes, practices or policies.
- Address changes to infrastructure, economy, budget, and/or geopolitical changes that may impact either policy or availability of resources since the last revision.
- Address lessons learned from exercises, incident analysis, or program evaluations.

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

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

K. Administration and Maintenance to the CEMP

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

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

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

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

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

1. Record of Changes

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

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

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

2. Record of Distribution

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

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

VI. TRAINING AND EXERCISE DOCTRINE

A. Training

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

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

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

B. Exercise and HSEEP Compliance

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

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

1. Maintain a Multiyear Training and Exercise Plan.
2. Plan and conduct exercises in accordance with the guidelines set forth in HSEEP policy.
3. Develop and submit properly formatted After Action Report/Improvement (AAR/IP)
4. Track and implement corrective actions identified in the AAR/IP

C. Multi-Year Training and Exercise Plan

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

The Training and Exercise Plan:

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

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

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

1. Alignment with The Strategic Plan

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

2. Development Process for City Training and Exercise Priorities

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

- Input from key department stakeholders
- Items captured from past events, after action items and improvement plans.
- Review of key plans to identify training needs and ensuring that the City is being deliberate in training and exercise to our plans.
- Identification of capability gaps at both a departmental and city-wide (program) level.
- Review of hazard scenarios and gap assessments obtained from the annual review of the City's Hazard Identification and Risk Assessment (THIRA) and the Seattle Hazard Identification and Vulnerability Analysis (SHIVA).
- Input captured from an annual training and exercise workshop

3. Tracking of Plans

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

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

- It works with City Departments and partner agencies to identity their plans that directly support the City's emergency management program.
- Tracks when these plans were last updated and last test.

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

4. Improvement Plan Tracking

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

D. Assessment of Incident and Exercises

1. After Action Items and Improvement plans

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

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

- Provide a summary of events (if an event) or the scenario (if an exercise).
- Identify agencies involved
- Evaluate achievement of operational (or exercise) objectives
- Analyze the performance of critical tasks or actions during operation or exercise. This includes the identification of things that worked well (best practices) and things that didn't work well.

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

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

2. Formal Improvement Plan Process

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

- Identify corrective actions for improvement,
- Recommended actions for correction
- Designation of lead agency responsible for oversight of the corrective action.
- Timeline for their implementation and assignment to responsible parties.

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

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

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Appendix 2
ESF Annexes

Prepared by
Seattle Office of Emergency Management

Updated May 2015

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EMERGENCY SUPPORT FUNCTION #1 - *Transportation*

PRIMARY DEPARTMENT:
Seattle Department of Transportation

ESF COORDINATOR:
Seattle Department of Transportation

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle City Light
Seattle Department of Information Technology
Seattle Department of Planning and Development
Seattle Parks Department
Seattle Police Department
Seattle Fire Department
Seattle Public Utilities
King County Metro
King County Department of Transportation
Washington State Department of Transportation
Washington State Patrol
Federal Highway Administration

I. INTRODUCTION

A. Purpose

ESF #1 describes the roles and responsibilities of Seattle's Department of Transportation during a disaster or major emergency.

B. Scope

This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings, city parks, roads and bridges; water, storm water and wastewater sewer systems; the local power grid; and natural gas, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency responders the ability to coordinate response and recovery activity with County, State and private responders.

II. SITUATION

A. Situation

The City of Seattle, its citizens, and transportation infrastructure are exposed to a variety of natural and human caused disasters such as severe weather, earthquakes, and acts of terrorism. The Seattle Hazard Identification and Vulnerability Analysis identifies and discusses in detail a wide range of events that could impact the citizens and governments of our region.

B. Planning Assumptions

Certain conditions beyond SDOT's control will impact the department's ability to implement the department's Continuity of Operations Plan (COOP). Any one or combination of these conditions may result in a modification of action plans as well as response plans.

- The time of year; day of the week; time of day; and weather conditions at the time of an emergency are key variables that can have an impact on the seriousness of an incident and on SDOT's ability to respond.
- The duration of the event may be longer or shorter than originally anticipated.
- There may be cascading effects or a secondary situation that increases the severity of the original event.
- Resources may be in short supply or unavailable.
- Equipment or facilities owned by the City of Seattle may be damaged and may become unusable during an incident. It is critical to all aspects of government, business and the public to maintain transportation routes at all times. Food supplies, equipment, machinery, and emergency personnel all rely on passable roadways and bridges to keep their businesses and services in operation. Impassable transportation routes will severely impact all essential services of government, business and other organizations. SDOT will do everything it can to provide essential functions, protect critical assets, and strive to return to normal operations as soon as possible following a disruption in service.

III. CONCEPT OF OPERATIONS

A. Organization

When designated lead agency either through the CEMP or executive order, SDOT will establish incident command and respond in compliance with the National Incident Management System. In those situations where more than one agency on the scene has jurisdictional responsibility and command authority to direct and control resources, a Unified Command may be considered as an incident command organization option.

B. General Response

SDOT will likely be an important participant in any major disaster affecting this city. In this situation, SDOT responds as an incident command and citywide response activities of all operational departments are coordinated through the Seattle Emergency Operations Center using a Consolidated Action Plan

C. Direction and Control

SDOT directs and controls incident response using the incident command system.

D. Procedures

SDOT has plans in place and is the lead agency in the execution of the following mission essential functions:

- Maintaining key arterial operations
- Mitigating hazards in the right of way (ROW)
- Issuing permits authorizing use of the ROW
- Disseminating critical transportation information

When specific procedures for incident response are not contained in pre-existing plans, SDOT uses the incident action planning process to develop objectives, strategies and tactics to respond and deal with cascading problems.

IV. RESPONSIBILITIES

A. Prevention and Mitigation Activities

SDOT actively maintains and conducts an extensive seismic retrofit program of designated bridges on priority corridors to bring the facilities to current seismic standards and mitigate the impact and hazard of earthquake damage.

B. Preparedness Activities

- In partnership with Seattle OEM, responsible for maintaining the Winter Storm Incident Annex.
- In partnership with Seattle OEM, responsible for maintaining the Earthquake Incident Annex.
- Update annually, the SDOT Snow and Ice Readiness Plan.
- Assist in the development of a City Consolidated Action Plan during emergencies.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- In coordination with ESFs-3 and 12, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.
- Coordinate with King County Metro Transit to align snow and ice routes with bus routes where possible.
- Develop and maintain procedures to assign a Liaison from King County Metro Transit and the Seattle Police Department to the SDOT Operations Center.
- Maintain and update as needed the City Online Mapping System and Master Street Closure List.
- Determine when it becomes necessary to activate the SDOT Operations Center and ESF-1 Support Organization DOCs

C. Response Activities

SDOT is specified as lead agency for:

- Snow, Ice, Hail storm
- Wind storm
- Volcanic eruption

As a lead agency or supporting a designated lead agency in a City incident response, the department will perform the following response activities:

- Oversee damage assessments of City roadway and bridge structures.
- Clear streets of snow and ice.
- Coordinate with ESF 4 (SFD) for priority clearing of primary Fire Department response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).
- Designate snow and ice routes by service levels.
- Conduct or arrange for technical inspections of damaged roadways and bridges.
- Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations Section Chief

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

- Arrange to restrict access
- Designate emergency traffic routes
- Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only.
- Oversee the removal of roadway obstructions (e.g., slides, trees, subsidence, etc.). For downed power lines coordinate with Seattle City Light, and for storm drain flooding, sewer backups or broken water mains coordinate with Seattle Public Utilities.
- Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF-15 Supervisor, and the EOC Planning Section Chief.
- Determine when it is safe to reopen closed roadway structures.
- Provide emergency signage and barricades as necessary.
- Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.
- Support the Seattle Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.
- Will, within available means, assist the Seattle Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators and shoring and cribbing materials.
- Coordinate with ESF 4 (SFD) for removal of debris from structural collapse or other rescue scene.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- In conjunction with ESF 6, find suitable transportation for those with physical disabilities who must be evacuated from an area of danger.

D. Recovery Activities

SDOT will use the National Disaster Recovery Framework to organize and begin recovery activities of critical transportation infrastructure as soon as initial response activities have progressed to stabilization. Planning for recovery activities will begin as soon as possible within the SDOT incident command, incident action planning process.

V. RESOURCE REQUIREMENTS

A. Logistical Support

SDOT maintains Street Maintenance facilities at:

- Charles Street (include 24/7 dispatch) – 714 S. Charles Street
- Haller Lake – 12600 Stone Ave N
- West Seattle – 9200 8th Ave SW

These facilities house service trucks, dump trucks, plows, graders, loaders, backhoes, sweepers, street flushers, portable changeable message signs, and assorted traffic control signs and devices. Supplies include sand, salt, and de-icer.

SDOT maintains Traffic Shops at 4200 Airport Way So. The Traffic Shop includes trucks and equipment for the installation, operation, and maintenance of signals, signs, and markings.

B. Communications and Data

SDOT utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SDOT dispatch operators. SDOT has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster. SDOT has a direct line to SPD, SFD and other operational department dispatch for rapid bi-lateral notification of significant events. E-mail, traditional "land line", and cellular phones are typical communications tools used on a day-to-day basis.

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

SDOT will use the National Incident Management System and Incident Command System to organize and submit cost recovery documents to City, state and federal agencies as required to recover incident response and recovery cost.

B. Annex Maintenance

The SDOT Emergency Management and Security Advisor is responsible in maintaining this annex. The annex will be reviewed and updated annual as prescribed in the DRRP or when deemed necessary by either the Agency Administrator or the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

Seattle Department of Transportation (SDOT) - TMC: SDOT's Traffic Management Center. The TMC is located on the 37th floor of Seattle Municipal Tower. Traffic monitoring, maintaining the Intelligent Transportation System, and signal control are conducted from the TMC.

Seattle Department of Transportation - DOC: SDOT's Department Operations Center. This is the operations center from which the SDOT Incident Management Team manages incident response activities. The primary location of SDOT's DOC is the SMT-3762 conference room.

Seattle Department of Transportation - TOC: SDOT's Tactical Operations Centers are locations where the department's operational branches direct and control tactical response resources.

EMERGENCY SUPPORT FUNCTION #2 - *Communications*

PRIMARY DEPARTMENT:
Department of Information Technology

ESF COORDINATOR:
Department of Information Technology

SUPPORT DEPARTMENTS AND AGENCIES:
Auxiliary Communications Services (Seattle EOC)
Seattle City Light, Information Services Division
Seattle Fire Department, Information Technology Unit
Seattle Police Department, Information Technology Unit
Seattle Public Utilities, Information Technology Division

I. INTRODUCTION

A. Purpose

Electronic communications and information technology are a vital component to preventing, preparing for, responding to, and recovering from disasters, both natural and results of terrorist acts. This annex describes the technology and telecommunications support the City of Seattle's capabilities, and how those capabilities will be managed during time of disaster.

B. Scope

1. This annex applies to the departments, organizations or agencies with a lead or support role for this ESF. It discusses the requirements, business approach, and objectives of ESF #2 communications role and information technology including programs and operations before, during, and after a major emergency or disaster.

2. The City of Seattle's Department of Information Technology (DoIT) is charged with management, operations, and maintenance for the majority of the City government's telecommunications and information technology infrastructure. A number of telecommunications and infrastructure responsibilities are distributed; however, into IT units located in many of the larger departments. DoIT is responsible for the coordination with the distributed IT units to help ensure operational service for the telecommunications and information technology infrastructure.

3. Support for almost all of the IT applications (e.g. computer-aided-dispatch, work management) used in City government resides in the owning / using department; and all these applications are dependent upon the information technology infrastructure being operational.

4. DoIT's Department Director has the additional responsibility as the Chief Technology Officer for the City, and, as such, sets standards which all departments are expected to follow when acquiring and implementing technology and telecommunications. During, cyber-incidents, disasters and EOC activations, the CTO and the CTO's designees in the EOC direct the activities and coordination with other departments, which support

telecommunications and information technology for City government.

5. At this time, the City of Seattle's Department of Information Technology coordinates the Public Safety Radio network for the region. The Seattle radio network is a part of a linked and jointly operated King County region wide network of more than 14,000 radios used by all police and fire agencies in King County.

II. SITUATION

A. Situation

1. Hazards facing Seattle are well-described in the document Seattle Hazard Identification and Vulnerability Analysis. The information below supplements that plan with certain specifics relevant to telecommunications and information technology. Communications have been developed to support all components of response and recovery plans and redundancies have been provided in case of failure of primary systems.

2. All disasters. During any major disaster in the region, the region's normal communications networks will be overloaded – these are the public switched telephone network (PSTN) and cellular telephone networks. Generally, the City's internal telephone, radio and data networks are segregated from the public networks and will operate normally. Normal traffic is designated for internal government traffic; exceptions would be out-dialing or inbound traffic from outside the City. Generally, the PSTN and public cell phone networks will continue to operate, but only a small percentage of telephone calls will be connected. City employees may continue to try and use the cellular network for low-priority and non-emergency communications. City employees should use e-mail functions of their smart phone and similar devices and the text messaging features of their cellular phones which should continue to operate, although somewhat slowed during the initial stages of the disaster.

3. Earthquake. When an earthquake occurs, the ground motion will potentially continue for some time. All critical radio IT assets (servers, radio transmitters, etc.) are earthquake braced and generally in modern facilities built to withstand most anticipated earthquakes. A serious earthquake, however, could damage some interconnection paths for networks (e.g. microwave, fiber optic cable). The City's networks designs include multiple redundant paths and technologies such as SONET and microwave with self-healing rings for critical sites. This design concept will help ensure service is available. The City is currently in contract negotiations to develop a secondary data center located in another geographically based area. This will provide the City with fully a fully operational data center in response to earthquake damage within the City of Seattle and help in recovery of critical information technology systems. The primary data center site and the secondary data center will have equipment located on base isolation pads. The buildings containing the data centers will have full seismic retrofits and advanced security features with robust generator support.

4. Cyber-attack or incident. Medium-sized cyber incidents are, unfortunately, quite common. These include computer virus and Internet worm attacks on IT networks and systems. DoIT has a separate cyber-incident action plan and protocol administered by the City's Chief Information Security Officer (CISO). This plan is constantly exercised to deal with the real threats which emerge on the Internet several times a year. These

incidents do not require EOC activation. A truly major cyber-attack on the control systems for the City's electric and water utilities, for example, would require EOC activation to deal with the physical effects of the cyber-attack.

5. Cyber-attack coupled with terrorist attack. It is possible that a physical terrorist attack (such as a CBRNE event) could be coupled with a cyber-attack on the City's information networks and assets. This hazard will require activation of both the EOC to deal with the physical attack, and the City of Seattle Cyber-Incident Action Plan to deal with the cyber-attack. The TOPOFF2 exercise in 2003 exercised the plans for such a combined attack.

B. Planning Assumptions

1. As stated before, the City of Seattle's Department of Information Technology (DoIT) is charged with management, operations, and maintenance for the majority of the City government's telecommunications and information technology infrastructure. A number of telecommunications and infrastructure responsibilities are distributed; however, into IT units located in many of the larger departments. DoIT is responsible for the coordination with the distributed IT units to help ensure operational service for the telecommunications and information technology infrastructure. DoIT will rely on their department operating center the Information Technology Operating Center ITOC to assist in coordination with the distributed IT units.

III. CONCEPT OF OPERATIONS

A. Organization

1. The EOC is organized using Incident Command System which emphasizes concepts such as unity of command/coordination, modular organization, management by objectives, manageable span of control, etc. Under EOC Operations are four branches; Police, Fire, Human Services and Infrastructure.

2. The Department of Information Technology ESF #2 Coordinator staffs the Infrastructure Branch Director position if the disaster is cyber-security; in other incidents the position supports the Infrastructure branch for communications and information technology services.

3. ESF #2 works closely with the other organizations and with outside private service providers for cell services.

4. The following department's information technology organizations under ESF #2 in coordination with the Information Technology Operating Center (ITOC) resources are assigned as needed by the Department of Information Technology during an EOC activation in response to repair infrastructure services:
    - Seattle Fire Department
    - Seattle Police Department
    - Seattle Public Utilities
    - Seattle City Light

5. The Department of Information Technology supports the computer infrastructure components that provide emergency notification of staff and the public. These altering systems include a primary channel for the City's externally hosted WordPress blog

(Alerts.Seattle.gov). Other notification systems that are also supported by the computer infrastructure include the new Emergency Notification System (ENAS) implementation project currently in process, various blog sites, and the Community Notification System (CNS). These systems will be fully described within the Alert and Warning Annex.

B. General Response

1. At the time the EOC is activated, the ESF 2 Coordinator, the Telecommunications and Information Technology Coordinator (TCC), and the Telecommunications and IT Assistant will be notified.

2. The four designated respondents to the EOC for the TCC position will coordinate among themselves to determine who will report and who will relieve the reporting individual.

3. Upon initial activation of the EOC, the TCC, and the Telecommunications and IT Assistant will go to the EOC. If other emergency roles need to be immediately activated, the TCC will inform the Telecommunications and IT Assistant who to call from the emergency role list.

4. Upon arrival at the EOC, the TCC will use the Information Technology Checklist to open the EOC and establish ESF-2 coordinator role for city-wide response.

5. After initial activation and for future shift rotations, the TCC will notify the Telecommunications and IT Assistant and provide instructions as to where to report immediately and who to call to activate from the emergency role list.

6. The TCC will make a decision whether to activate the Information Technology Operation Center (ITOC) and will communicate their decision to the DoIT Operating Center Manager.

7. As each on-call or EOC-reporting employee arrives at the EOC or a designated location, that employee will use operations checklists to determine the status of technology systems, and will report the status of those systems to the TCC or designee. Priority of systems for status determination are repair are the following list:
    - 800 MHz Public Safety Radio network
    - Wireless data network for first and second responders
    - Telephone network
    - Public Safety (SPD and SFD)
    - Data communications network including fiber
    - E-mail and messaging
    - City's Internet connection
    - City's website (seattle.gov)
    - City's television channel (Seattle Channel)
    - City's data center (staffed 24x7)
    - Police Information Technology
    - Fire Information Technology
    - Seattle City Light IT
    - Seattle Public Utilities IT

- Enterprise Computing
- Mid-range computing
- Desktop computing

- Service desk (IT and telephone)

8. After ascertaining the status of the City's IT assets and networks, the TCC will coordinate with the ESF 2 coordinator at the EOC and designate the priority for restoring IT networks and systems. The TCC will work with the DoIT Operating Center Manager and other appropriate employees and supervisors to direct resources as required.

9. Once DoIT employees reporting to the EOC have established the complete operation of technology systems, the TCC can release those employees for other work restoring or maintaining critical IT networks and systems.

C. Public Safety Radio System Interoperability and System Redundancies

1. At this time, the City of Seattle's Department of Information Technology coordinates the Public Safety Radio network for the region. The Seattle radio network is a part of a linked and jointly operated King County region wide network of more than 14,000 radios used by all police and fire agencies in King County. There have been numerous system redundancies designed within the Public Safety Radio network to provide alternative means of communications in the case of failure of the primary system. These systems redundancies are described within Section V. Resource Requirements table.

2. An overall Tactical Interoperable Communications Plan (TICP) was established in 2005 and updated to specifically address system interoperability changes within the Public Safety Radio network. The TICP is for the Seattle Urban Area which includes King, and Snohomish Counties and the portions of Pierce County that are serviced by Tacoma Regional Network. This plan is intended to document what interoperable resources are available within the urban area, who controls each resource and what rules of use or operational procedures exist for the activation and deactivation of each resource. The TICP is used for interoperable operational communications across jurisdictions, disciplines, and various responder levels. This plan is developed to communicate both internally and externally with all Emergency Management Program stakeholders and emergency personnel while meeting the requirements of the National Incident Management System requirements. Radio system interoperability has been addressed in design of the network, development of the operating procedures and throughout the TICP Plan.

3. In addition to the Public Safety Radio network there are several City departments (Seattle City Light and Seattle Department of Transportation) radio networks that provide additional radio communications system network capabilities to provide communications specifically to support departments operations in response to a disaster or other event.

4. Regional radio caches have been developed. These caches have been used across the urban area for various activations including the landslide in Snohomish County in 2013.

5. The Seattle urban area including Washington State Patrol has created COML lists that are shared across the region. This aids in faster radio patching capability during an event.

A. Direction and Control

1. The direction and control for the ESF 2 in the field will be coordinated through the Information Technology Operating Center (ITOC) which is led by the Department of Information Technology. This operating center in coordination with the ESF 2 coordinator located at the EOC is responsible for all information technology direction and control in the field during a disaster or other EOC activation.

B. Procedures

1. Detailed procedures, departmental plans, and other documentation are kept in hard-copy at the EOC, shared drive within the department, and a SharePoint site location which all staff have rights and viewing capabilities.

IV. RESPONSIBILITIES

A. Prevention and Mitigation Activities

1. A detailed listing of the actions to eliminate or reduce the degree of long-term risk to life, property, and the environment to be taken by the departments, organizations or agencies with a lead or support role for this ESF. Many areas needing mitigation will be identified during the preparedness, response, and recovery phases of emergency management.

2. All City departments are participating in an Information Technology application identification which will assist the Department of Technology in backup recovery strategies for the data center and its services.

3. All City departments need to update their respective department Continuity of Operations Plans (COOP) so that the City's critical services are identified and the information technology systems and applications which are critical to operations are also identified. The systems and applications should have recovery time objectives listed as well as recovery point objectives. Each element is critical to be able to plan for system recovery and mitigation of the risk associated with losing the system

B. Preparedness Activities

1. The ESF 2 lead role is to develop a command and control structure that when activated will ensure continuity of operations for telecommunications and information technology in support of the City government. The response activities section fully describes the structure that has been established. Activation of this structure during

exercises and activations has increased overall preparedness within the various duty positions.

C. Response Activities

1. Upon a EOC activation, or whenever otherwise directed by the Emergency Operations Center Director, or the Chief Technology Officer, the following command and control structure will activate to insure continuity of operations for telecommunications and technology in support of the City government. The table below describes position responsibility.

Table 1- EOC Reporting Matrix for IT Support

Duty Position	Duty Location	Responsibilities	Designees
Telecommunications and IT Coordinator (TCC)	EOC	ESF 2- Communications coordinator for the Direct activities of all DoIT resources supporting telecommunications and IT during the disaster	IT Strategic Advisor Engineering & Operations, Director Chief Information Security Officer
Radio network support manager	EOC or Radio Network Master Site[i] or designated location	Monitor and reconfigure the public safety radio network as required to keep it operational during the disaster	Radio Network Manager Communications Shop
Radio Technician	EOC or Radio Network Prime Site	Monitor and reconfigure the public safety radio network as required to keep it operation during the disaster	Radio Technicians (2)
Citywide PIO Team Responder	EOC	Participate in City PIO team activities at EOC	DoIT Public Information Officer
Public Information	EOC	Update the City's web	Web Manager,
Technology Support (Web Team Responders)		sites (external and internal) with relevant information at the direction of the City's PIOs	Web Developer, Web Content Designer

Duty Position	Duty Location	Responsibilities	Designees
Web Server Administrator	Virtual	Check status of web servers.	Web Administrators
Seattle Channel Media Relations	EOC or Seattle Channel Studio	Manage the broadcast --live or taped television from the EOC or other locations with information from the EOC incident commander, Mayor or other elected official or designees.	Seattle Channel Managers (2)
Seattle Channel Headend	Seattle Channel	Manage Seattle Channel end of EOC needs	Seattle Channel Staff (2)
Seattle Channel EOC Television Operators	Seattle Channel	Perform television operations related to camera operations.	Seattle Channel Staff (5)
DoIT Operations Center Manager	DoIT Operating Center, Seattle Municipal Tower	Responsible for coordinating with TCC to determine how to direct DoIT resources as required.	Desktop/SD Manager, Enterprise Computing Manager, Telephone and Data Networks Manager
DoIT Director	DoIT Offices, Seattle Municipal Tower	Insures accountability and safety for all DoIT personnel immediately after disaster occurs. Designates and deploys channels to communicate with DoIT employees throughout the duration of the disaster. Executes the DoIT departmental emergency response plan.	Chief Technology Officer, Human Resources Manager
EOC Technology	EOC	Report to the EOC and	Desktop Computer

Duty Position	Duty Location	Responsibilities	Designees
Support Staffing:		immediately ascertain the status of all critical technology assets necessary to support EOC functioning. Repair systems or assist EOC responders as required. These employees will be released from the EOC by the TCC once the systems are determined to be operational.	Support Staff, Telephone Technician (1) Data Communications Technician (1) Managers (2) On-call system engineers: Web Servers/Active Directory, Messaging/Directory, Batch Processing (CCRS)

2. The Radio Network Support manager will ascertain the proper reporting location based on the nature of the disaster. Some technical analysis and configuration of the radio system can only be supported from the radio network master site.

3. As many community members rely on non-verbal communication or have limited English skills, the City of Seattle will deliver key messages via Web and Seattle Channel, in a timely manner, to as many language groups as possible based on the City's Inclusive Outreach & Public Engagement (IOPE) practices and consistent with Title II of the Americans with Disability Act.

D. Recovery Activities

1. The department will provide recovery activities for the various information technology services, which are defined in (Section V. Resource Requirements). The description defines the specific scope of recovery responsibility for the Department of Information Technology. The support and maintenance section defines the support and maintenance for specific components that affect city-wide services.

V. RESOURCE REQUIREMENTS

The City's communications infrastructure has the following components that are critical asset requirements for the City of Seattle:

Component	Description	Support and Maintenance
Microwave	Infrastructure connecting a few locations – largely radio transmission sites – King Countywide. Backbone for 800Mhz radio network but also carries some telephony and data.	First and second level support by DoIT communications shop. SCL maintains some independent links. Vendors: Harris, for equipment and remote technical support.
Fiber	Over 550 miles of fiber optic cable reach every major and many smaller City facilities, including most fire stations, police precincts, libraries and schools. Backbone for telephone and data communications networks, plus some radio transmissions and traffic signals. Fiber network also supports numerous other public agencies including UW, Seattle Community Colleges, Seattle Public Schools, King County, KC Metro Transit, NOAA, FBI, US Coast Guard, WSDOT, and connections between the WA State EOC and EOC's in King, Pierce, and Snohomish Counties.	Engineering and first-level support by DoIT communications shop and DoIT telephone services. Electronics support by DoIT. Fiber construction and repair by contractors under DoIT management. SCL installs and maintains a connected network for electric network management. SDOT installs and maintains a connected network for traffic management purposes. Vendors: Netversant and Powercom for installation, repair. Qwest/Fujitsu for SONET equipment and remote technical support.
Radio – 800 MHz Public Safety	Seattle operates a Motorola Smartzone radio network with 7 transmission sites and about 4400 mobile and portable radios used by Police, Fire, Public Utilities and others. 25 simulcast frequencies and hundreds of talk groups. Three levels of redundancy: trunked operations, site trunking, failsoft. The Seattle network is a part of a linked and jointly operated King County region wide network greater than 14,000 radios used by all police and fire agencies in the County.	First and second level support by DoIT communications shop both for the King County region-wide network and the Seattle portion of the network. Vendors: Motorola1, for equipment and remote technical support.

Component	Description	Support and Maintenance
Radio – TRIS	TRIS is the Tri-County Radio Interoperability System. TRIS was implemented in 2005 using a combination of federal funds and urban area security initiative funds. TRIS allows some public safety answering points (PSAPs) to patch talk groups between these radio networks in the urban area: King County 800 MHz trunked, Snohomish Emergency Radio System (SERS), Tacoma 800 MHz radio, Port of Seattle 800 MHz radio, Washington State Patrol, and the Federal Integrated Wireless Network (IWN) which supports a number of DOJ and DHS agencies, including FEMA.	First and second level support by DoIT communications shop.
Interoperable Communications Van	The Seattle Police Department acquired a communications van in 2005 which allows for interoperable wireless communications at an incident site. The wireless communications include multiple radio networks used by most government agencies operating in Seattle, interoperable switched using an Infinimode©	First and second level support by DoIT communications shop. Seattle Police Department IT is responsible for Wi-Fi, and video capabilities.
Communications and command vehicles	Seattle Fire has a mobile command and communications vehicle. Seattle Police has multiple mobile precincts (command vehicles). These mobile command posts have both communications capabilities with radio, and computer/printer assets.	First and second level communications support by DoIT communications shop. Information technology assets supported by Police, Fire and DoIT IT professionals.
Radio – 800 MHz SCL	Seattle City Light operates a four-channel radio network used by SCL crews and other operations. The network is active both in Seattle and the Skagit valley. About 400 mobile and portable radios.	First and second level support by SCL staff. Vendors: Motorola1, for equipment and remote technical support.
Radio – 440 MHz Amateur radio and 462 MHz GMRS radio, Emergency Management	The Seattle EOC support volunteer radio system operated as auxiliary communications networks. These include a network of 146 and 440 MHz amateur radio repeaters, as well as a network of 462 MHz GMRS repeaters.	First and second level support by DoIT communications shop. Vendors: Motorola, for equipment and remote technical support.
Radio – 450 MHz Transportation	Seattle transportation operates a 450 MHz radio network for transportation crews with about 400 mobile and portable radios.	An SDOT employee oversees the system and does some first- level maintenance. Most installation and maintenance is accomplished by contractors. Vendors:

Component	Description	Support and Maintenance
Radio - various	Various other special-purpose radio networks are installed and operated by various departments. Examples: Public utilities operate a low-band network in its watersheds, and the Zoo has an UHF radio network for use on Zoo grounds.	Employees in the departments oversee contractors who maintain, and install these networks.
Telephone Network	The City operates a private telephone network composed of 18 PBX switches, and over 12,000 telephone instruments (TDM and VoIP) based in about 300 City business locations. This system is used internally to City government and is designed to operate even when the public and cellular networks are inoperative. The network operates largely on the City's own fiber optic cable network, but also uses City-owned copper cable plant, leased circuits And data network infrastructure A number of related services are maintained including automatic call distribution systems (ACD), interactive voice response systems (IVR), voicemail and others	First and second level support by DoIT telephone services. Copper cable supported by DoIT cabling services. Vendor: Nortel equipment supplied by several distributors, e.g. CenturyLink, Shared Technologies Nortel provides remote technical support.
Telephone Network Interconnection to Local and Long Distance carriers	The City maintains connections to the private telephone network (PSTN) through two local PSTN carriers CenturyLink and Level-3. These connections are via central office trunks with connections between the carrier facilities and the City's PBXs. Long Distance Service is provided via CenturyLink telephone. All Local trunks are provided by CenturyLink via Leased circuits. Circuits provided by Level-3 are delivered over the City's SONET network.	First and second level support by DoIT telephone services. Carrier service support provided by: CenturyLink, XO Communications, Level 3. Circuit support provided by CenturyLink and DoIT Major Projects. Nortel provides remote access technical support for PBX equipment
Data Communications	The City operates a private data communications network which links all desktop, server, mid-range and enterprise computers in City government, as well as many other special purpose services such as printers and video. The network operates largely on the City's fiber optic cable network between buildings and intra-building risers and copper for distribution within buildings. This data network is the basis for a wide variety of computer applications used for emergency management, including electronic mail, computer aided dispatch, work management systems, etc.	First and second level support by DoIT data networks and respective departmental resources. Fiber and copper support provided by DoIT cable services.

Component	Description	Support and Maintenance
Internet connection	The City provides internet connections through two internet service providers (ISP). Circuit connections are routed over fiber.	First and second level support by DoIT data networks and Internet Infrastructure Team (IIT). Fiber and copper supported by DoIT cable services. Vendors: Verizon/Level 3 and U of W Gigapop (King County may be involved)
Wireless data network—Internal City wireless access points	The City provides Wireless Access Point (WAP) service in many conference rooms of Seattle Municipal Tower (SMT), Seattle Justice Center (SJC) and City Hall as well as other strategic sites in the City.	First and second level support provided by DoIT data networks, the IIT, and the IT workgroups of Seattle City Light (SCL) and Seattle Public Utilities (SPU). Vendor support provided by Cisco on a remote basis. ISP support provided by ISP vendors (see Component: Internet Connection above).
Wireless data network for mobile computing network	The City provides a wireless mobile computing infrastructure using LTE cellular technology. Access to the City network is provided via a leased circuit (backhaul) for Seattle Fire Department and via the City internet connection for other departments	Wireless support is provided by Verizon Wireless and Sprint/Nextel. Backhaul circuit support is provided by Verizon.. City data network connectivity support is provided by DoIT data networks. ISP support provided by ISP vendors (see Component: Internet Connection above).
Cellular telephones	The City provides cellular service to over 2,000 users. Multiple service providers have been engaged by the City which include: Sprint, AT&T, and Verizon. DoIT manages about 53% cellular service. Other departments managing service include: SCL (20%), Police (7%), SPU (7%), remaining percentages: DPD, FFD, Parks, and Seattle Center.	First level support by DoIT telephone services for DoIT supported departments and by various business units in non- DoIT supported departments. Second level support by service providers (eg. Sprint, AT&T, Verizon)
Text Messaging	Text messaging is available on standard cellular phones and smart phones.	Support provided by DoIT Technical Services

Component	Description	Support and Maintenance
Radio - 450 MHz Seattle Fire Department paging system	Seattle Fire Department operates a three site UHF simulcast alphanumeric paging system that provides alerting to belt worn pagers. The same infrastructure also provides back-up alerting to fire stations in the event of a failure of the Locution IP alerting network.	First responder level communications support by DoIT communications shop.
Paging (non- Fire)	The City provides access to a general paging service via SPOK Wireless (formerly USA Mobility). This service is for all non-Seattle Fire Department pagers. Pagers are managed via DoIT communications shop Because this network is fully owned and operated by a commercial service provider, city staff are limited to managing paging devices and have no network support responsibility.	First level support provided by DoIT communications shop. Infrastructure support provided by SPOK.
Electronic mail	The City currently has over 11,000 email accounts.	First level support provided by DoIT Enterprise Computing Operations Team.
WebEOC	DoIT provides support of the WebEOC servers.	First level support provided by DoIT mid –range computing.
CityWide Web	There are many different communication channels used during an emergency. The Citywide Web Team provides 24-hour support for communications at the JIC, This requires a computer with browser and internet connection at the JIC. Additional Citywide Web Team staff support the JIC remotely and need access to a computer and internet connection particularly for a longer term event. Provide Emergency updates to the public via the Alerts.seattle.gov blog, social media, and the Seattle.gov Web site. All communication via these channels is controlled by the JIC Supervisor.	First and second level support for the website supported by DoIT Web Team.

There is a 24x7 technical support agreement in place with this vendor. This agreement is exercised both during normal daily operations and times of disaster or emergencies. The agreements are embodied in DoIT's maintenance contracts

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

1. Departments, organizations or agencies with lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and if provided will likely not cover all costs incurred.

B. Annex Maintenance

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained at least annually on the information contained within this annex.

2. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

Terms and definitions related to this ESF/Annex.

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

EMERGENCY SUPPORT FUNCTION #3 - *Public Works and Engineering*

PRIMARY DEPARTMENT:
Seattle Public Utilities

ESF COORDINATOR:
Seattle Public Utilities

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle District, U.S. Army Corps of Engineers (USACE)
King County, Solid Waste
King County, Dept of Natural Resources (KCDNR)

I. INTRODUCTION

A. Purpose

The main purpose of Emergency Support Function 3 (ESF-3) is to provide disaster response and recovery activities in the areas of Utilities (potable, waste and drainage water) Engineering, and parks facilities and services. Emergency support is provided by city departments and by public and private agencies. Together, city departments and supporting agencies coordinate planning, resources and capabilities to enhance the City's ability to prepare for, respond to and recover from a natural or human caused emergency or disaster.

B. Scope

This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings, city parks, roads and bridges; water, storm water and wastewater sewer systems; the local power grid; and natural gas, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency liaisons the ability to coordinate response and recovery activity with County, State and private responders.

ESF-3 Public Works, Engineering and Parks

Seattle Public Utilities

- Water and wastewater system assessment, restoration and repair
- Potable water distribution services
- Maintain water pressure for fire protection
- Coordinate debris management plan
- Construction management services in support of other departments
- Slope stabilization
- Dam/ reservoir failure plans for SPU facilities
- Flood and run-off control for SPU structures
- Customer service call center

Department of Planning and Development

- Provide ATC-20 Training to City Departments and qualified volunteers
- ATC-20 Hazard Assessment of damaged buildings (tagging and retagging) utilizing City staff and qualified & certified volunteers

- Permits – demolition, land use, construction (including damage repair, cribbing and shoring of damaged buildings)

Seattle Parks & Recreation Department

- Facilities systems maintenance and repair
- Fencing maintenance and repair
- Slope stabilization
- Tree removal
- Recruit and train volunteers from City staff and from the community to support Parks Department functions as appropriate.

Support Agencies:

Agencies and companies pledged to support the City through ESF-3, (e.g. US Army Corps of Engineers, KC-DNRP etc.) are expected to have plans in place, such that following a major disaster, they can promptly restore their primary service; and support tasking by SPU/ESF-3 (See: IV. Planning Assumptions, and VIII Response Activity – Support Agencies)

Each department is responsible for facilitating effective relationships with those "supporting agencies" identified on Page 10 "ESFs, Departments, and Supporting Agencies." This should include contact names (including title, phone, e-mail address, etc). Department liaison is encouraged to insure supporting agencies have emergency preparedness plans developed to a level compatible with departmental emergency preparedness plans.

C. Coordination among ESFs 1, 3, 12:

Prior Public Works annexes have jointly included Transportation (ESF-1) and Energy (ESF-12) as they have overlapping and complementary missions to respond to emergencies which impact critical infrastructure systems.

ESF-1 & 12 agencies have plans in place and are the lead agencies according to their respective annexes.

Experience has demonstrated that most large scale emergencies and disasters require closely coordinated responses from the City Departments that constitute ESFs 1, 3, & 12. Therefore, City Department Directors for the three ESFs have agreed to coordinate their efforts wherever possible. By consensus among the City Departments that make up ESFs 1, 3, & 12, a lead "Coordinator" will be identified from one of the departments. In addition, each of the remaining departments will designate an individual to serve as "Coordinator Backup." Priority of backup coordinators (i.e. first backup, second backup, etc) will be determined by the designated Lead Coordinator. Names and emergency contact information will be provided to Seattle Office of Emergency Management.

The Lead Coordinator may delegate the Coordinator role to another agency or department representative when appropriate and with the concurrence of the acting EOC Director.

The City's EOC Director may determine which department has the "lead role" in responding to a given event. Within SPU/ESF-3, the Coordinator and department representatives may agree among themselves to shift the lead, as circumstances warrant, throughout the course of an emergency.

In concert with department EOC representatives, the Coordinator will request EOC coverage as needed based on the scope and needs of the event.

II. POLICIES – See Page 4, Seattle Disaster Readiness and Response Plan

III. EMERGENCY DISASTER CONDITIONS AND HAZARDS

A large-scale disaster or wide spread emergency will severely tax City departments and will require teamwork and practiced coordination of services for an effective and safe response and prompt recovery. Seattle's Office of Emergency Management has conducted a hazards assessment for the City (*Seattle Hazard Identification and Vulnerability Analysis*). This analysis is the basis for emergency planning in this document.

Damage to water, drainage/wastewater systems may force large-scale water distribution, and severely limit fire fighting capabilities. Parks may have to respond by providing staging and/or sheltering facilities. Seismic or otherwise inflicted damage to buildings and attendant evaluations and tagging may cause significant interruption to both private enterprise and city services. (ESF-3)

Infrastructure systems are interrelated and interdependent; therefore planning and response are mutually dependant.

Infrastructure damage to transportation facilities such as roads, bridges, and traffic signals may isolate sections of the City and limit emergency access to repair SPU's systems. (Jointly managed between ESF-1 and ESF-3)

Widespread loss of electric power will cause disruptions to water and drainage pumping and control. (Jointly managed between ESF-12 and ESF-3)

Disaster response and recovery efforts may exhaust departmental resources and require county, state, and/or federal assistance to obtain supplemental assets.

IV. PLANNING ASSUMPTIONS

- Water, drainage, debris removal, and assurance of structure integrity will be high priority objectives following any major disaster.
- Primary and support agencies for ESF-3 will operate autonomously, under their own authorities as applicable. In addition, they will address needs and tasks received via their representative to the EOC (EOC Liaison),ad through the SPU/ESF-3 Liaison per the City's DRRP.
- Upon mobilization by the City EOC, SPU/ESF-3 will promptly activate their Department Operating Center (DOC) and provide staffing appropriate to support the efficient provision of services.
- Primary and support agencies should maintain accurate, current inventories of key assets (vehicles, radios, pumps, generators, etc.) and have a practiced method of tracking asset availability throughout a disaster.
- Each support agency should have in place an emergency response and recovery plan which supports the City's DRRP, consistent with The National Incident Management Plan, and is sufficient to insure the department or agency can provide its essential services and support its ESF.
- The SPU/ESF-3 department liaison, and alternates, should have personal preparedness plans in place such that they can report to the EOC within one hour of mobilization.
- In most cases, adequate numbers of personnel with engineering and construction skills and construction equipment will be available from City department staff. Regional

contractors may be used to supplement response and recovery activities, subject to applicable contracts and regulations. However, under extreme conditions there may be a significant competition in obtaining these services.

- Response time will likely be slowed. ESFs 1, 3, & 12 constituent departments are often "first responders" for transportation incidents, power outages, water main breaks, landslides, and other frequent and typical emergencies. The need to conduct "field size-ups" after a disaster event will slow a departments' initial response. Faced with requests for services routed through the EOC as well as other potentially competing demands for assistance, department control centers will need to prioritize disaster response efforts. Department response to lower priority requests, therefore, may be substantially delayed.
- A significant portion of a department's workers may be directly affected by the disaster. Some may be unable to report for work for an extended period, (possibly three days or longer). Under some conditions, the work tasks and schedules of some employees may be altered.

V. CONCEPT OF OPERATIONS

A. General

The City EOC will contact the Lead Coordinator, who will then mobilize ESF-1, 3, & 12 department designated emergency liaisons as the event demands. Department liaisons will activate/notify their DOC, assign department resources to the EOC as required, and insure the department's damage assessments and disaster response activity are carried out and reported to the EOC. DOCs will prioritize their response efforts and produce timely and regular "Size-up Summary Reports" to their ESF Liaison.

The Coordinator and Department EOC Liaison will meet regularly at the City EOC to evaluate and consolidate the Size-up Summary Reports, coordinate response activity, allocate resources, and develop timely and regular ESF Action Plans for submission to the EOC Planning Section.

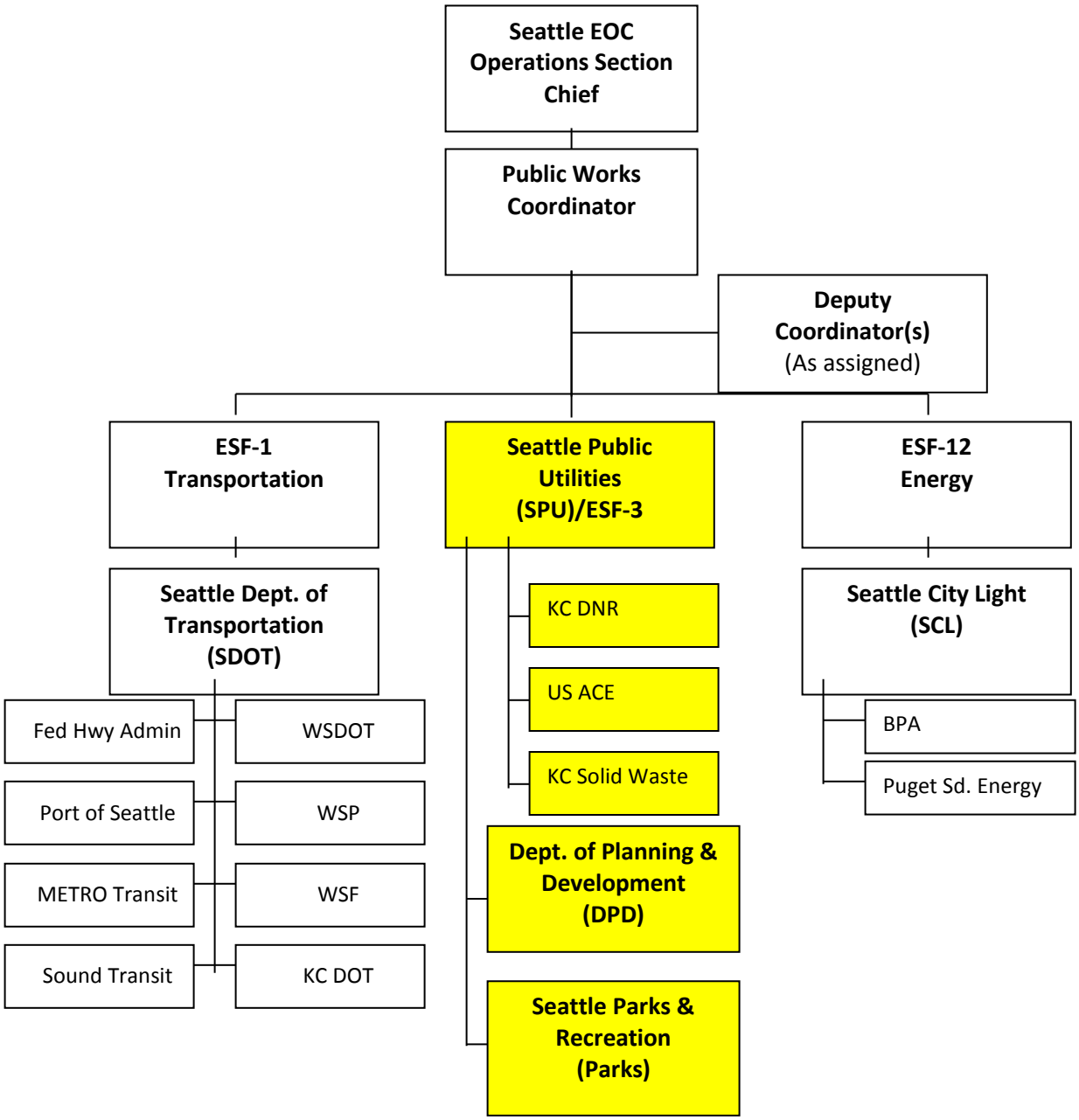
The Coordinator will receive and review the City's "Consolidated Action Plan," and distribute it to each of the ESFs and their Department EOC representatives. Each Department EOC representative will ensure the Plan is relayed to their agency/department and that it is integrated into the departments' response work schedule. Completed activity is reported in each department's next Size-up Summary Report.

B. ESF Organization

Each city department has named an Department Liaison (and at least three trained back-up Liaisons) to represent the department within their ESF organization. Each city department is expected to have depth at the Department Liaison position sufficient to cover extended operations (often exceeding 24 hours).

The SPU/ESF-3 Department Liaison conveys requests for SPU/ESF-3 resources to and from the SPU DOC under the City's Consolidated Action Plan. The SPU DOC will prioritize resources according to internal priorities coordinated with other City priorities.

ESFs 1, 3, & 12 – Departments and Supporting Agencies



1. Departments to have at least "3-deep" coverage at Department Liaison position.
2. Departmental Operations Control Centers to maintain liaison with utilities on routine basis.
3. City EOC to maintain current call-out lists.

C. Procedures

The Public Works ESF Coordinator shall mobilize Department Liaisons as appropriate to the event(s), if OEM has not already done so.

Upon call-up by OEM or the Public Works ESF Coordinator, designated Department EOC Liaison will report to the City EOC for initial briefings and organization. Each Department EOC Liaison will then insure their department management and DOC personnel are apprised of conditions and insure DOC personnel receive a copy of the "Consolidated Action Plan" as it is developed and modified.

In the event the EOC Director determines that one of the City public works departments has the greatest priorities related to a given event, the Public Works ESF Coordinator will assign departmental "lead" within ESFs 1, 3, or 12 as appropriate.

Each city department and outside support agency shall adhere to mobilization and response procedures set forth in its respective Disaster Response & Recovery Plan.

D. Departmental responsibilities

- Insure Department is in compliance with Mayoral Executive Order No. 02-05 and any subsequent executive orders/requirements
- Notify/activate department's DOC when appropriate
- DOC is to provide data to EOC through WebEOC per Appendix I of *The Seattle Disaster Readiness & Response Plan*.
- Assign Incident Commander if department is "lead agency" or a senior department representative if incident is being managed by "Unified Command."
- Initiate departmental cost tracking in keeping with each department's procedures.
- Conduct damage assessment in keeping with department's Disaster Response & Recovery Plan
- Mobilize department resources and track resource availability.
- Submit timely and regular Size-up Summary Reports to provide emergency managers and city officials with factual information, valid assessments, and appropriate recommendations.
- Ensure adequate supplies, equipment, sustenance, sanitation facilities accommodations, etc. are made available to DOC, response and recovery personnel.
- Develop and implement a sustainable work schedule.
- Integrate tasks received via City's Consolidated Action Plan into the department's response & recovery work.
- Reconstitute damaged capabilities and resources.

E. Public Works ESF Coordinator (if designated within SPU/ESF-3)

- Respond to EOC when called, or self-respond if a call-out is apparent.
- Receive EOC initial briefing.
- At the request of the EOC Director and depending on the primary hazard encountered, the Public Works ESF Coordinators may be asked to become or to provide the EOC's Operations Section Chief.
- Determine if additional Public Works ESF liaisons need to be called out, and arrange call-out of these people.
- As soon as Public Works ESF liaisons arrive:

- Brief on current situation and immediate requirements
- Establish initial Public Works ESF objectives
- Instruct department representatives to
  - Request activation of their respective Control Centers
  - Ensure they are functional,
  - Advise Public Works ESF liaisons of EOC Reports Schedule (Refer to Tab D of Appendix 1 of Basic Plan).

- Assure requests for outside assistance (Refer to Tab B of Appendix 1 of DRRP) gets immediate attention and is referred to ESF-7 Coordinator.
- Monitor Size-up reports (Refer to Tab A of Appendix 1 of Basic Plan).
- Develop and Maintain SPU/ESF-3 Action Plans.
- Advise ESF-7 (Planning) of recommended plans and or actions as may be developed by ESF-3 support agencies
- Participate in general staff meetings to develop Consolidated Action Plan.
- Provide or coordinate information for public release by Public Information (ESF-15)
- Assist in briefing the Mayor as requested by EOC Director.
- Advise the Operations Section Chief of any serious or critical issues.
- Establish coverage schedules and staff accordingly.

VI. MITIGATION

Mitigation initiatives by Public Works ESF Departments are guided by the *Seattle All-Hazard Mitigation Plan*. In this context, Public Works ESF Departments focus on:

- ✓ Provide emergency preparedness training for workplace, home, and family.
- ✓ Educate all employees and encourage them to identify and mitigate hazards at home and in the workplace to minimize injury, damage and disruption.
- ✓ Ensure field personnel that may be exposed to hazardous conditions are equipped with appropriate Personal Protective Equipment (PPE) and trained in its proper use and care.
- ✓ Annually review *The City of Seattle All-Hazards Mitigation Plan*. Recommend modifications/additions/deletions based on experience and observations of P/W ESF departments. Insure that P/W ESF mitigation plans/activities are complementary to and coordinated with *The City of Seattle All-Hazards Mitigation Plan*.

VII. PREPAREDNESS

- Develop policies for personal emergency preparedness
- Implement procedures for emergency call up of managers and field crews.
- Develop damage assessment priority lists of facilities/assets and "windshield survey" routes.
- DPD will maintain a current list of buildings, prioritized for initial response.
- Select and train Emergency Liaisons in EOC operations and the Incident Command System (ICS).
- Train DOC staff in DRRP reporting requirements, protocols, and procedures.
- Take actions necessary to assure staff is prepared to accomplish internal agency/departmental response and recovery activities.
- Take actions necessary to assure staff is prepared to support ESF requirements
- Schedule and conduct an annual coordination meeting and exercise for DOC managers and Department EOC representatives
- Provide timely updates to the Seattle EOC of changes to EOC Liaison staffing.

VIII. RESPONSE

- When appropriate, participate in the ICS structure in response to a major incident and, if warranted, provide trained Incident Commander.
- Provide trained senior manager to serve as Public Works ESF Coordinator (or Public Works ESF Coordinator backup).
- Activate DOC if required.
- Provide "Size-up Summary Reports" to Public Works ESF Coordinator, as requested.
- Provide trained personnel to conduct damage assessment of department assets.
- Coordinate damage assessment
- Provide trained personnel/crews to restore services and/or repair assets.
- Provide transportation for crews and equipment.
- Dispatch trained personnel/crews to perform repair/restoration work per appropriate plans.
- Provide equipment and trained personnel to perform debris clearance per appropriate plans.
- Provide heavy equipment and trained operators to perform work per appropriate plans.
- Integrate personnel and equipment from other departments/agencies/juris-dictions into appropriate plans.
- Coordinate with Public Works ESF support agencies to supply requested services and resources.
- Execute Public Works ESF assigned missions.
- Arrange for contracting with design or engineering professionals, contractors and equipment suppliers to augment/replace critical goods and services.
- Ensure that access to alternate water sources during emergencies is accessible to those with functional needs.

Support Agencies.

Public Works ESF will coordinate with various "support agencies" during a re-sponse and will encourage and support the following actions by Support Agencies:

- Provide trained representative to serve as the ESF "agency liaison."
- Activate a DOC (if appropriate)
- Provide "Size-up Summary Reports" to SPU/ESF-3, as requested.
- Provide personnel/crews to conduct damage assessment of agency assets.
- Provide personnel/crews to restore agency services and/or repair assets.
- Provide transportation for crews and equipment.
- Provide personnel/crews to perform repair/ restoration work as required
- Provide equipment and personnel to perform debris clearance as required
- Provide heavy equipment and operators to perform work as required

IX. Supporting other ESFs and jurisdictions

The Public Works ESF Coordinator may task an ESF, department or agency to support other ESFs or jurisdictions if so directed by the City's Operations Section Chief. Public Works ESF support to other ESFs or jurisdictions will be directed via the Public Works ESF Action Plan.

X. Resources

Under normal operating conditions ESF-1, 3 and 12 departments are self-reliant with respect to the equipment, vehicles, personnel, facilities, etc. required to provide their services. Each ESF city department is expected to have and main-tain an accurate account of equipment, fixed and mobile assets, and response personnel. Resources should be "typed" by capability based on measurable standards of performance and capability in keeping with NIMS. Departments should have the ability to track resource availability and status throughout a disaster response and recovery effort.

XI. Demobilizing ESF Resources

As Department Operations Center managers determine that their work is done, or when their equipment/resources are no longer needed to accomplish the Public Works ESF Action Plan, they shall advise their EOC Liaison. The EOC Liaison will then advise the Public Works ESF Coordinator. The Public Works ESF Coordinator will check with EOC Operations Section Chief and if it is deemed that those services are no longer needed shall advise the EOC Liaison that department personnel and/or resources may be de-mobilize per the Consolidated Action Plan and/or Demobilization Plan.

1. XII. Costs & Reimbursements

Any jurisdiction, department or agency which receives documented support from an ESF agency may be charged for the services. Additionally, ESF primary departments are responsible for maintaining accurate records of all costs associated with Disaster Response and Recovery operations.

EMERGENCY SUPPORT FUNCTION #4 - *Firefighting*

PRIMARY DEPARTMENT:
Seattle Fire Department

ESF COORDINATOR:
Seattle Fire Department

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle Police Department
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Washington State Emergency Management Division
Federal Emergency Management Agency

I. INTRODUCTION

A. Purpose

Emergency Support Function #4 (ESF #4) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

II. SITUATION

A. Situation

1. A disaster can create conditions that will impact the community, civic infrastructure, and the environment. The Fire Department will assume the role of lead agency, as defined in the CEMP, in managing and mitigating the event, particularly for the following types of response:
    - Emergency Medical Incident
    - Rescues
    - Structural Collapses
    - Mass Casualty Incidents
    - Natural Disasters (earthquakes, floods, tsunamis, etc)
    - Nuclear, Biological or Chemical incidents (refer to the appendices for detailed plans)

B. Planning Assumptions

1. The Fire Department plans and trains regularly for a myriad of emergencies including fires, emergency medical and other incidents. Training is locally, state and/or federally mandated.

2. The Fire Department will play a major role in the mitigation of a large-scale emergency. Thus, a citywide disaster will severely challenge the operations and resources of the Fire Department.

3. The Fire Department maintains current disaster readiness plans for both intradepartmental operations and interdepartmental disaster response.

4. The Fire Department is nationally recognized for its fire, EMS, and special operations response capability.

III. CONCEPT OF OPERATIONS

A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active departments during a area-wide disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
    - Engines
    - Ladders
    - Medical Aid Units
    - Command Units
    - Other Specialty Units
4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

B. General Response

1. Day-to-day function of the Operations Division of the Fire Department is defined by the mitigation of fires, medical emergencies and other requests for assistance. In the event of a disaster, The Fire Department will not only experience a dramatic increase in incidents affecting the community requiring prompt intervention, but also the severity of those events.

2. In a disaster, Fire Department personnel have been directed to monitor predetermined AM radio and TV stations for information regarding recalls. The Resource Manager has the authority to issue updates directly to the news media for dissemination if the EOC is not activated. If the Emergency Alert System has experienced a failure, Fire Department personnel are directed to assume that Level I (a significant event causing the disruption of civic and commercial activity such as an earthquake) conditions are in effect.

C. Direction and Control

1. Direction and control are maintained through the paramilitary chain of command. Fire Department personnel in the Fire Alarm Center (FAC) have the to dispatch the necessary

response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:

- Life safety
- Incident stabilization
- Property conservation
- Environmental protection

D. Procedures

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

2. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

3. The Seattle Fire Department, in conjunction with ESF-15, is to ensure that appropriate capabilities and associated procedures exist to accommodate or move those with accessible needs during evacuations.

IMPLEMENTATION LEVELS

LEVEL V

a. This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

LEVEL IV

a. The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General Staff functions, but a written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

b. At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage.

Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

c. Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL III

a. This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

LEVEL II

a. This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

b. Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL I

a. This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

b. At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain situational awareness and continuously reassess priorities. Highest priority should be given to

immediate life-safety actions and defensive operations to contain growing incidents.

IV. RESPONSIBILITIES

A. Overview

1. Per Seattle Municipal Ordinance, the Fire Department is established and tasked with providing fire protection within the City limits and jurisdictions of Seattle.

2. In order to provide service in an efficient and professional manner, the Fire Department is organized in a paramilitary rank structure. The general chain-of-command, in descending order, is:
    - Fire Chief
    - Assistant Chief
    - Deputy Chief
    - Battalion Chief
    - Captain
    - Lieutenant
    - Firefighter (Paramedic, Inspector, Dispatcher, Investigator)

a. Company Level

At the company level of operation, the Company Officer (Lieutenant or Captain) will be responsible for leadership, training, discipline, maintenance and on-scene tactics during a 24-hour work shift.

b. Battalion Level

i. At the Battalion level, the Battalion Chief will be responsible for the fire companies and fire stations under his/her command. There are an average of six fire stations and seven fire companies in each battalion command.

ii. During a citywide disaster and/or failure of the wide area radio system Battalions have the capability of "standing alone" as their own smaller fire department. Battalion Chiefs will analyze information, triage the emergency potential, dispatch and monitor their company activity. This scenario would be implemented in the event of an earthquake where bridges and other infrastructure become unusable.

iii. Battalion Chiefs may be tactically in charge at emergency incidents as the Incident Commander.

c. Continuity of Leadership

Fire Department Officers may, when necessary, move into a higher position in the absence of a higher-ranking Officer.

d. Fire Department Organizational Structure

e. Leadership Team

- Fire Chief
- Assistant Chiefs / Executive Director
    - Assistant Chief of Administration
    - Assistant Chief of Operations

    - Assistant Chief of Risk Management
    - Assistant Chief of Fire Prevention
    - Executive Director of Staff
- Directors
    - Finance
    - Human Resources
    - Management Information Systems

f. Civilian Support Staff

During a disaster, if possible, support staff will report to their normal assignment.

g. Other Disaster Mode Duties

- Deputy Chief of Operations
    - Responds to the RMC as Resource Manager
- Deputy Chief of Medic 1
    - Coordinates EMS issues
- Deputy Chief of Communications
    - Responds to the FAC to assist with the workload

Position	Primary	Back-up
Fire Chief	EOC	EOC
Assistant Chief of Administration	EOC	As assigned
Assistant Chief of Fire Prevention	RMC	EOC
Assistant Chief of Operations	RMC	As assigned
Assistant Chief of Risk Management	EOC	As assigned
Executive Director of Staff	RMC	As assigned
Captain of FIU	RMC	As assigned
Deputy Chief of Operations	RMC	As assigned
Deputy Chief of Training	EOC	As assigned
Deputy Chief of Medic I	RMC	RMC
Captain of Disability	EOC	As assigned
Captain of Services	RMC	As assigned
Lieutenant of Services	RMC	As assigned
Director of MIS	RMS	As assigned
Human Resources Director	RMC	As assigned
Public Information Officer	EOC	As assigned
Deputy Chief of Communications	FAC	FAC
Finance Director	RMC	RMC

h. Fire Alarm Center

i. The Fire Alarm Center (FAC) is a Secondary Public Safety Answering Point (PSAP) receiving 911 calls from Seattle Police Communications and dispatching the appropriate Fire Department resource. It is located at 105 5 Ave S in the same building as Fire Station 10. It is situated above the City of Seattle EOC. The FAC is staffed by Firefighters/Dispatchers and is administered by the Fire Department. A Deputy Chief and Captain of Communications oversee the operation.

ii. During a significant event such as a multiple alarm fire, the workload at the FAC

increases dramatically. Historically, FAC personnel function at peak capacity in the course of mitigating a citywide emergency.

iii. Hundreds of requests for assistance are received, processed and dispatched by the FAC daily. The FAC is also the focal point for all the Fire Department's communication – both emergency and non-emergency. Duties of Firefighter/Dispatchers include:
    - 911 call processing
    - Dispatching fire units
    - Monitoring fire resources in the field
    - Maintaining citywide coverage
    - Coordinating mutual aid
    - Interagency coordination such as requests for police, utilities and Red Cross

iv. During a disaster, additional personnel are notified, and off-duty FAC personnel are recalled. When staffing permits, a Firefighter/Dispatcher is assigned to assist with fire radio communications in the EOC.

v. The Computer Aided Dispatch (CAD) system is "downgraded" into disaster mode to more efficiently allocate resources as needed.

vi. Intergovernmental communications between the surrounding PSAPs now become more acute due to requests for fire resources, ambulance transport, emergency room coordination and other vital functions.

vii. If the King County 800 MHz trunked radio system is functioning properly, specific assigned radio channels for Battalion use will be in effect.

viii. In the event of a countywide radio failure, the FAC will coordinate the Battalion level communications per Level I disaster procedures.

ix. Predetermined Chief Officers will be advised of the Fire Department's status immediately following a large scale event or disaster. At this point, they will make the determination at what level at which to operate. The FAC is directed to make notification of this decision throughout the Fire Department and make necessary arrangements to implement the plan.

i. <u>Resource Management Center</u>

The Resource Management Center (RMC) will be placed in-service according to the RMC Operations Plan. The Resource Manager will oversee and direct the interaction with Incident Commanders in the field. With the assistance of the Staffing Officer, the following tasks will be considered:

- Managing callback procedures
- Site relocation
- Staffing reserve apparatus
- Movement of off-shift firefighters
- Procuring external resources
- Tracking resources
- Coordinating with the FAC
- Coordinating with ESF-4 EOC representatives to:
    - Obtain help with warning, public information, and logistical needs that exceed department capabilities or authority.
    - Communicate department status as called for in the Direction and Control Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

j. Emergency Operations Center

i. During an activation of the City of Seattle EOC, Fire Department Staff will respond and assume their assigned ESF-4 responsibilities as specified in the Seattle Disaster Readiness and Response Plan.
ii. If staffing permits, an on-duty Firefighter/Dispatcher will be reassigned from the FAC to the ESF-4 desk in the EOC to monitor the fire radio and facilitate communications.
iii. The Public Information Officer will have direct interaction with the media community at the EOC.
iv. Due to its close proximity to the FAC, Fire Department Chief Officers may speak directly with Firefighter/Dispatchers and Communications Division managers.
v. The Fire Department will maintain its presence, 24 hours, throughout the event until the EOC is deactivated.
vi. If the Fire Department is the lead agency, the senior member of the ESF-4 may be assigned by the EOC Director to serve as the EOC Operations Section Chief.

Specific EOC Assignments:

Position	Day Shift (0530-1800 hrs)	Night Shift (1730-0600 hrs)
ESF-4 Leader	Assistant Chief of Risk Management	Deputy Chief of Training
Liaison	Emergency Preparedness Captain	In-Service Training Captain
Situation	Captain of Disability	In-Service Training Lieutenant
EMS Liaison	Lieutenant AMR Liaison	As Designated
Clerical	As Designated	As Designated

- The Fire Department EOC ESF-4 Team will consist of:
  - 1=Assistant or Deputy Chief
  - 2=Captains
  - 1=Lieutenant
  - 1=Clerical Support Member

- The Fire Department is charged as the EOC Lead Agency in the event of:
  - Major Fire
  - Hazardous Materials Release
  - Air Crash
  - Flood
  - Structural Collapse
  - Earthquake

- While at the ESF-4 desk, a Fire Department representative will receive, analyze, file and update Fire Department data for the EOC Consolidated Action Plan to include:
  - *Priority*
    List the highest priority actions.
  - *Objectives*
    What the Fire Department hopes to accomplish.
  - *Implementing Steps*
    How the objectives will be met.
  - *Assigned to*

Who is responsible for meeting the objectives.
- *Operational Period*
  When are the objectives to be met.

- Other functions of the ESF-4 Team include:
  - Face to face interaction with other City departmental managers
  - Analyzing accurate information from the field through interfacing with the RMC and the FAC
  - Develop strategy and plans with other Department managers
  - Direct contact with the Mayor and Mayor's Staff
  - Monitoring Fire Department activity through CAD and the radio system

- The ESF-4 Team is directed to consider mutual aid from Regional, State and Federal agencies through pre-existing agreements for assistance. Among them, include:
  - Surrounding fire agencies (through the King County Fire Resources Plan)
  - Washington State Urban Search and Rescue Task Force (US&R)
  - South Puget Sound Regional Fire Defense Group
  - Washington State Fire Coordinator
  - Federal Emergency Management Agency (FEMA)

E. Prevention and Mitigation Activities

1. Support Resources:
   - Fire Department Chaplain – The Fire Department retains Chaplains that are able to respond quickly to the scene of an emergency. Chaplains are notified when there are significant injuries to civilians or firefighters, fatalities, significant events, high stress incidents and other requests for counseling.

   - Fire Buffs – The Seattle Fire Buff Society is a support organization that responds to all significant incidents where fire or emergency medical operations are projected to be lengthy and involved. The Fire Buffs provide food and drink to all personnel and civilians at the scene. Most have full time employment outside the fire service and respond on a voluntary basis. The Buffs have two support vans with which to respond and monitor the Fire Department radio channels.

   - IDEC – The International District Emergency Center (IDEC) is a paramilitary volunteer organization based in Seattle's Chinatown-International District neighborhood. IDEC medics provide basic first aid and security as they patrol their neighborhood. IDEC medics have Fire Department radio capability and monitor calls. They respond on foot with Fire Department units in the District and often arrive first to triage the incident.

   - Seattle/King County Chapter American Red Cross – The Red Cross responds quickly to emergency scenes with food, blankets, clothing and vouchers for shelter to assist displaced residents.

F. Preparedness Activities

1. The Fire Department maintains a state of readiness and pre-plans in an effort to address the many potential problems encountered during a citywide disaster.
2. The priorities of Fire Department incident operations are (in order):
   - Life safety

- Incident stabilization
- Property conservation
- Environmental protection

3. Pre-planning for large-scale emergencies has been implemented at the fire company level so that each fire station will have standard procedures and clear directives both internally and externally. The foundation for the Fire Department disaster planning is the "Station Damage Control Plan".
4. Designated fire stations have been equipped as "stand along" and are logistically self-sufficient. These stations have additional emergency rations, water and equipment to last 72 hours and are strategically located throughout the City.
5. The Fire Department delivers its life and property saving services through a complex organization of personnel, apparatus and equipment. This service is available to the citizen of Seattle 24/7. Therefore, logistically speaking, preparedness is a crucial factor in the delivery of rapid and efficient intervention and good customer service.
6. Fire apparatus respond to approximately 250 responses per shift throughout the City.
7. In the event of a disaster, personnel, apparatus, stations and equipment will be surveyed for fitness and readiness to respond. Additional resources will be allocated accordingly.

G. Response Activities

1. Fire Company Procedures

- Directly following a citywide disaster, such as an earthquake, Company Officers will account for their members, assess the condition of their apparatus and station, and follow the procedures outlined in the Station Damage Control Plan. Units out-of-quarters will return. Upon completion of their assessments, they are instructed to

    - Load extra equipment, food and supplies on their apparatus
    - Notify their Battalion Headquarters of their status
    - Initiate Post Earthquake – Damage Assessment Surveys

- Surveys are conducted while driving a preplanned route through their respective districts with special emphasis on high life-hazard occupancies. During Level 2 mode results will be transmitted to the FAC along with any requests for assistance or alarm information. At Level I communications will be directed to Battalion Headquarters.

Note: *Companies may stop to render life-saving assistance during Damage Assessment Survey. However, Fire Department personnel have been trained to exercise a considerable amount of self-discipline, as they may have to bypass fires, collapsed buildings and other on-going emergencies to accurately assess their district for the highest priority.*

- If the radio system is functioning normally, alarms will be transmitted through the FAC via the trunked radio system. In the event that the radio system is down, alarms will be transmitted through the Fire Department paging system, Battalion Headquarters via pre-determined simplex channels or, in extreme cases, through the cellular system.

2. Battalion Procedures

a. Directly after a citywide event Battalion Chiefs are directed to transmit to the FAC that they are temporarily "out-of-service" in order to conduct a "roll call" of their Battalion. They will check the status of units that are unaccounted for.
b. In order to keep radio traffic to a minimum, intra-Battalion communications will be limited to phone-use. Pre-assigned Battalion radio channels are indicated if phones cannot be used.

3. Special Operations

a. In addition to the fundamental duties of the Fire Department, a "Special Operations" section of the Operations Division exists. Special Operations personnel and equipment would certainly play a major role in the mitigation of a large-scale event. These specially trained and strategically located units address the complexities of:
    - Hazardous Materials release
    - Marine Firefighting
    - Confined Space, High Angle and Heavy Rescues
    - Structural Collapse
    - Mass Decontamination
    - Weapons of Mass Destruction (Nuclear, Biological or Chemical)
    - Mass Casualty Response
    1. Urban Search and Rescue (US&R)

b. The Seattle Fire Department maintains apparatus, equipment and supply depots strategically located throughout the city. Team personnel are on-duty as well as on pager.
c. A Deputy Chief, who reports to the Assistant Chief of Operations, manages the Special Operations section

4. Overhead Teams

An Incident Management Overhead Team will be formed and utilized during any multiple alarm fire and in the event of a citywide disaster where Level 1 or 2 operations are indicated. The Team is comprised of both Administrative and Operations Chiefs. Its purpose is to support the Incident Commander in mitigating the incident or event. The incident scene will use the National Interagency Management System (NIIMS) for organizational purposes. Members of the Overhead Team are:

- **Incident Commander:** Responsible for incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources.

- **Operations Section:** Responsible for the management of all operations directly applicable to the primary mission.

- **Logistics Section:** Responsible for providing facilities, services, and materials in support of the incident.

- **Planning Section:** Responsible for the collection, evaluation, dissemination and use of information about the development of the incident, status of resources and the demobilization of the incident.

- **Finance Section:** Responsible for all financial and cost analysis aspects of the incident.

- **Command Staff:** The Fire Department Public Information Officer (PIO) and Safety Officer will report directly to the Incident Commander. If needed, the Incident Commander will appoint a Liaison Officer.

- **Command and Control Van:** The Fire Department Command and Control Van will be dispatched to any multiple alarm fire, significant event or to a strategic location during a citywide disaster. The van will be utilized primarily by the Planning Section, but is available to accommodate other sections as well.

H. Recovery Activities

Implementation of the department's Continuity of Operations (COOP) Plan will be implemented. COOP planning is designed to develop and maintain a plan that enables the department to preserve, maintain, and/or resume its capability to function effectively in the event of the threat or occurrence of any disaster or emergency that could disrupt departmental operations and services.

V. RESOURCE REQUIREMENTS

A. Fire Stations

Thirty-three (33) strategically located Fire Stations house personnel and equipment. They are staffed 24-hours per day with rotating Platoons. As such, personnel must eat and sleep at the station during their shift. Stations are geographically grouped into five Battalions. Stations and station grounds are maintained by Firefighters. Major repairs to the structure, electrical or water systems are conducted by the City's Fleets and Facilities Department.

B. Fire Apparatus

1. Engines, Ladder Trucks, Aid Cars, Battalion Chief Autos and various other pieces of apparatus including 40' tractor-trailer combinations are housed in fire stations. These are cleaned, maintained and kept in optimal working conditions and in a continuous state of readiness. Only during breakdowns or routine maintenance are the fire apparatus repaired at the Fleets and Facilities Fire Garage.
    - 33 Engine Companies, plus four Fireboats
    - 11 Ladder Truck Companies
    - 11 Emergency Medical Units
    - Various Command, Support and Specialized Units:
        - Hose Wagon
        - Foam apparatus
        - Air Support
        - Technical Rescue
        - MCI Van
        - 4 Fireboats
        - Mobile Ventilation Unit
        - Command and Control Van
        - Salvage Units
        - HazMat Unit
        - Mobile Generator and CO^2 Apparatus
        - US&R Cache

- Marine Response Van

- Reserve apparatus are housed throughout the City

2. The Fire Department operates four (4) fireboats. Two are currently deployed to operate in freshwater and two are deployed for saltwater operations. Either the *Chief Seattle* or the *Leschi* can be used for a large or multiple ship fire. Locations for the fireboats are as indicated:
    - The *Chief Seattle* (Engine 4) operates from Station 5 to Elliott Bay
    - The *Leschi* (Engine 4) operates on Elliott Bay
    - The *Fire One* (Engine 1) operates on Lake Union
    - The *Alki* (Engine 3) operates on Lake Union

C. Equipment

1. In the course of their shift, Firefighters come in contact with literally hundreds of pieces of equipment ranging from computers to chainsaws, radios to defibrillators. All equipment must be inventoried and accounted for. As a public entity, the Fire Department recognizes that missing or broken equipment must be processed according to established policy and procedure. The majority of the repairs and replacement of equipment is conducted through the Fire Department's Commissary and Utility Shop.
2. Equipment caches are strategically placed in the event of a large-scale emergency. "Stand alone" Fire Stations have been stocked with extra equipment, supplies, food and water to assist the surrounding neighborhood.
3. Seattle Fire manages both the Pharmaceutical Cache for Public Safety Officers and the Chempak Nerve Agent Antidote Kits (N.A.A.K).

D. Communications

1. The hub of Fire Department communications is the Fire Alarm Center where internal and external emergency and non-emergency communications are processed.
2. The Fire Department uses a myriad of communication tools Most of the maintenance and repair is coordinated through the City's Department of Information Technology (DoIT). The major communications systems within the Fire Department are:
    - Wide Area trunked radio system four Site simulcast
    - Telephone System (hardwire and cellular)
    - Station Alerting System
    - Computer System
    - Fire Department in-house Paging System

E. Personnel

1. The Fire Department employs approximately 1,000 Firefighters and 50 civilian support staff.
2. There are approximately 200 Firefighters on-duty per shift.

F. Interagency Coordination

1. The Fire Department interfaces with the following government entities on a daily basis:
    - Seattle Police Department
    - Seattle Public Utilities
    - Puget Sound Energy (Natural Gas)
    - US Coast Guard

- ATT Language Line
- KC Detox Center
- American Medical Response (AMR)
- Other PSAPs
- Other support:
  - Red Cross
  - IDEC
  - Fire Buffs
  - Chaplains

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provided in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

B. Annex Maintenance

1. Example: This language is fine other than the "annual" training.
2. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on regular basis on the information contained within this annex.
3. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.
4. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

1. **EMS:** Emergency Medical Services

2. **EOC:** City of Seattle Emergency Operations Center

3. **Fire Department:** Unless otherwise stated, it is assumed to be the Seattle Fire Department.

4. **Fire Alarm Center (FAC):** A secondary Public Safety Answering Point (PSAP) where emergency 911 calls for fire or emergency medical assistance are processed and help is dispatched.

5. **Incident Commander:** The highest ranking officer at an incident that takes command, and who is responsible for the overall management and direction of the incident scene.

6. **Resource Management Center (RMC):** Department Logistical Support Center:
   - Relieve FAC of phone calls for equipment, supplies, etc
   - Provide logistical and planning support to Fire Operations
   - Linked with on-site planning and logistical Officers

- Prioritization of resources in multi-site operations
- Once EOC opens, the RMC will coordinate their activities

7. **Resource Manager:** A Fire Department Chief Officer that coordinates the activities of the RMC.

8. **Staff Duty Officer:** A Chief Officer who has the authority to make critical administrative decisions during non-business hours.

9. **Staffing Coordinator:** A Firefighter assigned to the Deputy Chief of Operations office who coordinates the movement of personnel and apparatus, the hiring of replacement Firefighters, recalling of off-duty personnel.

ESF #4 - APPENDIX 1 - FIRE SUPPRESSION

I. SITUATION

1. The City of Seattle encompasses approximately 84 square miles with a resident population of 586,200 citizens that increase to over 723,000 during the business day.

2. The Fire Department is tasked with the preservation of life and property in the event of fire.

3. In order to accomplish its Mission, the Fire Department has instituted 33 strategically located and equipped fire stations throughout the City.

4. During a Citywide disaster or event, the Fire Department will be tasked with the mitigation of fire and related hazards to facilitate the process of restoration of services and infrastructure.

II. ASSUMPTIONS

1. Emergency medical incidents comprise 80% of the Fire Department's responses. Fire-related incidents comprise 20% of the Fire Department's responses.

2. As citizens call 911 for assistance, there are expectations that the Fire Department will respond in a timely manner with the appropriate equipment and staffing. Responding firefighters will address fires, emergency medical and any number of other emergencies which may, during a Citywide disaster, include:
    - Natural Gas leaks
    - Power outages
    - Building collapse with trapped victims
    - Hazardous Materials release
    - Mass Casualty incidents

3. The Fire Department is expected to respond to the needs of the public, although it is anticipated that through "triage" (a system of allocating resources by priority during an emergency), some may receive help later than anticipated.
4. The Fire Department plans to request Task Forces from outside the City per Mutual Aid Agreements in the event of a large-scale fire incident.

III. ANTICIPATED FIRE RELATED INCIDENTS

1. Overview
    - Structural Fire
        - Commercial – Industrial
        - High-rise office
    - Residential Fire
        - Single family dwellings
        - Apartment complexes
    - Institutional Fire
        - Schools
        - Hospitals
        - Health Care and group home
    - Marine Fire

- Shipboard
- Pier or marine facility

- Hazardous Materials Release with Fire
  - Chemical
  - Flammable liquid

- Miscellaneous Fire
  - Natural Gas
  - Electrical
  - Brush
  - Transportation / Vehicle
  - Refuse (trash)

IV. OPERATIONS AND TACTICS

1. The objective of all fire ground tactical activity is the systematic coordinated method of initial attack that will permit the safe and efficient use of personnel and equipment.
2. Regardless of the type of fire, the following priorities (in order) will be observed:

a. Life Safety

Accomplished through:

- Rescue
- Fire streams in place
- Evacuation
- "Protect in Place" (not evacuating)

b. Incident Stabilization

Accomplished through:

- Fire streams in place
- Water on the fire
- Ventilation

c. Property Conservation

Accomplished through:

- Exposure protection, interior and exterior
- Salvage
- Overhaul

3. Those priorities will be realized through the following standardized protocols of engagement developed by the National Fire Protection Association (NFPA) and the International Fire Safety Training Association (IFSTA):
   - Rescue of victims
   - Exposure protection of nearby structures
   - Confinement of fire to area of origin
   - Extinguishment of fire
   - Overhaul of fire scene

V. RESPONSE CONFIGURATIONS TO FIRE INCIDENTS

The Fire Department dispatches standardized fire resources with pre-configured resources sufficient for the task or incident.

Response Type	Unit Dispatched
Single	1 Engine or Ladder Truck
Reduced	1 Engine and 1 Ladder Truck and 1 Chief
Full	3, 4, or 5 Engines, 1 or 2 Ladder Trucks, 1 or 2 Chiefs, 1 Aid Car, 1 Medic Unit, Deputy Chief of Operations, Staffing Officer, Safety Chief, Air Unit
Special	Any additional units requested from the scene by the Incident Commander
2-11 (multiple)	Additional Engines, Ladder Trucks and Chiefs
3-11 (multiple)	Same
4-11 (multiple)	Same
5-11 (multiple)	Same
General	A formal recall of all off-duty Firefighters via Television and Radio

ESF #4 - APPENDIX 2 - MASS CASUALTY INCIDENTS

I. SITUATION

1. Throughout the course of daily commerce and recreation in the City of Seattle, incidents occur requiring emergency medical attention and transport. Hundreds of times each day, citizens call 911 for assistance for a wide range of medical situations including:
    - Heart attack
    - Stroke
    - Difficulty breathing
    - Poisonings
    - Diabetic crisis
    - Emergency childbirth
    - Alcohol intoxication
    - Psychological issues
    - Overdoses

2. Additionally, citizens may experience the following trauma (non-medical) events:
    - Broken bones
    - Lacerations
    - Crushing injuries
    - Assaults and assaults with weapons
    - Industrial accidents
    - Automobile accidents

3. The Fire Department responds to all emergency medical calls for assistance within City limits. In addition and within available means as set out in established agreements, the department supports neighboring jurisdictions with medical mutual aid.

4. All Seattle Firefighters are Washington State Certified Emergency Medical Technicians and trained to intervene in these types of emergencies.

5. On occasion, there are emergency medical events that are so large in scope that the fire response is overwhelmed by the sheer number of patients and the magnitude of the event. An example of such an incident may be a Metro bus accident or train derailment. These events are termed Mass Casualty Incidents (MCI) and require a specialized response from the Fire Department.

II. ASSUMPTIONS

1. The Fire Department regularly plans and trains for all emergency medical scenarios including Multiple Casualty Incidents.

2. In the event of a Mass Casualty Incident, the Fire Department will assume the lead role in the mitigation of the incident.

3. A successful outcome to an MCI will be the result of the coordinated activity of the Fire Department, Police Department, Medical Community, EMS transport community and other vital entities.

III. DEFINTIONS

1. **Hospital Control:** Hospital Control of the MCI is the Deputy Medical Director of Medic 1

(Medic 55), or his designee at Harborview Medical Center. He determines the patient's destination to area hospitals based on the severity of injuries.

2. **Loading Manager:** Manages the loading of patients and ambulance access and egress.

3. **MCI Van:** A mobile unit with medical supplies and equipment to treat 30 or more patients.

4. **Medical Group Supervisor:** Reports to the Incident Commander and supervises the Medical group and ensures that Triage, Treatment, Transportation, Medical Staging and Morgue Team functions are performed.

5. **MSA:** Medical Services Administrator (Medic 33)

6. **MSO:** Medical Services Officer (Medic 44)

7. **Medic 55:** Medical Director

8. **START:** A system that allows for the rapid treatment of a large number of patients. Stands for Simple Triage and Rapid Treatment.

9. **Treatment area:** A designated area for the collection and treatment of patients. A colored flag will identify each area:

    - Red Immediate assistance
    - Yellow Serious but not life threatening
    - Green Minor injuries
    - Black/White Deceased

IV. OPERATIONS

1. Activation of an MCI
   Unless an MCI has been determined to exist through 911 caller interrogation by the Firefighter/Dispatcher, the first arriving Fire Department unit may, upon a quick size-up of the scene, declare an MCI and request the appropriate response. The FAC will modify the response and send the following units:

    - Engine Companies
    - Ladder Truck Companies
    - Aid Cars
    - Medic Units
    - Battalion Chiefs
    - Deputy Chief of Operation
    - Safety Chief
    - Staffing Officer
    - Medical Services Officer
    - Medical Services Administrator
    - Public Information Officer
    - MCI Van

2. Tactical Procedures

a. The eventual goal of every MCI is to save lives. This goal will largely depend upon the actions of the first arriving units. The key factors in a successful MCI response are organization and communication. Either may be more important than on-scene treatment. Saving lives at an MCI depends on quick stabilization and transport of patients rather than bandaging them at the scene.
b. There are four basic tasks that must be accomplished at any MCI. The Incident Command System (ICS) is implemented to accomplish those tasks, which are:
    - Triage
    - Treatment
    - Hospital assignment
    - Transportation

c. Regardless of whether an MCI is actually declared, whenever there are multiple patients transported from the scene, Hospital Control (Medic 55) must be notified. Hospital Control determines patient destination. Early contact with Hospital Control is a priority.

I. Fire arriving unit's procedures:
    - Size-up the scene by walking around the perimeter
    - Report the size-up via radio
    - Initiate triage
    - Stabilize the scene
    - Assign arriving units to Triage and Treatment Leaders
    - Identify the Triage, Treatment and Transport areas

II. Incident Command
The responsibilities of the Incident Commander are to:
    - Develop an incident plan
    - Direct incoming units
    - Identify command post, base and staging areas
    - Identify Medical Group Supervisor
    - Establish Triage, Treatment and Transportation

III. Medical Group Supervisor
The Medical Group Supervisor ("Medical") is the Firefighter/Paramedic in charge of the first arriving Medic Unit until relieved by the MSO or the MSA. The duties will include:
    - Coordinate Triage, Treatment, Transportation, Medical Staging and Morgue Team leaders, and establish these positions if not already in place.
    - Ensure that all groups have adequate resources to perform their assigned tasks, making requests through the Incident Commander.
    - Update the Incident Commander on the number of patients and their disposition.
    - Maintain accountability with the units assigned to the Medical Group.

IV. Triage Team Leader
The Triage Team Leader ("Triage") will be the Officer from the second BLS Unit. An MSO could be used in this position if available. Triage will report to the Medical Group Supervisor, Operations Chief or Incident Commander. Triage will coordinate the following:

- Ensure that an Engine/Ladder Truck company and/or Aid Car are assigned to accomplish Field Triage.
- Monitor patient extrication, verifying the accuracy of triage and modifying the patient's status if necessary.
- Ensure appropriate triage recording is implemented.

V. Treatment Team Leader

The Treatment Team Leader ("Treatment") will be the Driver of the first arriving Medic Unit. The Driver of the second arriving Medic Unit will report to Treatment to begin treating patients. They report to the Medical Group Supervisor, Operations Chief or Incident Commander and will coordinate:

- Request needed resources
- Designate a Loading Manager
- Contact Hospital Control with a brief report
- Coordinate patient assignments with Hospital Control
- Direct movement and transfer of patients to an ER
- Maintain records of patient assignments
- Contact Base or Staging for transport vehicles

Fire Department units, private ambulances and buses will be used for transportation. Medic Units will be held at the scene for medical treatment and supplies.

VI. Hospital Assignments

Hospital Control will use the MedCom radio to confer with the Transportation Team Leader regarding the hospital assignments of the victims.

VII. Morgue Team

- Identifies and preserves evidence at the scene
- Oversees the deceased until the arrival of the Medical Examiner and Police
- Deceased patients will be tagged, covered and not removed from the original location; the scene will be considered a "crime scene"

VIII. The Golden Hour of Trauma

A successful recovery of the sick or injured depends on rapid transport to the hospital. One hour is the standard goal for patient survival:

- 20 minutes in the field
- 20 minutes in transport
- 20 minutes in the emergency room

ESF #4 - APPENDIX 3 - TERRORIST ATTACK – WEAPONS OF MASS DESTRUCTION

I. SITUATION

1. The City of Seattle is a large metropolitan area with diverse civic, commercial, residential and recreational infrastructure. It is the largest and most populous US municipality in the Pacific Northwest. As a thriving and growing international community, it serves as a main portal to Alaska, Canada and the Pacific.

2. Aircraft development, high technology, biological research and a major airport are located within Seattle and surrounding communities. It is altogether reasonable to plan and train for a terrorist incident.

3. Seattle has recently been identified as a possible target for terrorism and a Weapons of Mass Destruction event.

4. It is the mission of the Fire Department to address all emergency medical and fire related activity within the City limits and jurisdictions.

5. A Nuclear, Biological or Chemical (NBC) terrorist incident is, inherently, a Hazmat incident. However, significant differences between the two exist that will influence a civil jurisdiction's response planning, organization, training, equipment, operational procedures and coordination requirements. An NBC terrorist incident may be characterized by:
    - Designed to inflict mass casualties
    - Use of highly lethal biological or chemical agents
    - Initial ambiguity in determining what type of NBC weapon or agent is involved or, in the case of biological agents, if a terrorist incident has occurred
    - Narrow window of response time to administer life saving antidotes
    - Need for specialized NBC detection equipment
    - Need for mass decontamination

II. ASSUMPTIONS

1. The Fire Department will respond to all requests for assistance and emergency intervention.

2. In the event of an NBC or WMD event, it is expected that the Fire Department will respond appropriately and assume the lead role in the timely mitigation of the incident and the prompt treatment of the victims.

3. The Fire Department will respond with a variety of resources – HazMat & Decon Units.

4. Should a WMD event occur, it will most likely overwhelm local public safety departments and the community health care system. At the outset, it will be necessary to mobilize and coordinate a regional, state and national response.

5. In order to undertake such a massive interdisciplinary, inter-jurisdictional, and intergovernmental effort requires that it be:
    - Carefully planned and rehearsed ahead of time
    - Quickly recognized and approached as a terrorist event by first responders
    - Appropriately secured as a hazard area and crime scene

- Managed appropriately to save lives, limit exposures, and protect first responders

III. DEFINITIONS

1. **Agent:** The chemical irritant, poison or substance creating the harmful effects.

2. **Decon:** To decontaminate. A process of removing as much of the agent as possible through dilution, usually with copious amounts of water.

3. **NBC:** Nuclear, Biological, Chemical. Description of the possible types of agents used in a terrorist attack.

4. **MMST: Metropolitan Medical Strike Team:** A team of technical and professional members that will be pivotal in the mitigation of a WMD event.

5. **WMD:** Weapons of Mass Destruction. Usually NBC in origin.

IV. NUCLEAR, BIOLOGICAL AND CHEMICAL (NBC) INCIDENTS

1. Overview

An NBC incident will be an overwhelming event, challenging the resources of the City. Virtually all City agencies will be involved. Fire, Police, Health, Utilities, Educational, Communications and a host of other disciplines will be employed to address the event.

a. Nuclear Materials

i. The most likely scenario facing public safety agencies would be an accident involving the transportation of nuclear materials within their jurisdiction. For the most part, such an incident would be considered a HazMat issue and dealt with by first responders.

ii. The problem with radiation is that it is an invisible hazard. Unless the responding public safety agency has radiological detection equipment, or the nuclear materials is clearly marked and identified, there is a strong chance that the initial identification of a radiological or nuclear hazard will go unnoticed.

iii. Additional concerns would be the availability of protective clothing and breathing apparatus, in sufficient quantities, to protect first responders.

b. Biological Agents

i. Biological agents occur in nature as well as being manufactured. Among the Nuclear, Biological or Chemical agents, the biological agents are by far the cheapest to produce.

ii. The most practical method of initiating infection using biological agents is through the dispersal of agents as minute aerosol where finely divided particles of liquid or solid suspended in a gas are sprayed over a target. The particles are then inhaled by citizens.

iii. Early warning and rapid identification of biological agents is of primary concern.

Note: There are currently limited screening devices available for first responders for use in determining whether biological agents have been dispersed. Precautionary use of Personal Protective Equipment (PPE) is procedural.

c. Chemical Agents

i. Chemical agents are compounds that, through their chemical properties, produce lethal or damaging effects on humans. They are defined as any chemical substance intended for use in military operations to kill, seriously injure, or incapacitate humans due to the physiological effects.

ii. Factors affecting the duration of effectiveness of a chemical agent are type, amount, terrain and weather.

iii. Many highly technical defense systems against chemical agents have been developed to include gas masks, protective clothing, ventilation systems and chemical detectors.

iv. The most effective tool against chemical agents is early warning and rapid identification.

2. Operations

a. First Responder

i. The first responder will most likely be the closest Fire Department engine or ladder truck company.

ii. The actions of the fire resources first arriving are trained to treat a WMD – NBC event similar to a HazMat incident. In effect, the first responder is the first line of defense and responsible for critical initial actions. Accordingly, personnel have been trained in WMD – NBC and MCI recognition and victim treatment. Their tactics include:

- Establish scene control
- Reconnaissance
- Isolation of Hot, Warm and Cold zones
- Emergency decon

b. The Emergency Medical System

i. The EMS is a coordinated effort of multi-agency response. The following agencies comprise the EMS:

- Health Care
- Emergency Medical Services (Fire Department)
- Mental Health
- Non-Survivor Disposition
- Seattle EOC

ii. To ensure an effective response to a WMD event, the Seattle EMS must successfully address the following areas:

- WMD training
- Antidote administration
- Safe, fast transport

- Patient tracking

c. <u>Equipment Cache</u>

i. The WMD equipment trailer is equipped with essential equipment and tools necessary for the mitigation of a WMD event:
   - Decon gear
   - Self-Contained Breathing Apparatus (SCBA)
   - Respiration gear
   - Chemical suits, level A and B, Tyvek suits
   - NBC detection capability for:
     - Nerve agents
     - Blister agents
     - Biological agents
     - Radiation
     - Chemical
     - Biological
   - Hand tools
   - Communication systems (phones, radios)
   - Shelters
   - Lighting

ESF #4 - APPENDIX 4 - EMERGENCY MEDICAL SERVICES

I. SITUATION

1. The City of Seattle retains a population of 586,200 that increases to over 723,000 people during the workday. In the course of daily commerce and recreation, emergency medical incidents occur hundreds of times throughout the City.

2. Emergency Medical incidents make up 80% of all dispatches for assistance to which the Fire Department responds (20% is fire related). Examples of EMS responses include:
    - Heart attack
    - Stroke
    - Diabetic crisis
    - Emergency childbirth
    - Traffic collisions
    - Lacerations
    - Poisonings
    - Alcohol related
    - Overdoses
    - Assaults

3. Additionally, citizens may experience the following trauma events:
    - Broken bones
    - Lacerations
    - Crushing injuries
    - Assaults and assaults with weapons
    - Industrial accidents
    - Automobile accidents

4. Prompt intervention by trained professionals that includes rapid triage, stabilization, and transportation of the patient to a health care facility, are all required to ensure the best chances of recovery.

5. Due to dense traffic patterns and congestion, and the advent of centralized health care, many citizens no longer transport themselves to the emergency room. Rapid transport must now be accomplished through ambulances with emergency lights and siren capability.

6. The Seattle Fire Department is widely recognized as being one of the best Emergency Medical Service providers in the world. This distinction is due to:
    - World class Paramedic program
    - Response time of four minutes to the location
    - Seattle Firefighters are Emergency Medical Technicians (EMT)

II. ASSUMPTIONS

1. In addition to other emergency tasks, the Fire Department is the provider of Emergency Medical Services within the City limits and jurisdictions of Seattle. Mutual Aid agreements

facilitate EMS assistance from Seattle Fire Department units to assist other municipalities. Conversely, assistance is sometimes required to come in to the City from the outside.

2. The Fire Department maintains strategically located "first responders" (fire engines, ladder trucks) and EMS apparatus for quick response. The Fire Department can respond anywhere in the City within four minutes.

3. In the event of a disaster, it is anticipated that the EMS capability of the Fire Department will be significantly challenged. Therefore, the Fire Department plans and trains for such inevitability. Training is Local, State and Federal mandated and certified.

4. Rapid response is critical to the recovery of the patient. The standard goal for transporting the patient to the hospital in cases of trauma is one hours, allowing for the best chance of survival. The "golden hour" of emergency medicine is:

    - 20 minutes Stabilize the patient
    - 20 minutes Transport to the hospital
    - 20 minutes In the Emergency Room

III. DEFINITIONS

1. **ALS:** Advanced Life Support, requiring Paramedic intervention.

2. **BLS:** Basic Life Support, requiring EMTs only.

3. **EMT:** Emergency Medical Technician

4. **First Responder:** Fire Department units designed to arrive first on the scene – usually an Engine or Ladder Truck.

5. **Layered Response**: The appropriate amount and type of assistance is dispatched. In multiple unit responses, an Engine or Ladder Truck is dispatched first in order to arrive at the location quickly. Medic Units will arrive a few minutes later.

6. **Paramedic:** Firefighters trained beyond the EMT level to perform advanced in-field treatment such as IV therapy and administer medications.

7. **Triage:** A means of prioritizing patients or calls for help based on the severity of the condition and the available units to assist.

IV. OPERATIONS

1. Statistically the majority of the Fire Department emergency responses are medical in nature. To maintain an effective EMS program that results in lives being saved, each Seattle Firefighter is a Washington State Certified Emergency Medical Technician (EMT). Some have chosen to become Paramedics, which requires almost two years of advanced training.

    a. Each fire apparatus is equipped with aid, trauma equipment and oxygen. Three or four Firefighters can arrive at any location in Seattle within four minutes.

b. Seven (7) Medic Units (staffed with Paramedics) and 6 Aid Cars (staffed with EMTs) are strategically located throughout the City as crucial components of the layered response system.

2. 911 Calls for Assistance

   a. The first step in the EMS process is the 911 calls for assistance. Such calls are fielded by the Primary PSAP at Seattle Police Communications. The call is then transferred to Fire Department Communications at the Fire Alarm Center.

   b. The caller is interrogated by Firefighter/Dispatchers for the correct location and patient information. By doing so, the appropriate level of help may be dispatched. "Triaging" the call assigns the correct level of response. EMS response protocols are utilized by Firefighter/Dispatchers for uniformity. Protocols are researched and pre-approved by Physicians, Paramedics and Medical Researchers.

   c. Deaf and hard of hearing callers may use the TTY-TTD capability of the Fire Alarm Center.

   d. Computer Aided Dispatch (CAD) automatically sends the closest appropriate unit or units.

   e. In some cases, a "layered response" is dispatched. This allows for the closest unit to be sent to the location to initiate medical assistance quickly, usually within four minutes. A rapid response is crucial to acutely sick patients, such as those experiencing difficulty in breathing or in heart attacks.

3. Types of EMS Response

   There are two basic types of Emergency Medical Responses from which all others are derived:

Aid	Medic
Basic Life Support	Advanced Life Support
Engine, Ladder Truck or Aid Car	Engine or Ladder Truck and Medic Unit
Example: Lacerations	Example: Diabetic issue

4. First Responder Tactics
   The first Fire Department units to arrive at the incident will:

   a. Determine the status of the patient through assessing:
      - Airway
      - Breathing
      - Circulation
   b. Continue the patient assessment through an exam and documenting:
      - Blood pressure
      - Heart rate
      - Respirations
      - Mental condition
      - Medical history
   c. Request additional assistance and resources
   d. Initial stabilization of the patient:

- Oxygen therapy
- Backboard – C collar
- Defibrillator – CPR

e. Radio report to the incoming Firefighter/Paramedics
f. Assist Firefighter/Paramedics upon their arrival
g. Document on a Form 20b
h. Transport the patient:
    - BLS private ambulance
    - ALS Paramedic transport

5. Paramedic Tactics
   The goal of Advanced Life Support as provided by Paramedics is to further stabilize the patient and ready them for transport to a health care facility for additional treatment. This goal is attained by the application of:
    - Defibrillators
    - Oxygen therapy via artificial airways
    - Intravenous drug therapy
    - Other advanced on-scene treatment

6. Auxiliary Considerations
   a. Helicopter Support
   Guardian One (King County Sheriff helicopter)
   Airlift Northwest is available for immediate assistance to transport patients by air.
   b. American Medical Response
   AMR is locally based and provides private ambulance support to transport BLS patients. AMR is currently under contract with the City of Seattle.

ESF #4 - APPENDIX 5 - MARINE FIREFIGHTING AND RESCUE

I. SITUATION

1. The City of Seattle has an excess of 78 miles of waterfront with industrial, commercial, residential, governmental, and hazardous materials facilities.

3. Adding to these challenges is the fact that this waterfront is composed of both fresh and salt water, interconnected by a ship canal with locks.

4. These waters are populated by oil tankers, container ships, cruise ships, fishing vessels, houseboats, and over 5,000 marina slips.

5. The Fire Department responds to fires in structures adjacent to, and over, the water and vessels on the water.

6. All Seattle Firefighters have received Marine Firefighting Awareness level training.

7. The Fire department maintains Marine Firefighting Technicians (Unit 99) as well as two (2) Class A fireboats.

II. ASSUMPTIONS

1. The Marine Firefighting Unit(s) are trained to the Technician Level in Marine Firefighting.

2. The fireboat "Chief Seattle," built in 1997, is capable of pumping 7,500 GPM and holds 800 gallons of foam concentrate.

3. The stand-by fireboat "Alki," built in 1932, is capable of pumping 16,500 GPM and holds 1,000 gallons of foam concentrate.

4. The fireboat "Leschi," built in 2006, pumps 20,000 GPM.

5. "Engine One," built in 2006, pumps 5,000 GPM.

6. The Seattle Fire Department has primary responsibility for fire suppression and rescue in the waters of the City of Seattle.

7. The tactics and strategies used to attack a fire aboard a vessel are similar to those used in attacking structural fires. However, because of the unique risks encountered aboard a vessel, there are aspects of marine firefighting that warrant special training and equipment.

8. Vessel fires can be difficult to access, ventilate, and confine. Firefighting efforts, if not correctly planned and executed, can affect vessel stability. A methodical, planned attack is essential to decreasing the risks in fighting these fires.

III. DEFINITIONS

Unit 99: Land-based Marine Response Unit (Unit 99)

IV. OPERATIONS

1. Local response by the Fire Department

    a. Initiate scene control and establish a water supply.
    b. Provide for adequate access and egress to vessel by ladders, gangways, and cranes. Consider vertical movement off vessel and potential listing of vessel.
    c. Request and assemble adequate resources for rescue, exposure protection, fire confinement, extinguishment, and crew rotation.

2. Marine Firefighting Technician

    a. Locate the vessels fire control and general arrangement plans.
    b. Assist the Incident Commander in reading the plans and establishing fire boundaries.
    c. Assist in identifying hazards particular to the vessel.
    d. Assist in coordinating attack strategies.
    e. Provide liaison between the IC, US Coast Guard, and other agencies on-scene.

3. Dive Rescue Team

    a. Initiate scene control.
    b. Provide access to surface or submerged victims in saltwater, fresh water or ice via a number of vessels and specialized equipment.
    c. Rescue, care and transport of victims.
    d. Liaison with supporting agencies (SPD, USCG, etc).

EMERGENCY SUPPORT FUNCTION #5 - *Emergency Management*

PRIMARY AGENCY:
Seattle Office of Emergency Management

ESF COORDINATOR:
Seattle Office of Emergency Management

SUPPORT AGENCIES:
All City Departments
Seattle Auxiliary Communications Service
Amateur Radio Emergency Services Medical Services Team
US Environmental Protection Agency
Public Health - Seattle and King County
Washington Department of Health
Washington Department of Natural Resources
Washington Department of Ecology
National Weather Service Seattle
King County Office of Emergency Management
Washington State Emergency Management Division

I. INTRODUCTION

A. Purpose

ESF #5 Annex outlines the responsibilities for maintaining a comprehensive Emergency Management Program which includes prevention, mitigation, preparedness, response and recovery. It focuses on the shared resources and coordination between City, County, Special Purpose Districts, State and Federal governments as well as the partnerships between private businesses and the general public.

B. Scope

This annex applies to all departments, organizations and agencies that have a lead or support role in the Seattle's Disaster Readiness and Response plan. It discusses specific actions, approaches and objectives necessary to ensure the city is disaster ready. Supporting partners are critical to the City response and, as such, are vital to the overall success or failure of the plan.

The Seattle Office of Emergency Management (OEM) is the lead agency in coordinating the following:

- The City of Seattle's readiness to respond to and recover from any disaster at any time.
- Partnering with community members to increase self-sufficiency and improve their disaster preparedness.
- Developing, maintaining and enhancing partnerships with outside stakeholders including businesses, non-profits and faith-based organizations.
- Reducing the impact of disasters through the integration of hazard mitigation practices.
- Post disaster recovery operations, including cost recovery when Stafford Act is triggered by the scope of the disaster.

This is achieved in part by:

- Maintaining the operational readiness of the Emergency Operations Center (EOC) facility managed by OEM.
- Maintaining comprehensive plans that are regularly updated and utilized.
- Coordinating the development of mitigation and recovery plans.
- Engaging a "whole of community" planning approach in all phases of emergency management that incorporates input from vulnerable populations including individuals with access and functional needs.
- Ensuring the City takes steps to make emergency and disaster related services, programs, activities and facilities accessible to people with access and functional needs as described in Chapter 7 of the Americans with Disability Act Toolkit.

II. SITUATION

A. Situation

The Office of Emergency Management is responsible for the overall coordination of services as they relate to preparing for, mitigating against, responding to and recovering from major disasters. This is achieved by:

- Improving community resiliency and understanding of the importance of personal, family, and community preparedness and encouraging individuals to take steps to mitigate the destructive and disruptive consequences of a major emergency or disaster.
- Developing partnerships with a variety of stakeholders who play a role in emergency management.
- Organizing City agencies and critical community partners into an effective team capable of responding in the aftermath of a disaster.
- Ensuring public and private sector partners are in the best position possible to recover from the damaging and disruptive effects of a major emergency or disaster.
- Initiating and advocating for recovery following a disaster.

Simply put, the Office of Emergency Management is tasked with helping individuals achieve self-sufficiency, which improves community resiliency, leading to improved outcomes in major disaster response and recovery efforts.

B. Planning Assumptions

The Seattle Office of Emergency Management is tasked with a number of responsibilities that are aimed at:

- Reducing the harm associated with major disasters.
- Coordinating City services during EOC activations.
- Recovering quickly in the aftermath.

Even in the best possible circumstances there are several planning assumptions that must be built into the City's plans. These assumptions include:

- A major emergency or disaster could happen at any time.
- The time of year, day of the week, time of day, and weather conditions are key variables that can have an impact on the seriousness of an incident and on the City's ability to respond.
- City staff and facilities may be impacted by the disaster and this can impede the City's ability to implement plans.
- Developing a baseline and measuring "preparedness" levels is difficult.

- In a disaster it is likely that local government response may be temporarily overwhelmed by the volume of need, and that the general public should be prepared to take care of its own basic survival needs for at least the first 5 – 7 days after an incident or event.
- Despite best efforts there will be people who will not be prepared for disasters or large scale incidents.
- Mitigation activities can be very expensive and take years to complete.
- Not all stakeholders who play a role in emergency management will participate equally due to a number of factors including budget, time, or ability.
- The ability to maintain an emergency management program is dependent on many factors, some of which are outside the control of OEM.
- A disaster would severely stress normal municipal systems, and would likely require outside assistance from the state and federal governments.
- Recovery activities are expensive and can take years to complete.
- Even in the best of circumstances some businesses and individuals will relocate following a disaster.
- The success of the City's emergency preparedness program is dependent on the support and involvement of the Mayor, City Council, City Attorney, and all City Departments.

III. CONCEPT OF OPERATIONS IN RESPONSE

Seattle Office of Emergency Management adheres to the doctrine of tiered response, handling incidents and emergencies at the lowest (jurisdictional) level possible. The vast majority of these incidents do not require the coordination efforts of the Emergency Operating Center. On a less frequent basis, larger scale or major incidents, which include disasters, can occur. These situations have expanded requirements and challenges that can exceed the capacity of one department or the entire response capability of the City or region.

A. Organization

During activations, the EOC uses the Incident Command System concepts of "unity of command/coordination," "modular organization," "management by objectives," manageable span of control," "common terminology," etc., and Emergency Support Functions, which aligns duties along functional lines. The OEM Director acts as the EOC Director during any activation. All section chief positions in the EOC are staffed by OEM personnel except Logistics. Figure 3, Page 73, shows the organizational structure for the EOC, which establishes six sections of responsibility:

- **Operations Section**: This includes the branches of Police, Fire, Health and Human Services, and Infrastructure. The EOC Operations Section is the lead for ensuring coordination among the branches.
- **Planning Section**: This section is staffed by OEM professional staff along with volunteers from other City departments and the community. The section's responsibilities include providing the overall situational awareness necessary to coordinate services and facilitate planning, and documenting the activities that are occurring.
- **Logistics Section**: This function is staffed by employees from Finance and Administration Services, Personnel, and Department of Information Technology. The section focuses on acquisition, deployment, and decommissioning of resources needed for response activities.

- **Administration Section**: This section is ordinarily staffed by OEM professional staff or volunteers. It is responsible for the security and maintenance of the emergency operations facility, and the care and safety of its tenants.
- **Joint Information Center**: This function is led by the Mayor's Office and is staffed by Public Information Officers from various departments. It is responsible for providing consistent messaging in ways that will reach the target audiences regarding the incident and the city's response.
- **Mayor's Emergency Executive Board**: This body is comprised of Mayor's senior staff and Cabinet members who collectively contribute to high-level problem resolution and policy development.

To remain ready to deal with any major incident, OEM maintains an on-call Staff Duty Officer (SDO). This professional staff person is available 24 hours a day, 7 days a week to support City departments during:

- Resource intensive emergency response.
- Incidents that seriously impact the safety and well-being of the public.
- Requests to activate the EOC.

OEM staff rotates this responsibility and are on-call for a seven day period. The SDO is the first point of contact for departments or agencies that are seeking information, needing assistance, or requesting EOC activation. Responsibilities assigned to the SDO include:

- Responding to incoming calls and inquiries from City departments, regional partners, and governmental agencies.
- Conducting weekly communication tests.
- Documenting all contacts and requests received by the SDO.
- Monitoring incidents or events that could result in EOC activation.

Additionally, each Staff Duty Officer maintains a notebook that contains, but is not limited to:

- Activation Checklist
- SDO Call Log
- Incident Checklists
- Contact Information
- Equipment Operations

B. General Response

When activated, it is the responsibility of OEM Staff to ready the EOC. Each response is customized to meet the specific needs of the situation. OEM staff members are responsible for identifying and contacting those who need to respond. Additionally, they notify regional partners and the State Emergency Management Division, ensure staffing for support functions, and address the basic needs comforts of those working in the EOC.

C. Direction and Control

As mentioned earlier, Seattle OEM organizes the EOC using Incident Command System (ICS) concepts and Emergency Support Function (ESF) assignments. Various City departments are assigned as lead or support agencies under each of the ESFs. The following list shows each of the ESFs, the name of the ESF, the ICS section it belongs to in the Seattle EOC, and the corresponding lead department.

Number	ESF Name / Section	Lead Agency

ESF #1	Transportation / Operations Section	Seattle Department of Transportation
ESF #2	Communications / Operations Section	Department of Information Technology
ESF #3	Public Works & Engineering / Operations Section	Seattle Public Utilities
ESF #4	Fire Fighting / Operations Section	Seattle Fire Department
ESF #5	Emergency Management / Planning Section	Seattle Office of Emergency Management
ESF #6	Mass Care, Housing and Human Services / Human Services Section	Department of Human Services
ESF #7	Resource Support / Logistics Section	Department of Finance and Administrative Services
ESF #8	Public Health & Medical Services / Human Services Section	Public Health – Seattle and King County
ESF #9	Search & Rescue / Operations Section	Seattle Fire Department
ESF #10	Oil & Hazardous Materials Response / Operations Section	Seattle Fire Department
ESF #11	Agriculture and Natural Resources / Not used in Seattle	
ESF #12	Energy / Operations Section	Seattle City Light
ESF #13	Public Safety and Security / Operations Section	Seattle Police Department
ESF #14	Long Term Recovery / Logistics Section	City Budget Office and Office of Emergency Management
ESF #15	External Affairs / Joint Information Center	Mayor's Office

D. Procedures

Seattle OEM maintains a number of documents that support the activation and ongoing communication necessary to coordinate information, resources, plans of action, and policy development across the City. The documents include:

- EOC Procedures Manual
- A variety of checklists
- SDO Procedures Manual
- WebEOC
- Essential Elements of Information
- Seattle Disaster Response and Readiness Plan and Annexes

IV. RESPONSIBILITIES

The Seattle Office of Emergency Management organizes their responsibilities under five areas: Mitigation, Prevention, Preparedness, Response and Recovery. Addressing the pre- and post-disaster needs and responsibilities makes overall response much more effective. Within these four areas (Prevention and Mitigation are combined), the following responsibilities are assigned:

A. Prevention and Mitigation

- Maintain the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) document and work with other agencies to mitigate the impacts of identified hazards.
- Maintain the City's All-Hazards Mitigation Plan.
- Manage the City's residential home seismic retrofit program.

B. Preparedness

- Lead the City's Disaster Management Committee (DMC) and develop the Annual DMC Work Program for the Mayor's approval.
- Maintain the Seattle Disaster Readiness and Response Plan (CEMP) and administer the updating and approval process.
- Maintain and coordinate the OEM Five Year Strategic Plan.
- Work with neighboring jurisdictions and the State of Washington to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.
- Regularly brief the Mayor, City Council and the Cabinet on the status of the City's emergency management program.
- Maintain the City's EOC facility and all equipment and operational procedures, so the EOC can be readily activated at any time.
- Discharge responsibilities assigned in the Basic Plan, ESF-5 Emergency Management Annex, and all other Support and Incident Annexes.
- Lead the City's emergency preparedness programs, such as, Seattle Neighborhoods Actively Prepare (SNAP).
- Reach out to vulnerable communities, including those with access and functional needs, to improve overall level of preparedness.
- Use Chapter 7 of the Americans with Disability Act Toolkit to review plans, services and facilities for the ability to address access and functional needs in a disaster.
- Assist communities that are establishing centralized meeting locations, also known as "Community Hubs."
- Provide annual training to EOC responders to ensure they are operationally ready to assume their roles when the EOC is activated.
- Conduct exercises and drills to test plans.
- Regularly test communications systems to ensure they are functioning.
- Coordinate city-wide compliance with National Incident Management System (NIMS) and other standards.
- Maintain the City's EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.
- Manage the City's emergency management organization (preparing agendas, convening meetings, hosting activities, holding drills and exercises, and developing plans and policies) including the Strategic Work Group, the Disaster Management Committee and the Mayor's Emergency Executive Board.
- Coordinate and document the City's continuity of government obligation.
- Coordinate the city-wide development, maintenance and testing of critical departments' continuity of operations plans.

C. Response

- Activate the EOC and determine the EOC Activation Mode.
- Make notifications to all EOC responders when an activation occurs.

- Provide the primary, first and second alternate EOC Director.
- Provide the Primary, first and second alternate EOC Operations Section Chief .
- Provide staff for the EOC Warning and Communications group.
- Provide the primary, first and second alternate EOC Planning Section Chief and staff the EOC planning Section in all EOC activations.
- Coordinate all mapping during EOC activations.
- Organize and support the Mayor's Emergency Executive Board.
- Act as liaison to other emergency management agencies including county, state and federal levels during EOC Activation.
- Coordinate all after action reviews and improvement planning for city-wide events and exercises.

D. Recovery

- Coordinate city-wide involvement in state and federal requirements for disaster reimbursement.
- Ensure that documentation is kept to support recovery of resources used throughout the activation.
- Begin planning for deactivation.
- Serve as the City's Applicant Agent in all Stafford Act public and individual assistance programs.
- Lead efforts in addressing long term recovery issues.

V. RESOURCE REQUIREMENTS

In order to effectively respond to a major incident or disaster, there must be a location that has the capacity to house the various disciplines required to coordinate the City's response. The EOC is the location where much of that collaboration occurs or is initiated. Problems that cannot be solved in the field become the responsibility of EOC responders:

A. Logistical Support

Seattle Office of Emergency Management maintains the City's Emergency Operations Center (EOC) at 105 5th Avenue South. The EOC is a fully functioning site that can accommodate up to 150 responders at any given time. OEM has agreements in place with the University of Washington and the Seattle Community College system for alternate locations for the City's EOC.

B. Communications and Data

Seattle OEM maintains the following communications systems:

- Telephones (City network, "hot and ring-down" lines, & cell phones)
- Satellite Phone
- Ring-down telephone circuits
- All City Intercom
- Pagers
- Printers
- FAX Machine
- 800 MHz Radios (KC OEM talk-groups)
- 800 MHz radio (OEM talk-group)
- Washington State EMD SATCOM Unit
- Back-up Command and Control radio

- Internet Packet Radio
- LoBand, HF VHF and UHF radios
- Electronic Data systems (servers/desktops)
- National Warning System (NAWAS) telephone
- Video Conferencing Systems
- Fixed and Heliborn Video Cameras
- Outdialer Community Notification System
- WebEOC

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

Disasters are very expensive and a major responsibility of the OEM is to begin the process of tracking and recovering costs at the beginning of each activation. There is never a guarantee that the city will be reimbursed. Even when reimbursement occurs, rarely is the amount received equal to the expense incurred. and it is a long and complex process.

To position the City for the best possible outcome, whenever the EOC is activated for an incident or event that creates substantial damage or costs, and specifically one that is likely to require public and/or individual assistance available under the Stafford Act, OEM immediately:

- Establishes a system for tracking all costs.
- Emphasizes the importance of tracking costs to all city departments.
- Differentiates between the costs directly related to a disaster and those incurred under regular operating costs (i.e. police vehicle usage for evacuating individuals following a disaster and vehicle usage for responding to 911 calls outside of disaster).

Not only is this accounting necessary for reimbursement purposes, but it also provides the public with information that demonstrates the city's commitment to fiscal responsibity with public funds.

OEM maintains staffing to deal with Mitigation and Recovery issues. Because of the Federal and State regulations that must be met, this position is critical in the overall Emergency Management function.

B. Annex Maintenance

The previous standard of updating the CEMP every four years has changed to updates being done on an ongoing basis. With information constantly changing, coupled with rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning.

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

The OEM Plans Coordinator is responsible for facilitating the review, update and approval of the CEMP, as well as maintaining documentation of any changes.

VII. TERMS AND DEFINITIONS

EMERGENCY SUPPORT FUNCTION #6 - *Mass Care, Housing and Human Services*

PRIMARY DEPARTMENT:
Seattle Human Services Department

ESF COORDINATOR:
Seattle Human Services Department

SUPPORT DEPARTMENTS AND AGENCIES:
Department of Education and Early Learning
Department of Neighborhoods
Department of Planning and Development
Financial and Administrative Services (includes Seattle Animal Shelter)
Office of Civil Rights
Office of Housing
Office of Immigrant and Refugee Affairs
Seattle Center
Seattle City Attorney's Office
Seattle City Light
Seattle Fire Department
Seattle Parks and Recreation Department
Seattle Police Department
Seattle Public Library
Seattle Public Utilities
Seattle Commission for People with disAbilities
Seattle Housing Authority
Seattle Public Schools
Area Agency on Aging for Seattle and King County (Agency and Disability Services, Seattle Human Services Department)
Public Health – Seattle & King County
King County Department of Community and Human Services
King County Metro
King County Office of Emergency Management
Washington State Department of Agriculture
Washington State Department of Early Learning
Washington State Department of Social and Health Services
Administration for Children and Families
Federal Emergency Management Agency
Other governmental partners
American Red Cross
Catholic Community Services
Crisis Clinic/2-1-1
Food Lifeline
Northwest Healthcare Response Network (NWHRN)
Seattle Food Committee
The Salvation Army
United Way of King County
Washington Voluntary Organizations Active in Disaster
YMCA of Greater Seattle
Other non-governmental and religious organizations

I. INTRODUCTION

A. Purpose

ESF #6 Annex describes how sheltering, mass care, food assistance, and other human services will be coordinated during a disaster or major emergency. This annex also defines the Seattle Human Services Department's (HSD) role in coordinating and communicating the efforts of the support organizations listed above.

B. Scope

1. This document applies to all primary and support agencies listed above and to additional governmental and non-governmental agencies which may have significant roles in ESF #6 depending on the situation.

2. The role of ESF #6 is to assist the population before, during and following a disaster through the following functions:
   - Sheltering (addressed in Appendix 1)
   - Food assistance, including mass feeding (addressed in Appendix 2)
   - Potable water access, sanitation facilities (e.g., portable toilets, showers, hand washing stations), and waste removal or handling in coordination with ESF #3, ESF #7, and ESF #8
   - Pet sheltering
   - Warming and cooling sites
   - Interpretation services
   - Social services
   - Disaster case management
   - Operation of reception centers for evacuees
   - Establishment of disaster assistance centers in conjunction with ESF #7
   - Developing support strategies to keep schools operational
   - Establishment of Community Points of Distribution in conjunction with ESF #7
   - Supporting ESF #8 functions, such as Family Assistance Centers

3. The ESF #6 functions are achieved in part by:
   - Coordinating an ESF #6 workgroup of governmental and non-governmental agencies that meets, trains and exercises regularly, and is led by HSD.
   - Identifying populations that may be most at risk from the disaster impacts and developing strategies to help and communicate with these populations.
   - Incorporating functional and access needs in the ESF #6 services.
   - Ensuring compliance with Americans with Disabilities Act (ADA) regulations in the delivery of ESF #6 services.
   - Participating with county, state and federal and non-profit partners in developing and linking plans for ESF #6 functions.
   - Staffing the Health and Human Services (HHS) Branch at the City Emergency Operations Center (EOC) with representatives from a number of ESF #6 agencies.

II. SITUATION

A. Situation

The role of ESF #6 will be determined by the type and degree of a disaster, the needs of the populations impacted and resources available. The Seattle Hazard Identification and

Vulnerability Analysis (SHIVA) lists the hazards of concern in Seattle. It is important to note that all the hazards can result in a need for shelters, housing, food, and/or other human services.

Considerations include, but are not limited to:

- Condition of utilities (power, water, sewer, natural gas) and buildings—Can people stay in their homes or do they need to relocate?
- Condition of roads and other forms of transportation—Are supplies able to reach the private sector and people in the community? Is the response effort able to procure needed supplies?
- Availability of gasoline—Is gasoline available to the community, responders and voluntary agencies?
- Communications—Are communication systems operational? Can people request help, communicate the situation and needs, connect with support systems, and be reached with safety and resource information?
- Population impacted—Are the people impacted residents, evacuees, or people residing in another area? Do people have specific medical, linguistic, functional, access, religious, cultural or legal needs?
- Resources of individuals impacted—Do people have the resources available to navigate through the disaster or do they need shelter, food, transportation or other assistance?
- Weather—Is the weather creating hardship for people in heating, cooling or transportation?
- Ability of governmental and non-governmental agencies to continue operations—Are agencies still able to operate or even expand services, or have they had to discontinue needed services?
- Size and complexity of disaster—Can the need be met within the resources and ability of two or three ESF #6 agencies, such as the establishment of one shelter in a community center, or will the response require a large multi-agency response, the establishment of a mega-shelter with a host of support services and access to resources and services that are procured through a declared federal disaster declaration?

Regardless of the scale of the disaster, the goal of ESF #6 is to coordinate resources that will help people recover from the disaster more quickly. Aiding in this process, Seattle has an existing service delivery system within the public and private arenas that currently serves identified needs for people in emergency situations. ESF #6 is prepared to leverage this service delivery network to help respond to an expanded need in the aftermath of a disaster.

B. Planning Assumptions

- A disaster can occur without warning at any time of day and may produce widespread damage requiring the temporary relocation of disaster survivors. Some survivors will go to mass shelter, others will find shelter with friends and relatives, and many survivors will remain with or near their damaged homes.

- A disaster may produce mass casualties and missing people, requiring the need for medical support alongside mass care and way to report missing people.

- Public, private and volunteer organizations, along with the general public, will have to utilize their own resources and be self-sufficient for a minimum of three days and possibly longer.

- People impacted by the disaster will likely include a range of ages, languages, cultures, religions, medical needs, disabilities, and resources.

- Children are impacted by disasters differently than adults and likely have different needs.

- Companion and/or service animals that belong to survivors will be impacted by the disaster and may need shelter, veterinary service, food, rescue or need to be located.

- There will be people impacted by the event, potentially including responders, that are not direct survivors of the disaster, but that have needs that ESF #6 may need to support.

- Immediately after the disaster, people will attempt to contact each other to communicate whether they are safe. Communication systems may be overwhelmed or inoperable. Services that facilitate communication, such as online access to Safe and Well or battery charging, may be needed.

- Survivors may be impacted emotionally, and possibly physically and mentally by the disaster. This may result in needs that are more important to the survivors than what is initially recognized, possibly beyond the scope of services offered, and may complicate the survivors' and community's ability to recover.

- Resources may be in short supply or unavailable.

- The city will make efforts to provide equitable geographic distribution of shelter and service locations in the city, balancing a number of factors including available facilities and affected populations.

- The role of ESF #6 is likely to change as survivor needs are more clearly identified or the needs change over time.

- ESF #6 services will prioritize access and functional needs and compliance with ADA regulations as services come online.

- ESF #6 functions may be performed or supplemented by responders from outside the area who are not familiar with Seattle and the population.

- Larger disasters will likely require more agencies to respond, some of which are requested and some of which self-deploy offering resources and services to the community in a manner which may not be consistent with this Annex.

- Larger disasters where additional people are coming in from the outside to assist will likely result in competition with survivors for scarce resources, such as temporary lodging or transportation.

- A federally declared disaster will enable survivors (Individual Assistance) and non-governmental organizations (Public Assistance) access to disaster assistance resources and services not otherwise available.

- A federally declared disaster with mass care needs will result in a Federal Emergency Management Agency (FEMA) response that will include significant involvement in ESF #6.

- Some people will not be ready to have ESF #6 services end and the demobilization plan needs to anticipate this.

- Clear and timely communication to support agencies and to the public regarding goals, resources and services, will need to include multiple strategies and means.

III. CONCEPT OF OPERATIONS

ESF #6 is designed to be flexible and scalable depending on the type and severity of the disaster. ESF #6 consists of many partners that can staff the HHS Branch in the EOC and/or work out in the field. The ESF #6 response can also be triggered when there is no EOC activation, but when an event can best be handled by leveraging the resources and structure of ESF #6.

Each level of government provides ESF #6 services and support. ESF #6 coordination is done at the county by the King County Office of Emergency Management (KC OEM), it is led at the State by the Department of Social and Human Services (DSHS) and at the federal level by the Federal Emergency Management Agency (FEMA). ESF-6 leads from these levels coordinate together as the situation requires to ensure efficient use of resources and consistent delivery of services throughout the areas in need.

Coordination among these entities may occur by any combination of conference calls, face-to-face meetings and other means. Task forces at the state and/or local level may be formed to address specific areas of need, such as sheltering or feeding. For situations where a multi-jurisdictional strategy would best meet the needs, a regional task force may be developed to coordinate efforts. The Puget Sound Region Feeding Plan outlines how a multi-jurisdictional feeding task force would operate.

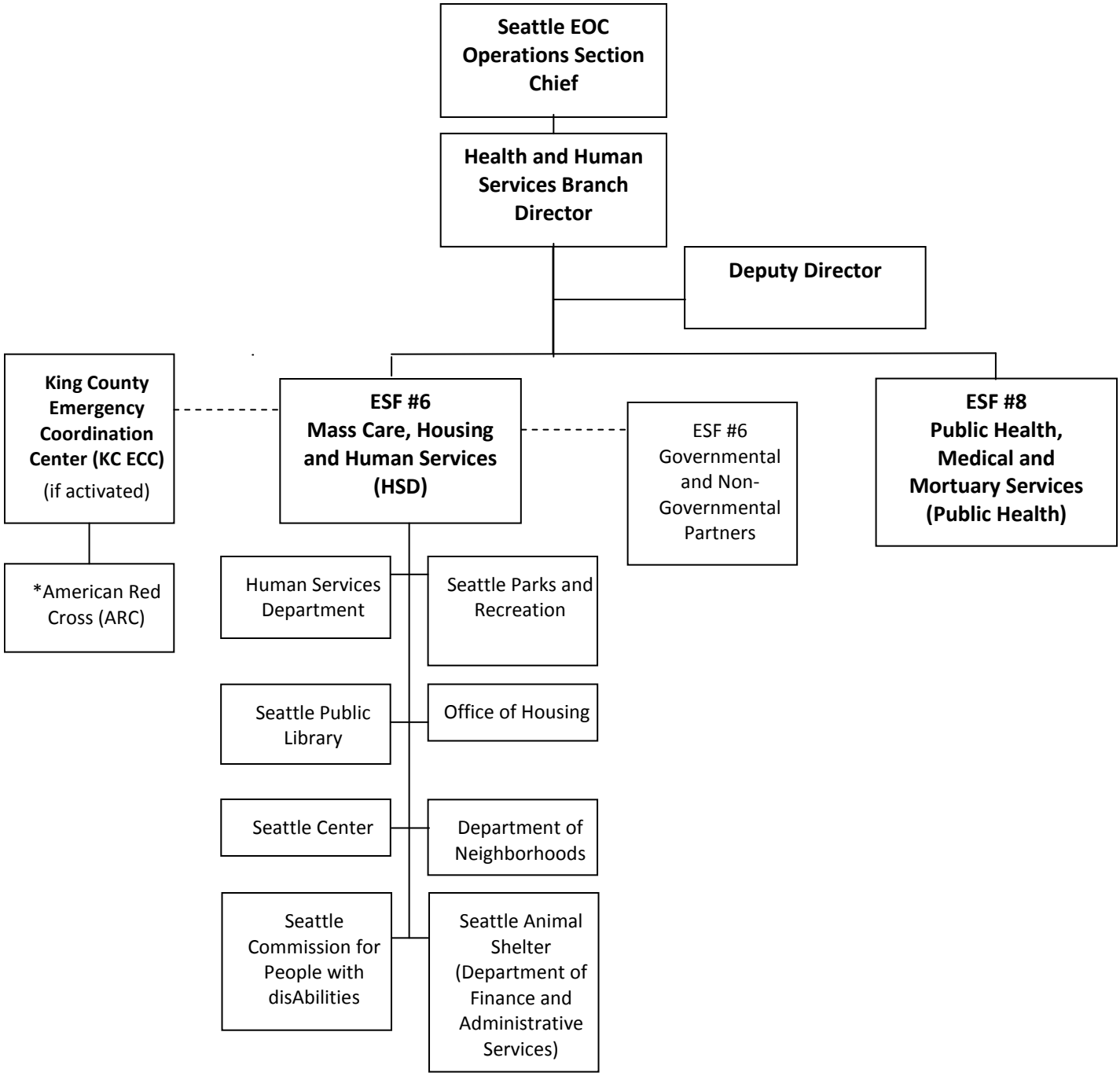
A. Organization

1. The City EOC is organized using Incident Command System, which emphasizes concepts such as unity of command/coordination, modular organization, management by objectives, manageable span of control, etc. Under the EOC Operations Section there are four branches: Health and Human Services (HHS), Infrastructure, Police and Fire. ESF #6 and ESF #8 (Health) are represented under the HHS Branch.

2. HSD provides for the leadership of the HHS Branch. Specific staffing for the branch is dependent on the ESF #6 functions and expertise needed for the specific event. Staffing for the branch is provided by HSD, Parks, Seattle Center, Library, FAS (Seattle Animal Shelter and Neighborhood Centers), Office of Housing, Department of Neighborhoods, Seattle Commission for People with disAbilities, and a Health liaison provided by Public Health – Seattle & King County. Additional staffing may be supplied by other governmental or non-governmental supporting agencies.

   The chart that follows, “Exhibit 1: Staffing for ESF #6 – EOC Health and Human Services Branch,” illustrates how the HHS Branch is organized in the Seattle EOC.

Exhibit 1: Staffing for ESF #6 – EOC Health and Human Services Branch



- - - Not physically present at the EOC, but in contact with HHS Branch representatives

* American Red Cross representation will be at the KC ECC for regional representation if the KC ECC is activated. If the ECC is not activated, the ARC will support from the highest level of EOC activation.

3. Within ESF #6, task forces may be formed to address specific issues such as feeding, shelter, child care, and Community Points of Distribution. These task forces will involve key partners, some of which may be from other ESFs.

4. ESF #6 works closely with ESF #8 Public Health, Medical and Mortuary Services, integrating efforts around the well-being of people, service animals and pets.

5. ESF #6 is dependent on non-governmental agencies for some functions and support. These agencies are an integral part of ESF #6, particularly those agencies that are members of the Washington chapter of the Voluntary Organizations Active in Disasters (WAVOAD), which includes The American Red Cross and The Salvation Army; Crisis Clinic/2-1-1, Catholic Community Services, Seattle Housing Authority, United Way of King County, YMCA. Additional possible partners include non-governmental agencies contracted by the Seattle Human Services Department to provide essential services to the community on a daily basis.

6. ESF #11 Natural Resources has limited relevance in the city. Some responsibilities from ESF #11 are covered under ESF #6 and #8:
    - Food supply – ESF #6 Mass Care Housing and Human Services
    - Food safety – ESF #8 Public Health and Medical Services
    - Animal and plant disease and pest control – ESF #8 Public Health and Medical Services

B. General Response

1. Citywide response activities of all operational departments are coordinated through the Seattle Emergency Operations Center using a Consolidated Action Plan. The HHS Branch response will depend upon the disaster, identified needs, and strategy(ies) chosen. In addition to situational awareness provided through the EOC, the HHS Branch conducts an assessment of the human services infrastructure.

2. Seattle Parks and Recreation Department is the lead department for sheltering when the American Red Cross is not available or where sheltering is taking place at their facilities, on their grounds or their staff is operating the shelter.

3. The Seattle Animal Shelter (FAS) is the lead department for animal sheltering and support.

4. HSD is the lead department coordinating the responsibilities of ESF #6, communicating the activities of the branch and some specific functions, such as feeding.

C. Direction and Control

Each ESF #6 agency is responsible for providing direction within their organization. At the EOC, the HSD is responsible for staffing the Branch Director position of the HHS Branch or arranging for a Branch Director from one of the City ESF #6 Supporting Departments. ESF #6 works within the incident command system.

Some departments have a Department Operations Center (DOC), which is activated to coordinate emergency activities their department is performing and in support of the disaster response. In ESF #6, Seattle Parks and Recreation has a DOC that is activated as needed, and HSD has the capability to form a DOC as well. Department DOCs communicate with the EOC through a department representative in the EOC, the Branch Director or through EOC coordination conference calls.

Public Health – Seattle & King County (Public Health) can activate a Health and Medical Area Command (HMAC), which coordinates the healthcare community response.

As the responsible department for coordinating the Branch, the HSD Director should be regularly updated on key objectives and operations of the branch.

D. Procedures

Primary and support departments and agencies under ESF #6 have prepared a range of operational plans and procedures. Standard operating procedures, position checklists, telephone lists, and other information are maintained by HSD and available in hard copy in the EOC and online in HSD's Emergency Preparedness Directory.

IV. RESPONSIBILITIES

A. Prevention and Mitigation Activities

1. HSD, as lead for ESF #6 :
   - Provides training opportunities and information to ESF #6 partners including preparedness and mitigation topics.
   - Supports the development of a more resilient Seattle daily through funding and operating programs and services that meet the basic needs of the most vulnerable people in the community.

B. Preparedness Activities

1. HSD, as ESF #6 lead:
   - Coordinates an ESF #6 group that meets monthly to share information and lessons learned, develop processes and plans, coordinate response activities and exercise at least annually.

2. HSD in coordination with ESF #6 partners
   - Reviews response procedures, checklists and worksheets with the ESF #6 group.
   - In partnership with OEM, participates in maintaining the Winter Storm Incident Annex, the Earthquake Incident Annex, and other annexes as needed.
   - Reviews and updates the ESF #6 Annex annually.
   - Updates contact lists annually.
   - Develops plans and procedures in coordination with ESF #6 partners that support the ESF functions.
   - Identifies, trains, and assigns personnel necessary to execute the missions in support of this ESF.
   - Communicates situational awareness and preparedness activities to ESF #6 partners and the EOC.

- Coordinates staffing for the Health and Human Services Branch at the EOC when activated.
- Implements measures to support HSD essential functions.

3. ESF #6 support departments and agencies:
   - Participate in the ESF #6 group.
   - Participate in the review of the ESF #6 Annex.
   - Provide updated contact information.
   - Communicate status when requested by the ESF #6 lead.
   - Participate in ESF #6 trainings and exercises.

C. Response Activities

Response activities, such as setting up a shelter may take several days. Clear communication to the public is vital so that they are able to make informed decisions on how they can best respond to the situation.

1. HSD as a department
   - Gathers status information on contracted agencies to assess needs and contribute to the assessment for the Human Service infrastructure.
   - Focuses on its essential functions to coordinate the HHS Branch at the EOC, provide case management services and coordinate care for Aging and Disability Services clients, continue homeless shelters, feeding programs and support services.

2. HSD, as ESF #6 lead:
   - Coordinates the HHS Branch at the Seattle EOC.
   - Coordinates and communicates ESF #6 needs and activities.
   - Develops task forces to coordinate specific complex functions requiring multi-agency coordination, such as feeding or sheltering.
   - Works with ESF #6 partners, EOC branches, media sources and others to gather information on impacts of a disaster to the community, assess needs, determine populations most vulnerable and develop a coordinated response plan.
   - Monitors and assesses the status of the Human Service infrastructure.

3. ESF #6 support departments and agencies:
   - Assist with staffing the HHS Branch at the Seattle EOC.
   - Assist with situational awareness.
   - Participate in ESF #6 task forces, and potentially other ESF task forces, to develop strategies and coordinate specific response functions, such as feeding or sheltering.
   - Provide facilities, staff or other resources in support of ESF #6 or EOC objectives.
   - Communicate needs and concerns in response to the disaster.
   - Assist with emergency response as determined by their department's or agency's disaster mission and assist with the ESF-6 coordinated response.

The following chart in "Exhibit 2: ESF #6 Support Agency Roles and Capabilities," provides a brief outline of typical roles of the ESF #6 departments and supporting agencies. The chart is divided into the following three categories:

- City Departments/Offices and Commissions
- Other Governmental Partners
- Non-Governmental Partners

The chart is not intended to be exhaustive as additional agencies and resources may be involved in a given disaster response.

Exhibit 2: ESF #6 Support Agency Roles and Capabilities

City Departments/Offices and Commissions	ESF #6 Role / Capabilities
Department of Education and Early Learning	Works with Seattle Public Schools on partnerships to help young people, including the Families and Education Levy. Has contracts and expertise in child care.
Department of Neighborhoods	Community engagement and outreach through Neighborhood District Coordinators, P-Patch Community Gardening, etc.; knowledge of neighborhood communities; access to interpretation.
Department of Planning and Development	Inspection of buildings for structural integrity including those that may be used for shelter (human and animal), reception centers and other essential ESF #6 activities; permits for building, electrical, side sewer repair and street food vending; guidance and enforcement of electrical, building, maintenance and land use codes and rules; exemptions from code requirements; and city planning.
Finance and Administrative Services (includes Seattle Animal Shelter)	Lead for ESF #7 and coordination of Logistics Branch. Procurement of resources; access to vehicles; access to shelter caches; Community Points of Distribution (CPOD) plan lead; facility and facility management contracts; and vendor contracts. Seattle Animal Shelter is lead for pet sheltering; pet shelter staffing and supplies; service animal support; and animal services. Customer Service Bureau operates the City Information and Complaint Line, has access to interpretation. Neighborhood Services Centers have six sites that provide payment and information services.
Human Services Department	Lead for ESF #6 and coordination of Health and Human Services Branch. Lead for coordination of multi-agency feeding response. In disasters assesses human services infrastructure. Expertise in vulnerable populations and has hundreds of contracts with agencies serving the community from birth on up. Aging and Disability Services (ADS) division serves as the Area Agency on Aging for Seattle and King County. ADS provides case management to thousands of clients and has an office in Renton that serves South King County. ADS staff includes nurses and multi-lingual speakers. HSD has contracts and expertise in youth programs and outreach, homeless shelters, hygiene and support services, food banks, food delivery programs, feeding programs, domestic violence shelters and services, family resource centers, and other social service resources.
Office of Civil Rights	Addresses illegal discrimination in employment, housing, public accommodations and contracting within the Seattle city limits. Advises on disability access and services, including service animals. Staffs four advisory commissions: Seattle Commission for People with disAbilities, Seattle LGBT Commission, Seattle Women's Commission, and Seattle Human Rights Commission.

City Departments/Offices and Commissions	ESF #6 Role / Capabilities
Office of Housing	Lead for housing in ESF #6. Experts in affordable housing, housing programs and agencies, and information on 10,000 Seattle housing units.
Office of Immigrant and Refugee Affairs	Outreach and contacts to immigrant communities, including ethnic media; information on interpretation/translation services.
Seattle Center	Campus setting for facilities that can be used for shelters, warming/cooling centers, reception center, backup animal shelter, assistance center; etc. Expertise in management of large crowds and events. Has MOU with Public Health for Alternate Care Facility site.
Seattle City Attorney's Office	Provides legal advice including contracts, memorandums of understanding, executive emergency powers, Americans with Disabilities Act, and Seattle Municipal Code.
Seattle City Light	Maintains a self-registry of SCL customers with power-dependent medical needs; Prioritization and scheduling of power repair/shut off.
Seattle Commission for People with disAbilities	Expertise with disabilities, resources and accessibility options. Assist with public messaging to members of the disability community.
Seattle Fire Department	Situational awareness (9-1-1); transportation of injured/seriously ill; medical assistance; and fire inspection of shelters.
Seattle Parks and Recreation Department	Lead for shelter coordination in city facilities and will staff if American Red Cross is not available. Maintains facility and grounds capacity that can provide shelter, warming sites, recharging stations or other support (26 community centers—8 with generators—and over 400 parks and open areas). Commercial kitchens; and showers, especially at pool sites. Staff trained in shelter management; understanding of access and functional needs; and community relationships and outreach. Some community center rooms licensed for child care; child care programs through partner Associated Recreation Council; and youth and adult programs. Vehicles and tools for ground and facility maintenance.
Seattle Police Department	Community outreach; shelter security; and situational awareness.
Seattle Public Library	Facilities throughout Seattle that can provide outreach/community engagement, referrals, warming/cooling sites, computer access, resource assistance, and location for disaster assistance through computers or in person by designated FEMA or other response staff (26 branch libraries, Central Library, mobile and online services).
Seattle Public Utilities	Water services, including emergency potable water and blivets; management of sewer system; and waste management.

Other Governmental Partners	ESF #6 Role / Capabilities

Other Governmental Partners	ESF #6 Role / Capabilities
Seattle Housing Authority	Provides low-income public housing, Section 8 housing vouchers, and senior housing program. Operates buildings on more than 400 sites.
Seattle Public Schools	Operation of K-12 public education in 95 schools. Have school facilities and grounds in all neighborhoods, some that include shower and kitchen facilities. Potential sheltering or shelter campus or other mass care facility capabilities. Centralized mass food services operation. Expertise includes interpretation, access and functional needs, and child development and needs. Also has transportation contracts. High priority to maintain or restart education services after a disaster.
Area Agency on Aging for Seattle and King County	Aging and Disability Services (ADS), a division of Seattle Human Services Department, is the Area Agency on Aging for Seattle and King County. ADS plans, coordinates and advocates for a comprehensive service delivery system for older adults, family caregivers and people with disabilities in King County.
King County Department of Community and Health Services (DCHS)	Lead for mental health and chemical abuse and dependency services. Also provides a range of programs and services for vulnerable populations.
King County Metro	Provides accessible transportation and limited warming shelter through its buses. Also operates Metro Access Transportation service for people eligible for ADA Paratransit Program.
King County Office of Emergency Management	Lead for County ESF #6. Has MOUs with shelter facilities; American Red Cross; etc.
Public Health – Seattle & King County (Public Health)	Lead for ESF #8 Health, Medical and Mortuary Services. Is also lead for Family Assistance Center Plan, manages the Medical Reserve Corps, sets up Alternate Care Facilities, and coordinates the Community Communication Network (CCN). Public Health coordinates response support for public health services, medical surge, community behavioral health services, outpatient services, vaccination program, inpatient services, home health services, homeless health services, food safety inspections and guidance, health information in a disaster, vulnerable populations assessment, translation and outreach.
Washington State Department of Agriculture	Administers USDA's The Food Assistance Program (TEFAP), Emergency Food Assistance Program (EFAP – financial, service guidance and coalition support for food bank system), and USDA's Commodity Supplemental Food Program (CSFP). Also has roles in issues involving animal health and food safety.
Washington State Department of Early Learning (DEL)	Oversees child care licensing and supports other early learning programs in accordance with state laws, federal laws and DEL rules. Determines site capacity. Issues portable background checks.

Other Governmental Partners	ESF #6 Role / Capabilities
Washington State Department of Social and Health Services (DSHS)	Lead for state ESF #6. DSHS services include Basic Food Program, medical assistance programs, cash assistance, disaster food stamps; disaster food program, and mental health disaster outreach. DSHS is also responsible for children in foster care. Local offices are located throughout the area in addition to a mobile site capacity.
Administration for Children and Families (ACF)	ACF can provide assistance on federal rules/waivers in disasters; continuity of benefits for clients, and expertise on access and functional needs. ACF can also provide Disaster Case Management services in a federally declared disaster if requested by the state and granted by FEMA.
Federal Emergency Management Agency (FEMA)	Lead for federal ESF #6. If a federal disaster is declared, FEMA can offer assistance on sheltering, housing, feeding operations; procurement and distribution of supplies; disaster assistance programs; coordination with other federal and voluntary agencies, etc.
Other Governmental Partners	Various.

Non-Governmental Partners	ESF #6 Role / Capabilities
American Red Cross	Has MOU with FEMA as co-lead for mass care component of ESF #6. Lead on shelter operations when available. Experts in disaster response, has trained shelter staff, mobile shelter supplies, capability for mass feeding, Safe and Well registration, caseworkers, interpretation and translations services, first aid capability, cadre of volunteers and other emergency assistance. Red Cross and FEMA to co-lead the mass care component of ESF-6. jointly lead the planning and coordination of mass care services,
Catholic Community Services	In a disaster provides disaster case management and coordinates a county disaster case management group. Also provides transitional housing, homeless services, feeding programs and other human services.
Crisis Clinic (King County 2-1-1 and 24-Hour Crisis Line)	2-1-1 provides information on community services available during a disaster via telephone and/or an online database. Communicates with other providers to obtain information on which agencies/services are operating during/after a disaster. Information is updated regularly. Crisis Line provides 24/7 emotional support and referrals to emergency mental health services. Has access to the 2-1-1 database of services available during/after a disaster.

Non-Governmental Partners	ESF #6 Role / Capabilities
Food Lifeline (Feeding America affiliate)	Western Washington Feeding America affiliate and part of national disaster food response. Food distributor to food banks and meal programs. Operates two warehouses and a truck fleet. Has expertise and capacity to handle influx of food donations, as well as government and purchased food. Has food repackaging and volunteer management capability.
Northwest Healthcare Response Network (NWHRN)	Coordinates disaster preparedness with healthcare providers in King and Pierce Counties, including hospitals, long term care, dialysis centers, behavioral health, ambulatory care, ancillary services, in-home services, and pediatrics. Within the two-county area, NWHRN develops healthcare response and recovery plans in partnership with healthcare providers and public health departments. It also administers WATrac, Washington state's web-based healthcare incident management system. During a response, NWHRN operates the Healthcare Emergency Coordination Center to coordinate and support medical surge, healthcare facility evacuation, patient transport, resource requests and prioritization, information sharing, and other activities
The Salvation Army	Provides disaster services and mass feeding operations. Also operates homeless shelters and meal programs, and provides case management and financial assistance.
Seattle Food Committee (Coalition of Seattle Food Banks)	A coalition of independent food banks that distributes purchased and donated food through 27 food programs in Seattle. Experts in handling and repackaging food donations, and in distributing food efficiently to large numbers of people. Some programs also provide home delivery.
United Way of King County	In a disaster, a key partner in mobilizing funds and volunteers. An expert in raising funds for community agencies that help people in need and in managing volunteers. Has extensive funder and agency relationships.
Washington Voluntary Organizations Active in Disaster (WAVOAD)	The Washington chapter of the national Voluntary Organizations Active in Disaster. WAVOAD provides communication with member agencies on disaster needs. Members include: Red Cross, The Salvation Army, Church of Scientology; The Church of Jesus Christ of Latter-Day Saints; Mennonite Disaster Services, Church of the Brethren; Catholic Community Services, etc. Also helps address unmet needs. Has a representative at the State EOC when activated.
YMCA of Greater Seattle	In a disaster provides child care for responders and can offer shower facilities to the community. Has trained staff extensively in the national Incident Command System (ICS)

Non-Governmental Partners	ESF #6 Role / Capabilities
HSD Contracted Agencies	Various. Focus is on programs providing homeless shelters and support services, feeding programs; licensed child care for low income families; case management and referrals for elderly and disabled people, youth services, family support, domestic violence services, etc.
Other Non-governmental and Religious Organizations	Various. May provide spiritual support, and may have facilities, resources or people that can help in a disaster.

4. The activities of ESF #6 may adjust during the response to reflect changes in the disaster impact, the resources of people being depleted, and additional agencies and resources reaching the area.

D. Recovery Activities

1. HSD:
   - Participates in community recovery as outlined in the Recovery Annex.
   - Continues its work in funding and operating programs and services that meet the basic needs of the most vulnerable people in the community, which may be modified in response to the impacts of a disaster.

2. HSD, as ESF #6 lead:
   - Participates in debriefings held by OEM and holds a separate ESF #6 debriefing for events in which ESF #6 had a significant role.
   - Writes the ESF #6 portion of OEM After Action Reports and reviews and revises existing plans and procedures as necessary based on lessons learned.
   - Provides opportunity for coordination of effort through the ESF #6 group.

3. ESF #6 support departments and agencies:
   - Participate in ESF #6 debriefings, and as applicable, the development of the After Action Report.
   - As needed revise plans and procedures that are under their area of responsibility based.
   - Participate in the recovery of the community in alignment with their organizational mission, and as stated in the Recovery Annex if specified.

V. RESOURCES

Resource requirements will depend upon the nature and extent of the disaster and the means identified to respond to the disaster. Many ESF #6 supporting agencies provide additional resources, depending upon their role in a disaster. (See "Exhibit 2: ESF #6 Support Agency Roles and Capabilities.") The list below focuses on key City of Seattle ESF #6 resources, although additional resources may be necessary to respond to a given disaster event.

D. Facilities

1. HSD has offices at:
   - Seattle Municipal Tower – 700 5th Ave., Seattle, WA
   - Central Building – 810 3rd Ave., Seattle, WA
   - South King County Office, Aging and Disability Services Division - 600 S.W. 39th Street, Suite 155, Renton, WA

2. ESF #6 support departments have facilities throughout the city. Some of the essential facilities include:
   - Parks Department Priority 1 Community Centers with generators (see Appendix 1 Sheltering)
   - Seattle Public Library Central Branch – 1000 4th Ave., Seattle, WA
   - Seattle Center Campus - 305 Harrison St., Seattle, WA
   - Seattle Animal Shelter - 2061 15th Ave W, Seattle, WA

3. ESF #6 support agencies also have facilities essential to accomplishing specific ESF #6 functions. These facilities will be incorporated into the response strategy based on the specific event and priorities designated in the Consolidated Action Plan developed in the Emergency Operations Center.

E. Supplies

Key supplies obtained by the city for ESF #6 include:

- Shelter supplies (cots, blankets, etc.) for 3,500 survivors and pet sheltering supplies including 500 cages located in four caches in different parts of the city. Supplies do not include food or water.
- Mobile Pet Emergency Trailer – Seattle (PETS) with pet shelter supplies and capability of sheltering up to 40 animals. Supplies do not include food or water.
- Water distribution supplies and blivets.

F. Data

Some of the systems used by ESF #6 include, but are not limited to:

- HSD Contract Management System (CMS)
- FEMA National Shelter System (NSS)
- HousingSearchNW.org
- Aging and Disability Services client case information

G. Communications

- HSD has one 800 MHz radios on the 56th floor of the Seattle Municipal Tower and two on the 58th floor. E-mail, traditional "land line," and cellular phones are typical communication tools used on a day-to-day basis.
- Communication to the ESF #6 support partners is typically done by email, and a phone list is maintained.

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

Departments, organizations or agencies with a lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle OEM. In a federal disaster declaration some costs may be eligible for reimbursement. If HSD contracts with agencies are amended to help assist survivors of the disaster, these costs will also be documented and submitted for reimbursement as applicable.

B. Annex Maintenance

HSD as the ESF #6 lead agency is responsible for updating this annex. The annex will be reviewed and updated annually as prescribed in the CEMP or when deemed necessary by HSD or the Seattle Office of Emergency Management. HSD is also responsible for ensuring all Primary and Support department and agency personnel are trained at least annually on the information contained within this annex.

VII. TERMS AND DEFINITIONS

Alternate Care Facility: A facility that can be established by Public Health – Seattle & King County to provide service to those who need medical assistance but due to an emergency are not able to receive it in the traditional environments of a hospital or long-term-care facility.

Blivet: A frameless collapsible water bladder or pillow tank that can be transported and filled with potable water. Depending on size, a blivet can hold up to thousands of gallons of water.

Community Points of Distribution (CPODs): Centralized locations with the public can pick up life sustaining commodities following a disaster or emergency. Commodities can include meals-ready-to-eat (MREs), water, tarps and ice.

Family Assistance Center: A secure facility established to serve as a centralized location to provide information and assistance about missing or unaccounted for persons and the deceased. It is also established to support the reunification of the missing or deceased with their family members.

Safe and Well website: Operated by The American Red Cross, the Safe and Well website is a central location for people in disaster areas in the United States to register their current status, and for their loved ones to access that information. It is available 24 hours a day, 365 days a year.

ESF #6 - APPENDIX 1 - SHELTERING

PRIMARY DEPARTMENT:
Seattle Parks and Recreation Department
Seattle Human Services Department

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle Center
Seattle Public Library
Seattle Department of Finance and Administrative Services (includes Seattle Animal Shelter)
Seattle Fire Department
Seattle Department of Planning and Development
Seattle Office of Emergency Management
Seattle Office of Housing
Seattle Police Department
Seattle Public Utilities
Seattle Commission for People with disAbilities
Seattle Housing Authority
Seattle Public Schools
Public Health – Seattle & King County
King County Metro
King County Office of Emergency Management
Administration for Children and Families
Federal Emergency Management Agency
American Red Cross
Crisis Clinic/2-1-1
The Salvation Army
Other Non-Governmental and Religious Organizations
Private sector

I. INTRODUCTION

A. Purpose

The Sheltering Appendix describes how sheltering will be provided in a disaster. The Appendix also defines the roles and responsibilities of the various support organizations and agencies, and how their efforts will be coordinated.

B. Scope

1. This Annex focuses on sheltering, and does not address transitional or permanent housing plans. Shelters are limited in timeframe and designed to be a safe place for people to live temporarily when they cannot live in their homes. However, moving from shelters to permanent housing is a continuum process with the components often overlapping and being coordinated between responding agencies.

2. This document applies to all primary and support agencies involved in developing and implementing the shelter strategy within Seattle.

3. This Annex is designed to be scalable and to integrate local regional, state and

national agencies/organizations into the response. This includes:

- Non-governmental organizations that provide sheltering and shelter feeding support, with the primary agency being the American Red Cross.
- Governmental organizations at all levels that have shelter capabilities or resources, ranging from the Seattle Department Parks and Recreation (Parks Department) to the Federal Emergency Management Agency (FEMA).
- Faith-based organizations that may be registered on the National Shelter System (NSS) or spontaneously open a shelter, and/or have facilities, kitchens or volunteers.
- Private sector, such as food vendors or building owners with facilities that could be used for sheltering.
- Businesses that may be sheltering employees, or have a need to provide shelter to employees.
- Organizations that address access and functional needs.
- Agencies that provide pet sheltering, with the primary agency being the Seattle Animal Shelter.

4. A complementary strategy for pet sheltering is developed with the overall shelter plan. The Seattle Animal Sheltering Plan specifically addresses these components. The Animal Sheltering Plan will be incorporated into the Emergency Support Function #6 (ESF #6) Mass Care, Housing and Human Services response and, where appropriate, activities will be combined, such as delivering human and animal supplies from the shelter caches. This Shelter Annex focuses on the human shelter strategy, but not to the exclusion of the animal shelter plan. Service animals are kept with the person they are providing assistance to, and the Seattle Animal Shelter will help provide support to these animals if needed.

5. Critical partners to the success of the sheltering plan is Emergency Support Function 7 (ESF #7) Resource Support (logistics, supplies and shelter caches) and ESF #8 Public Health and Medical Services. Additionally, substantial issues around shelter are resolved when roads and transportation are operational (ESF #1 Transportation), water and sewer systems are functioning (ESF #3 Public Works and Engineering), and power is on (ESF #12 Energy). In the event of structural damage to buildings and housing, the Seattle Department of Planning and Development (DPD) becomes an essential partner in not only determining whether people can stay in their homes, but whether shelter space is structurally sound. This plan does not go into detail on the role of these ESFs; however, it recognizes the importance of integrating into their plans, responses and priorities.

6. This Annex does not address shelter-in-place, which is used when people need to seek immediate shelter in an emergency, such as a chemical release, and remain there rather than evacuate.

II. SITUATION

A. Situation

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies and discusses in detail a wide range of hazards that could result in a need to shelter people. This includes natural, technical, and human caused disasters, such as severe weather, earthquakes, infrastructure failure, and acts of terrorism. Depending on the disaster, sheltering can take a number of forms, such as warming or cooling sites, and overnight shelters. Shelters may be established in community centers, arenas or in soft-sided shelters (e.g., tents). In longer term situations where housing is severely damaged and not available for an extended period, people are moved from emergency shelters into transitional housing or, optimally, into permanent housing. These longer term housing situations are described in other plans, such as the Washington State Department of Commerce's Long Term Disaster Housing Plan and FEMA's Disaster Housing Plan, and on the local level in the draft Seattle Disaster Recovery Plan.

Along with sheltering, other complementary support plans may be needed. These can include, but are not limited to feeding, transportation, sanitation, hygiene, child care and pet sheltering. Additional areas of support can include medical, access and functional needs, interpretation/translation, financial assistance and others depending on the disaster and the populations impacted.

In general, the American Red Cross responds to emergencies, such as fires, that displace households. In situations where a larger number of households are displaced or additional assistance is needed, the City of Seattle's ESF #6 leverages the larger emergency support structure to mobilize governmental and community partners, resources, and services that can provide sheltering and the accompanying support. In catastrophic situations, the national American Red Cross and other national organizations will respond along with local agencies. Additionally, the City can adapt, and potentially surge, its existing service system for people in the aftermath of a disaster.

B. Planning Assumptions

- A disaster can occur without warning at a time of day that may produce extensive casualties and widespread damage requiring the temporary relocation of disaster survivors. Some survivors will go to mass shelter, others will find shelter with friends and relatives, and many survivors will remain with or near their damaged homes.

- The City of Seattle does not maintain mass care shelters on a day-to-day basis. Instead, the City has identified both public and private facilities that can be converted from normal use to support the range of mass care needed in an emergency or disaster. This does mean displacing other programs including child care and recreation programs.

- Besides shelter, the basic services and commodities to be provided in a mass care facility may include food, water, clothing, provisions for hygiene, emergency medical services, counseling and communications support.

- In a catastrophic situation, it will take days to establish shelters.

- It will be at least three days before national assistance begins to arrive.
- People prefer to be in their own homes or as close as possible.
- Approximately 10% of displaced people will need shelter.
- Ability to set up and support sheltering will depend on availability of transportation system, supplies and staff.
- Buildings for shelters may not exist or be useable.
- People with the fewest resources are more likely to need sheltering.
- Shelters require 24 hour staffing.
- Shelters will open and may not be able to handle every type of need.
- There may be limited food and water at the shelter.
- There will be a need for medical support at the shelter and some people will be missing medications and/or medical devices and supplies.
- People will have a variety of access and functional needs.
- Interpretation and translation will be needed.
- People are likely to be under stress and have experienced some form of difficulty, trauma and/or loss.
- Families may be separated, family members may be missing, injured or deceased, and minors may be unaccompanied by adults.
- Children will have different needs than adults.
- People will come to the shelter with their pets.
- Shelters established following American Red Cross shelter standards will not accept pets.
- People will not want to be separated from their animals and may develop hybrid sheltering approaches, such as sheltering the animal in their car.
- There are varying definitions of “service animal” in Seattle depending upon the agencies and facilities involved.

- A complementary pet sheltering plan has been developed that strives to locate pet shelters close to human shelters.

- Some businesses will shelter their own staff.

- Many people will establish their own sheltering solutions.

- Depending upon the time of the event, up to 400,000 people could be in Seattle who are not residents and some of whom may need shelter or help returning home.

- If the disaster is caused by an earthquake, people will set up their own tents and there will also be a demand for tent sheltering as people avoid being in buildings.

- A federal disaster declaration will be needed for certain types of shelter and assistance to become available.

- The FEMA NSS will be an important tool in identifying facility options, and tracking and reporting on the number of people and animals being sheltered.

III. CONCEPT OF OPERATIONS

In a disaster, people can be displaced from their homes for a variety of reasons. Their homes could be destroyed and no longer habitable, essential services such as water and heat might not working, access to the home might be cut off, or people may have had to evacuate their area. Whatever the reason, if people cannot stay in their homes due to a disaster and they do not have good options for a place to stay, establishing a shelter(s) may be the best strategy. If a shelter(s) is established, the following concepts will be important:

- Respect the dignity of all shelter occupants.
- People need to be in permanent homes as soon as possible.
- Design the shelter to be accessible and address functional needs.
- Locate shelters as close to the affected homes and community as possible.
- Keep families together.
- Keep pets as close to the families as possible.
- Keep the community together.
- Create a safe environment.
- Keep children in school.
- People are able to continue their employment.
- If people were able to drive to the shelter, allow for parking.
- If people do not reside in Seattle, identify whether they need assistance to return to their homes.
- Develop a meal plan to support the shelter.
- Ass the needs of shelter clients in regards to diet, language, custom, information needs, health, mental health, safety, etc.
- People are able to access services.

- Provide clear updated communications externally and internally.
- Communicate how long the shelter is expected to be open as soon as possible.

Shelters are generally open for the length of time needed to support the affected population, ranging from a few days to several weeks, depending on the severity of the event. In a catastrophic situation, such as the 2011 tsunami in Japan, shelters may need to be open for months.

There are a variety of ways to approach sheltering. There could be a single small shelter, multiple shelters, a larger mega-shelter, tent shelters (most likely to occur after an earthquake), consolidation of shelters, etc. The shelter strategy must balance the needs of people displaced with the available resources, as well as the cost of the solution. Consideration also needs to be given as to how long a particular shelter option can be supported and whether the approach is equitable, especially where multiple shelters are established.

Developing a shelter strategy can be complex. ESF #6 partners work together on a sheltering strategy relying heavily on the expertise of the American Red Cross and the Seattle Parks and Recreation Department (Parks). As the complexity of the sheltering needs grow, a Shelter Task Force may be formed as a sub group of ESF #6.

ESF #6 will operate according to standard Red Cross shelter procedures. These procedures include the use of Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities.

Complementing the shelter efforts, there are additional areas of consideration:

- Warming/cooling sites may be an option where people are be able to get enough relief that they are able to stay in their homes. These sites may include recharging stations, food and first aid.
- A pet sheltering strategy may range from holding people's animals at the Animal Shelter until the event is over to developing additional pet shelters that may or may not be connected to human shelters.
- If possible, keep operations of shelters and support services open that regularly serve homeless persons. This shelter system assists hundreds of people on a daily basis and has the ability to connect people to specialized services. The City of Seattle supports a surge capacity as well, which is outlined in the City of Seattle Severe Weather Plan for Homeless Persons.
- Reception centers may be needed in an evacuation situation where people are provided information and possibly directed to shelter sites.
- People who are not residents of Seattle may need shelter until they can procure transportation to return to their homes.

Overall, each sheltering strategy is developed from a range of options and resources for the people impacted and adapted to the situation. It has been found that going into a shelter is generally not people's first preference, so supporting efforts that may help them achieve a better option is also part of the sheltering strategy.

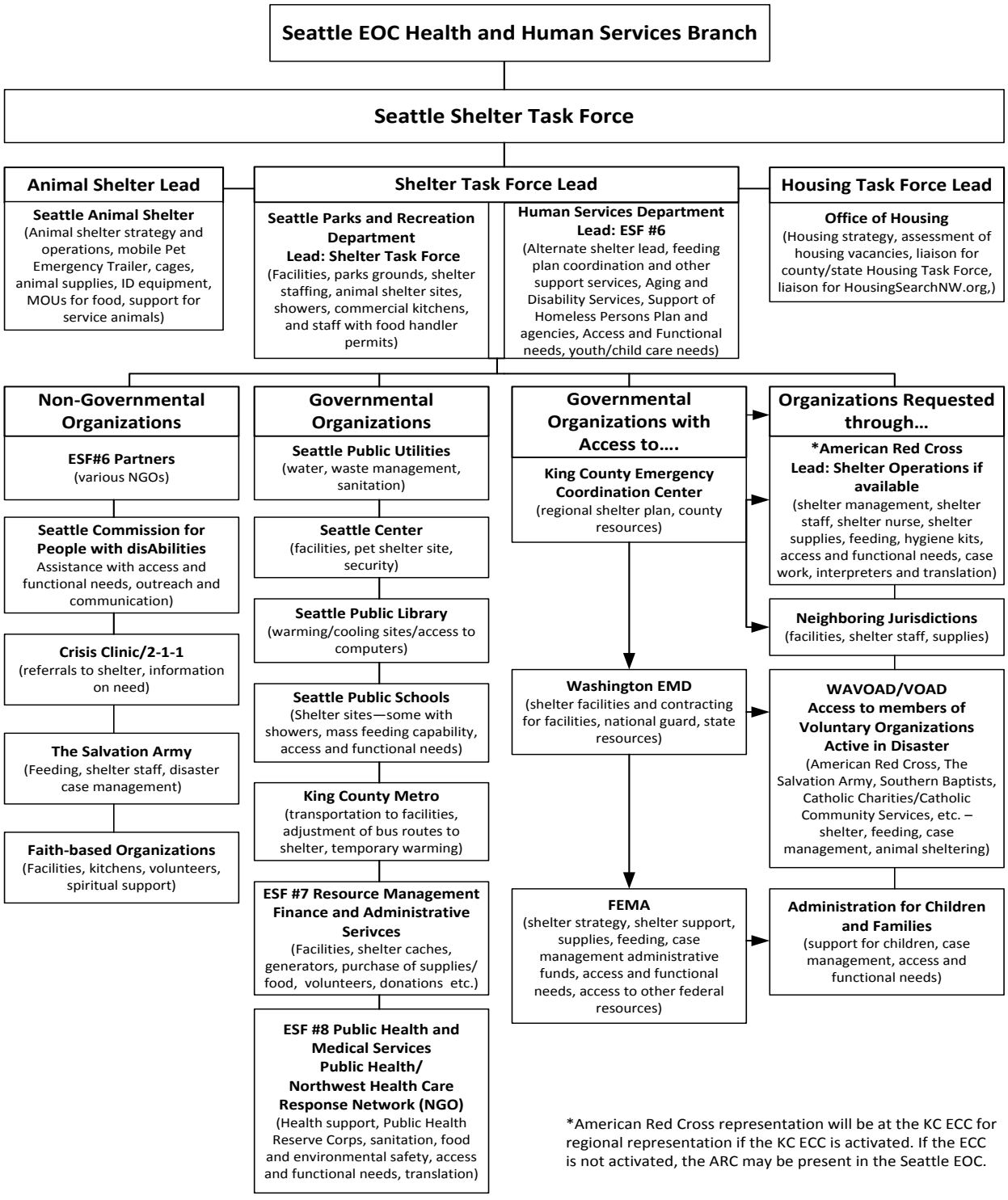
A. Organization

1. Sheltering operations are coordinated through ESF #6, which is in the Health and Human Services (HHS) Branch when the Seattle Emergency Operations Center (EOC) is activated. Planning for sheltering operations is assigned to Parks as a part of ESF #6. ESF #6 operates within the Incident Command System (ICS). ESF #6 can also coordinate sheltering when the EOC is not activated. Activities of the branch are communicated to the EOC, ESF #6 supporting agencies, and other stakeholders that are identified.

2. The Parks Department provides for the leadership of the sheltering effort within ESF #6. Specific supporting agencies may or may not be present in the EOC, but ESF #6 will be in regular communication through emails, conference calls, and/or meetings. Additional agencies that may be involved in the sheltering effort include: American Red Cross, Parks, Seattle Center, Finance and Administrative Services (FAS, which includes EOC Logistics coordination and the Seattle Animal Shelter), Human Services Department, Office of Housing, Seattle Housing Authority, Seattle Public Schools, Commission for People with Disabilities, The Salvation Army and 2-1-1. Depending on the situation, other supporting partners could include Seattle City Light, Seattle Fire Department, Seattle Police Department, Seattle Public Utilities, Seattle Department of Planning and Development, Seattle Office of Immigrant and Refugee Affairs, King County Metro, and King County ECC and neighboring jurisdictions. Additional assistance may be provided by other governmental or non-governmental supporting agencies.

3. ESF #6 may form a Shelter Task Force to develop a sheltering strategy, and coordinate and oversee the sheltering effort. For a larger event requiring county, regional and/or state coordination, sheltering task forces may also be formed at any of those levels as well, in which case ESF #6 would appoint a shelter representative to participate in any appropriate task force. It is likely that additional partners on a state or national level will be added such as Washington State Emergency Management Division (EMD), Administration for Children and Families (ACF), FEMA, and Washington Voluntary Agencies Active in Disasters (WAVOAD) agencies. Task Forces may coordinate in person, through conference calls, online or any means that enable the group to communicate and work together under the circumstances. “Exhibit 1: Sample Seattle Shelter Task Force” shows an example of a shelter task force.

Exhibit 1: Sample Shelter Task Force Organization



B. General Response

The initial strategy for the activation of shelters will be determined as soon as it is anticipated that shelters may be needed. It is important to lean forward when activating shelters, as notification to supporting agencies, identification of the best shelter options, structural inspection (if needed), obtaining shelter resources and staff for the shelter all take time. The process is even more complicated if there is damage to the city's infrastructure, communications and buildings.

1. ESF #6 will closely coordinate shelter planning with the American Red Cross, and, if involved, King County Emergency Coordination Center (ECC) and neighboring jurisdictions.

2. If shelters are needed outside Seattle and a regional strategy is implemented, ESF #6 will participate in the development of the regional strategy while simultaneously implementing a local response. The local response will serve as backup plan and be folded into the regional strategy as the regional plan becomes operational. Elements of the local response may remain to complement the regional strategy.

3. Ideally, the American Red Cross will able to coordinate shelter operations and keep ESF #6 apprised of the number of people sheltered and any unmet needs or additional assistance that is needed. In disasters where the King County ECC is activated, the American Red Cross will report to King County, assess the county as a whole and determine where their assistance is needed most. In this case, Seattle may need to support shelters with partial Red Cross assistance (e.g. the Red Cross providing meals) or independently.

4. HSD is the lead for ESF #6, but the Parks Department will take the lead for sheltering if the City's shelter response is primarily limited to Parks resources, such as using a Parks facility or Parks staff trained in sheltering. Parks and the American Red Cross will coordinate closely on efforts where resources are shared.

5. For complex sheltering situations where a shelter task force is formed or State or national assistance is requested, ESF #6 will be the lead for a Seattle shelter task force and represent Seattle on county, regional or state shelter task forces.

6. ESF #6 is the lead for warming/cooling shelters. Libraries, Parks and the Seattle Center provide leadership for their sites with ESF # 6 at the EOC Health and Human Services Branch coordinating the overall warming/cooling strategy.

7. The Seattle Animal Shelter is the lead for ESF #6 on animal sheltering needs.

8. The Seattle Human Services Department is the lead for ESF #6 on the Severe Weather Shelter Plan for Homeless Persons.

C. Direction and Control

Each ESF #6 agency is responsible for providing direction within their organization. At the EOC, HSD is responsible for staffing the Branch Director position of the HHS Branch or arranging for an HHS Branch Director from one of the City ESF #6 Supporting Departments. The Branch Director will verify the lead shelter roles and appoint a lead for the Shelter Task Force if the Branch determines that one should be formed. The Shelter Task Force will keep the Branch informed of the shelter strategies, timelines, supporting agencies, service provided, costs and assistance needed. In addition, the shelter lead will keep the EOC Advance Planning Group apprised of their efforts.

The shelter lead or Shelter Task Force, if it is formed, will coordinate with the Housing Task Force should one be established. As the EOC closes, a Recovery structure may be established and any remaining sheltering efforts would be incorporated into the new Recovery Framework.

D. Procedures

1. Phone lists are maintained by individual departments and agencies of their partners and staff; OEM maintains an EOC Call Out List that includes all departments; and ESF #6 maintains a contact list for ESF #6 participants, including shelter partners.

2. The Parks Department keeps shelter kits maintained at each community center site. Shelter forms and checklists are kept in the shelter caches.

3. The ADA Checklist is available on the internet at the Project Civic Access site, and kept by the ESF #6 Coordinator. Parks maintains a specialized tool kit to assess facilities based on the ADA Checklist. The American Red Cross also conducts an independent functional needs assessment of facilities prior to their use as a Red Cross shelter.

4. The Parks Department keeps a copy of the Shelter Communication Toolkit at Community Centers designated as Priority One and Two Shelter Sites. The Toolkit is also available online as part of the Regional Catastrophic Program Grant documents.

5. The American Red Cross maintains documented shelter procedures and offers training on the sheltering procedures.

6. The American Red Cross maintains shelter site facility data in the American Red Cross National Shelter System (NSS) of any facility that has a "Statement of Agreement for Use of Facility" with the Red Cross. This includes many city-owned buildings, such as community centers.

7. FEMA maintains the FEMA National Shelter System on the internet that synchronizes with the Red Cross NSS. Access to FEMA NSS is maintained by the ESF #6 Coordinator, Parks Emergency Manager and Seattle Animal Shelter Lead,

and facilities not tracked by the American Red Cross (such as pet shelter sites) are the responsibility of those with access to the site.

8. The Seattle Animal Sheltering Plan is maintained by the Seattle Animal Shelter and kept at the Shelter, EOC and with the ESF #6 Coordinator.

9. The ESF #6 Coordinator and the Parks Department Emergency Manager have a chart of service animal definitions applicable in Seattle that was developed by the Vulnerable Populations Coordinator. A corresponding policy for shelter staff on how to determine if an animal is a service is included.

10. The Shelter Worksheet is maintained by the ESF #6 Coordinator.

11. Guidelines for event venue shelters are outlined in the Mega-Shelter Planning Guide, which is produced and maintained on the internet by the International Association of Venue Managers and the American Red Cross.

12. The City of Seattle Winter Response Plan for Homeless Persons is updated each fall by the Human Services Department.

13. Regional coordination across jurisdictions is outlined in the Regional Catastrophic Preparedness Grant Program (RCPGP) Evacuation and Sheltering Annex.

IV. RESPONSIBILITIES

A. Prevention and Mitigation Activities

1. HSD, as the ESF #6 lead, will:
   - Participate in applicable mitigation activities.
   - Each fall, review the City of Seattle Winter Response Plan for Homeless Persons, work with agencies to improve the plan, and update contact information for each supporting agency.
   - Partner with Parks to assess any new priority one and priority two Parks shelter sites using the ADA Shelter Checklist.

2. ESF #6 support organizations will:
   - Help the Office of Seattle Emergency Management staff to identify populations and communities that will benefit from disaster preparedness training. This includes organizations such as homeless shelters, low income housing projects, and emergency food providers.

3. Parks, as the sheltering lead, will:
   - Maintain and test the generators installed in eight community centers located at the six Priority One shelter sites and two of the Priority Two shelter sites.
   - Build new community centers with a transfer switch that will enable a generator to be transported to the site and connected.
   - Build new community centers in compliance with the ADA.

B. Preparedness Activities

1. HSD, as ESF #6 lead, will:
   - Provide an ESF #6 Coordinator as designated by the HSD Director.
   - Coordinate the ESF #6 group to include scheduling and chairing regular meeting to lead development of the group's capacity to provide for mass care, including sheltering and feeding, housing, and human services in a disaster.
   - Provide training and exercises to support organizations on ESF #6-related topics and plans.
   - In collaboration with the Office of Emergency Management, identify, train and assign personnel to staff ESF-6 in the Emergency Operations Center.
   - Work in collaboration with Parks, Seattle Commission for People with disAbilities, Office of Emergency Management, and others to assess ability to provide shelter that meets ADA requirements, as well as functional needs.
   - Maintain ESF #6 emergency response team lists.
   - Review and update the Sheltering Appendix.
   - Participate in the King County Mass Care Workgroup and other regional groups to coordinate cross-jurisdictional sheltering procedures, develop common sheltering and support standards, and exercise sheltering procedures.

2. ESF #6 support organizations will:
   - Be the City government organization with the authority and responsibility to organize and operate public shelter, mass care, food and support services; the group will work closely with the American Red Cross in shelter preparedness and response.
   - Have a subgroup of ESF-6 responsible for providing shelter for use in an emergency is composed of:
     - Department of Parks and Recreation
     - Human Services Department
     - American Red Cross
   - Participate in the ESF #6 monthly meetings.
   - Participate in shelter plan exercises.
   - Participate in the review of the Sheltering Appendix.
   - Update contact lists annually.
   - Develop formal agreements, including memorandums of understanding, and working relationships with supporting mass care agencies and organizations, as required.

3. Parks will:
   - Develop and maintain procedures and plans to support sheltering components and activities.
   - Maintain a cadre of staff trained in the Incident Command System (ICS) American Red Cross Sheltering procedures, and access and functional needs for general population shelters.
   - Keep updated shelter kits and Shelter Communication Kits in the shelter caches and at the Priority One and Two shelter sites.

- Be prepared to use supplies on hand to operate a shelter at a designated community center.
- Maintain current shelter facility information and capacity through the American Red Cross and FEMA NSS.
- Ensure ADA Shelter Surveys are completed on Parks Priority One and Priority Two shelter sites.
- Maintain a communication system, such as radios, text messaging, and cellular telephones so contact can be maintained between the EOC, Command and Control Sites, shelters and other support staff.

4. American Red Cross will:
   - Provide planning and training support to help establish shelter sites
   - Collaborate with the City in identifying potential shelter sites.
   - Maintain current shelter facility information in the American Red Cross NSS.
   - Maintain a regional cache of shelter supplies and food, in addition to local supplies.
   - Be prepared to operate shelters in compliance with the ADA, and to support access and functional needs.

5. Seattle Center will:
   - Maintain a disaster response plan that provides for the use of their facilities as shelters in an emergency.
   - Maintain current shelter facility information nad capacity through the American Red Cross and FEMA NSS.

6. FAS, Seattle Animal Shelter, will:
   - Maintain the Seattle Pet Sheltering Plan.
   - Train staff and a cadre of volunteers to implement the pet sheltering plan.
   - Maintain animal shelter supplies in four shelter caches in different geographic areas of the city.
   - Have available and maintain the Pet Emergency Trailer and supplies (PETS).

7. FAS, as Logistics Section lead, will:
   - Maintain sources for sheltering supplies through contracts with vendors or other means.
   - Maintain the four shelter caches containing the shelter and Animal Shelter supplies.
   - Provide access and arrange delivery of shelter supplies to designated shelter sites.
   - Develop a volunteer plan to include people who could qualify and be trained for staffing or supporting shelter operations.

8. Office of Emergency Management will:
   - Develop a chart of Service Animal Definitions used in the area, and a sheltering policy to help shelter staff navigate through the possible interpretations.
   - Share information on current shelter best practices, lessons learned, legal requirements, and other resources to improve sheltering capabilities.

- Assist with shelter-related exercises.

9. Department of Planning and Development will:
   - Maintain a list from Parks of priority one and two shelter sites with their designated outbuildings for pet sheltering to be ready to include on the inspection list if sheltering is needed due to an earthquake.

10. Seattle Commission for People with disAbilities will:
    - Provide guidance and advice for improvements for sheltering people who have disabilities.
    - Help provide participants to participate in shelter exercises.
    - Help provide information support for people with service animals.

C. Response Activities

1. HSD, as the ESF #6 lead, will:
   - When requested by the EOC Director, the Department Head or designee, will provide to the EOC the Health and Human Services (HHS) Branch Director to coordinate the Branch and ESF #6 support organizations. Usually the ESF #6 Coordinator is the HHS Branch Director, and is responsible for mobilizing and coordinating ESF-6 representatives in the EOC based on the need for shelter support, mass care, food and human services.
   - In conjunction with Parks and the American Red Cross, the ESF #6 Coordinator assesses whether there is the potential for people to need shelter. If available, obtain preliminary information on people impacted, such as number of people displaced, and whether there are injuries, access or functional needs, pets or service animals, children or elderly, etc.
   - The ESF #6 Coordinator notifies all ESF #6 support agencies upon activation and continues communicating with the agencies throughout the event regarding the extent of the disaster and the status of response operations.

2. ESF #6 support organizations will:
   - Report to the EOC, if requested, to coordinate mass care, shelter, food and related support services.
   - Through the Health and Human Services Branch, support Parks as needed in using the Shelter Worksheet to assess whether the facility would be safe and offer basic needs. If a critical item is missing, such as water, work with ESF #6 Supporting Partners to determine whether there is a work around to the missing item. Request a structural inspection through the Department of Planning and Development, if needed.
   - Help Parks develop a feeding plan to support the shelter.
   - Request and, if available, provide support for access, functional and medical needs.
   - Help coordinate support services, which may include, but is not limited to:
     - Medical services through Public Health Reserve Corps
     - Interpretation
     - Disaster Case Management

  - Transportation
- Communicate to Public Information Officers information on the shelter(s), including pet sheltering.

3. Parks, as the sheltering lead, will:
   - Be designated as the ESF #6 sheltering lead. The ESF #6 Coordinator may provide an alternate lead if appropriate and mutually agreed.
   - Determine with the American Red Cross whether they will be operating the shelter, providing supplies and meals, and whether they need assistance identifying sites. If there will be regional needs, work with the ESF #6 Coordinator to contact King County ECC to start regional coordination.
   - Determine whether a Shelter Task Force should be formed to coordinate and oversee shelter-related operations, and if so, coordinate with the ESF #6 Coordinator to identify a lead and participants as quickly as possible. At a minimum, start with representatives from Parks, American Red Cross, Human Services Department, Seattle Center and Finance and Administrative Services (for Logistics and Pet Sheltering). If a Task Force is not formed at this time, continue to appraise whether one should be formed later.
   - Identify potential shelter sites from City facilities or with the American Red Cross if a site has not yet been determined. The FEMA NSS can be used to run a report on all potential shelter sites in Seattle that have been vetted with the American Red Cross or added through the City of Seattle. If the disaster requires sheltering beyond the priority one or two sites, consider implementing the campus concept with Seattle Public Schools.
   - Determine what shelter option or combination of options will be used. A summary of shelter options is outlined in "Exhibit 2: Shelter Options and City of Seattle Role." A shelter strategy may use a number of these options or create additional approaches depending on what is needed and what resources are available.

Exhibit 2: Shelter Options and City of Seattle Role

Shelter Option	Role for City of Seattle
1. **American Red Cross in non-city facility** (Church, school, etc.)	Not involved unless there is a request for assistance.
2. **American Red Cross in city facility** (Community center, Seattle Center, other)	Parks or the Seattle Center determines facility availability, sets up building access, assigns after hours staff and/or security, reschedules conflicting activities/programs and arranges janitorial service.
3. Parks operates shelter in city facility or other arranged facility. (American Red Cross could provide shelter supplies and/or food.)	Provide facility, shelter staff and supplies. 100 Park staff are trained in American Red Cross shelter standards and processes. 3,500 cots and other shelter supplies are stored in four city caches (no food).

Shelter Option	Role for City of Seattle
4. **Parks expands to a campus concept, using a shelter and neighboring school facilities.** (Capacity could be up to 1,000 people. Multiple services could be offered.)	Work with Seattle Public Schools to arrange for additional facilities. Provide all of #3 option as well. May need additional staffing help from other agencies or trained volunteers.
5. **Mega-shelter operated by either local or national American Red Cross. (**Could be set up for people in Seattle or evacuees from other areas. Facility could be in stadium, exhibition facility, Port, etc. Could also be a leased vacant facility. County, State and/or FEMA would likely be involved.)	Possible assistance with security, traffic control, garbage and miscellaneous logistics. If needed, staffing could be provided by Parks and other operations coordinated by the City of Seattle.
6. **Shelter trained Parks employees help staff American Red Cross managed site.**	Provide shelter-trained staff who have been backgrounded according to American Red Cross requirements (not all staff have gone through this background check). Would have secondary impact of covering responsibilities of reassigned staff.
7. **Spontaneous shelters open in the community.** (Organizations with facilities such as churches, private schools, businesses, etc. may offer independently to shelter people.)	Identify spontaneous shelters, assess with site whether assistance is needed and how long they will stay open, refer to Public Health for inspection, determine whether additional shelter capacity needs to be added for area, add sheltering information to National Shelter System
8. Soft-sided shelter camps. (These could be organized in city parks or spontaneously develop in open spaces.)	Assess whether a soft-sided/tent shelter camp should be established. If so, where and what support would be needed, such as meals, hygiene and sanitation facilities. If spontaneous camps develop, determine what assistance is needed, whether camp residents should relocate and if there is a better shelter solution that could be offered. Work with Public Health to assess health and sanitation issues.
9. Alternative shelter arrangements: Ad hoc shelter arrangements such as staying in cars or RVs, crowding in undamaged residences, staying in homes that are lacking utilities or are significantly damaged, creating their own shelter, etc.	Identify what shelter solutions are being used and whether alternate shelter options or assistance could be offered. Work with Public Health, Department of Planning and Development, and other partners to assess whether people are safe.
10. Hotel/Motel/Other paid accommodation (May work for some people depending on whether accommodations are available and whether people displaced have access to the financial resources for the duration needed.)	If needed, help people access resources they are eligible for, such as insurance or FEMA Individual Assistance. Provide public information to make people aware of possible resources.

- Work with the Seattle Animal Shelter to provide support for service animals and to develop a supporting pet sheltering plan, if needed.

- Identify and request staff to open a facility for the American Red Cross and Animal Shelter and/or to provide the shelter staff and meal preparation.
- Request needed supplies, once a site(s) is identified and confirmed, from the shelter caches, the American Red Cross, or request procurement through the Logistics vendor contract.
- Use the ADA Shelter Checklist to assess what adjustments might be needed to meet ADA requirements. If a Priority one or two shelter site is selected, the completed ADA checklist for items related to the facility is already on file.
- Consult with the Seattle Fire Department on the fire and occupancy safety of the shelter.
- Consult with Public Health on the environmental safety of the shelter, as needed.
- Consult with the Commission for People with disAbilities, Aging and Disability Services, Public Health and/or Office of Immigrant and Refugee Affairs on issues regarding access, functional and cultural needs.
- Open the shelter and provide a safe and welcoming environment for people. Have appropriate support partners available to assist people.
- Develop a demobilization plan in conjunction with opening the shelter.
- Report every 12 hours the shelter numbers in FEMA NSS
- Communicate regularly with the Health and Human Services Branch, EOC, American Red Cross and the KC ECC to provide updates on the shelter strategy status.

4. American Red Cross will:
    - Act in a supportive role to local government during a disaster. For small emergencies or localized events not requiring activation of the Seattle EOC, the Red Cross will provide mass care. During a federally declared disaster, the American Red Cross and FEMA are co-leads in mass care.
    - In conjunction with Parks and HSD, assess whether there is a need for shelter, and if so, determine the scope of what is needed.
    - Work with Parks to identify the appropriate shelter option, what level of support the American Red Cross can provide and when, and whether there are additional needs.
    - If able, provide shelter services including staff, shelter supplies and support services including interpretation. If no appropriate facility from the American Red Cross NSS is available, work with the Parks and/or ESF #6 to identify a city-owned building, such as a priority one or two shelter site, or other option.
    - Assess facility and operations to meet ADA requirements and access and functional needs.
    - Track and report on American Red Cross NSS the number of people in the shelter and the number of meals served.
    - Provide daily updates to ESF #6 on the status and needs of the people and shelter operations.

5. Seattle Center will:
    - Provide shelter facilities and or other sheltering support, such as pet sheltering facility or site to provide services.

6. FAS, Seattle Animal Shelter, will:
    - Identify the appropriate level of support if there are service animals or pets.
    - In conjunction with Parks and the American Red Cross, develop a supporting pet sheltering plan, if needed.
    - If needed, identify appropriate pet shelter site(s) to support sheltering sites identified by Parks and/or the American Red Cross.
    - If applicable, coordinate with Parks to jointly request:
        - Pet shelter information on the Shelter Worksheet
        - Inspection of facility by DPD.
        - Supplies from the shelter caches.
    - Arrange for staffing to support 24-hour shelter operations.
    - Set up pet shelter in accordance to the Seattle Pet Shelter Plan.
    - Develop a demobilization plan in conjunction with opening the shelter.
    - Report every 12 hours the shelter numbers in FEMA NSS
    - Communicate regularly with Parks, the Health and Human Services Branch, EOC, American Red Cross to provide updates on the shelter strategy status.

7. FAS, as Logistics Section lead, will:
    - Arrange for delivery of items requested from the shelter caches.
    - Fill resource requests for shelter and support including, portable generators if needed, fuel, cots, food, staffing (or volunteer support), etc.

8. Department of Planning and Development will:
    - Prioritize inspecting sites pre-designated from Parks of priority one and two shelter sites list if sheltering is needed due to an earthquake.

9. Commission for People with disAbilities will:
    - Help assess effectiveness of accommodations and communications at the shelter.
    - Help strategize on solutions and resources for addressing specific needs due to a disability.
    - Help communicate shelter information to the public.

10. Public Health – Seattle & King County will:
    - Provide assessment of environmental safety of the shelter, if needed.
    - Provide medical support, medications and durable medical equipment as needed.
    - Provide mental health support to residents and staff at the shelter.

11. Seattle Fire Department will:
    - Conduct fire safety inspections of facilities and enforce fire prevention measures to reduce vulnerability of shelters to fire.
    - Coordinate emergency medical, search and rescue, and decontamination if necessary.

12. The Salvation Army will:

- Act in a supportive fashion to local government during a disaster. At the request of the ESF #6 Coordinator, The Salvation army will assist in the management of meal provision for the displaced population and support personnel as required.
- Provide appropriate support services for the displaced population that are consistent with their available resources.

13. Emergency Operations Center will:
    - Provide information on the nature and extent of the hazard including the of any evacuation, number of people requiring shelter, safe routes of travel for shelter staff and supplies, status of supply and staffing requests and more.
    - Coordinates communication and resources, including State and Federal assistance for sheltering needs.

14. Joint Information Center, Public Information Officer will:
    - Coordinate public information concerning shelter services, pet shelters, as well as warnings, advisories and other information.

15. Communicate information to the public through various means and media, as well as in multiple languages and accessibility options to reach the intended audience.

16. Other Organizations will:
    - Be contacted as appropriate to act in support of community members in diverse part of Seattle to provide both immediate emergency support and ongoing services where their resources will reach residents who might not otherwise be assisted.
    - Need assistance or options to leverage their capabilities to provide ongoing support if their resources do not allow them to start or continue needed services.

D. Recovery Activities

ESF #6 participates in the recovery of the community as designated in the Recovery Annex. Specific recovery activities for sheltering may include the following:

1. HSD, as ESF #6 lead, will
    - Direct the phasing out and the closing of emergency shelters, mass care, and food services.
    - If schools have been used for sheltering and school is in session, prioritize demobilizing (closing) these shelters to enable schools to resume.
    - With the help of support organizations, identify outstanding issues and unmet needs.
    - Update support organizations' status.
    - Call a debriefing meeting with a month after the disaster is concluded.
    - Provide the Office of Emergency Management with the ESF #6 and/or HSD portion of the After Action Report.

2. Parks will:

- Coordinate the phasing out of shelters and prepare for the return to normal operations of facilities.
- Coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.
- Demobilize sheltering equipment and return applicable equipment to FAS for cleaning, packaging and return to caches.
- Provide a detailed written report and back-up data, logs and accounting invoices to the Superintendent within a week of shelter phase out.
- Thoroughly clean and make repairs if necessary, before the return to normal operation. The Building Services and Custodial Services will assist with the cleaning and repairs process.
- Shelter staff will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

3. ESF #6 support organizations will:
   - Coordinate with the Housing Task Force to move people from the shelter to transitional or permanent housing.
   - Work with ESF #8 to assess and provide for the on-going emotional and mental health needs of the community.
   - Provide information on their status (e.g., operations normal, closed, or modified).
   - Provide information on ongoing disaster-related services, outstanding needs, and/or their role in recovery.
   - Participate in related debriefings, and as applicable, the development of the After Action Report.
   - As needed, revise shelter plans, procedures and tools to reflect lessons learned.

4. American Red Cross, will:
   - Phase out involvement in shelter, mass care, food and volunteer services.
   - Demobilize their equipment and staff.
   - Participate in applicable debriefing meetings.

5. Seattle Center will:
   - Phase out any facilities used for sheltering or related support and prepare for the return to normal operations of facilities.
   - Coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.
   - Demobilize sheltering equipment and return applicable equipment to FAS for cleaning, packaging and return to caches.
   - Provide a detailed written report and back-up data, logs and accounting invoices to the Seattle Center Director and OEM within a week of shelter phase out.
   - Thoroughly clean and make repairs if necessary, before the return to normal operation.
   - Staff supporting the sheltering or related operations will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

6. FAS, Seattle Animal Shelter, will:
    - Reunite pets with their owners. If owners cannot be found for an extended period, find foster or permanent homes for the animals.
    - Demobilize pet shelters.
    - Return applicable pet sheltering equipment to FAS for cleaning, packaging and return to caches.
    - Clean and resupply the Pet Emergency Trailer (PETS) as needed.
    - Provide a detailed written report and back-up data, logs and accounting invoices to the Seattle Center Director and OEM within a week of shelter phase out.
    - Staff supporting the animal shelter or related operations will participate in debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

V. RESOURCE REQUIREMENTS

A. Facilities

- Facilities that could serve as shelters such as Community Centers, Seattle Center buildings, and non-city facilities such as schools and churches that have an agreement with the American Red Cross, are identified on the Red Cross National Shelter Database and synchronized with FEMA's National Shelter Database. This detailed data is available to designated ESF #6 participants that have been granted access by the ESF #6 Coordinator and FEMA.

- City-owned facilities that could be used for sheltering include:
    1. Human and/or Animal Sheltering, Warming Sites: Community Centers and other facilities. (See "Exhibit 3: City of Seattle Potential Shelter Site Facilities" for more details on City-owned sites.)
    2. Human and/or Animal Sheltering**:** Seattle Center Campus - 305 Harrison St., Seattle, WA
    3. Animal Sheltering**:** Seattle Animal Shelter (with access to mobile pet shelter trailer) - 2061 15th Ave W, Seattle, WA
    4. Warming/Cooling Sites - Seattle Public Library Central Branch – 1000 4th Ave., Seattle, WA

- Swimming pools, and to a limited extent some community centers could provide hygiene services. Portable showers, toilets and hand washing stands could also be procured.

- Some Parks outbuildings have been identified for complementary pet sheltering that could be located close to Priority one or two community shelter sites.

- Parks open grounds – these areas may be appropriate for tent sheltering, but may need supplemental showers, restrooms, and access to heat and potable water.

- For mega shelters, other facilities may be an option, such as colleges and universities, large venue sites and leased private warehouse or other facilities. These sites would need to be negotiated with the owners/managers of the sites, and it is likely that King County, Washington State or FEMA would be

involved in these negotiations.

"Exhibit 3: City of Seattle Potential Shelter Site Facilities" is a list, by priority and sector, of City-owned sites that can serve as emergency shelters sites. Sites with back-up diesel-electric generation capability are noted with an asterisk (*). Sites that can be expanded into a campus concept by using nearby schools and fields are noted with a (C).

- Priority 1 – These sites have generators, a larger capacity and most are located near a Seattle Public School that would enable a campus concept to be implemented. A fully implemented campus concept would have a capacity of approximately 1,000 people. Priority 1 shelter sites are located in different sections of the city.

- Priority 2 - Sites may have a generator and will have a moderate capacity.

- Other - The remaining sites are smaller, but may be ideal depending on the situation, location needed and number of people needing shelter.

Specific shelter sites are not determined until the number of people needing shelter, the preferred location of the shelter, and the shelter sites available and able to meet sheltering criteria (including structural integrity, power, water, etc.) have been identified. The chart below shows some of the options that could be available.

Exhibit 3: City of Seattle Potential Shelter Site Facilities

Priority	Southeast Seattle	Southwest Seattle	Central West Seattle	Central East Seattle	Northwest Seattle	Northeast Seattle
1	Rainier Beach Community Center * (C)	Southwest Teen Center * (C)	Queen Anne Community Center * (C)	Garfield Community Center * (C)	Bitter Lake Community Center *	Meadowbrook Community Center * (C)
2	Jefferson Community Center *	Delridge Community Center *				Magnuson Community Center
	Rainier Community Center *					
Others	International District/ Chinatown Community Center	Alki Community Center	Magnolia Community Center	Miller Community Center	Ballard Community Center	Green Lake Community Center

Priority	Southeast Seattle	Southwest Seattle	Central West Seattle	Central East Seattle	Northwest Seattle	Northeast Seattle
		Hiawatha Community Center	Seattle Center (various facilities; two facilities can support a Public Health Alternate Care Facility)	Montlake Community Center	Loyal Heights Community Center	Laurelhurst Community Center
	Van Asselt Community Center	High Point Community Center		Yesler Community Center		Northgate Community Center
	Amy Yee Tennis Center (unheated)	South Park Community Center				Ravenna-Eckstein Community Center

B. Shelter Caches

- Four secured caches of shelter supplies are located in the city, including a total of 3,500 cots, 7,000 blankets and 500 animal cages.
- An additional stock of cots, blankets and other shelter supplies is kept on hand by the American Red Cross and a backup supply is located within hours.

C. Pet Emergency Trailer – Seattle (PETS)

- The Seattle Animal Shelter maintains a Pet Emergency Trailer that contains emergency pet sheltering supplies for up to 40 animals along with identification equipment. The trailer can be used to support shelter operations or become a mobile shelter in the trailer.

D. Shelter Staff Personnel

Staffing is needed for 24 hour coverage at shelters. This can quickly become an obstacle to opening or continuing shelter operations.

- Parks has approximately 100 staff trained in American Red Cross shelter procedures. Additional personnel have food handlers' permits and a number of personnel can provide security.
- The Seattle Animal Shelter has a cadre of trained volunteers that can operate Animal Shelters.
- Medical support is needed at shelters, and this can be supplied by the Public Health Reserve Corps or volunteers from the American Red Cross.

E. Data Systems

Systems that sheltering efforts would rely on are the:

- FEMA National Shelter System (NSS)
- HousingSearchNW.org, an internet housing site that lists current residential sites for rent.
- Identification reader for animal data chips.

F. Communications

- Parks uses 800 MHz radios, in addition to standard communication tools
- HSD also has two 800 MHz radios.

- All ESF #6 sheltering partners use email, landline phones and/or cell phone for day to day communication.

VIII. ADMINISTRATION

A. Cost Accounting and Cost Recovery

Departments, organizations or agencies with a lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and, if provided, will likely not cover all costs incurred.

B. Appendix Maintenance

The ESF #6 Coordinator, HSD Emergency Management Planner, is responsible for updating this appendix. The appendix will be reviewed and updated annually as prescribed in the CEMP or when deemed necessary by the ESF #6 Coordinator, the Seattle Office of Emergency Management, or one of the Leads under the Sheltering activities. The ESF #6 Coordinator will also be responsible for ensuring all Primary and Support department and agency personnel are trained at least annually on the information contained within this appendix.

IX. TERMS AND DEFINITIONS

See Comprehensive Emergency Management Plan. Glossary.

ESF #6 - APPENDIX 2 - FOOD

I. PURPOSE

To describe the City's process for the management and distribution of food stocks in an emergency or disaster and to provide for the dissemination of emergency information relating to the protection and control of food resources affected by disaster.

II. SITUATION AND ASSUMPTIONS

It is the policy of the City of Seattle to educate citizens, businesses and City staff regarding their responsibility to provide for their own food, water, and medication for a minimum of 72 hours following a disaster. They must also care for their pets.

A. Situation

The ability to provide for emergency food needs can be affected by disasters of all sizes. In smaller incidents, such as single-family or multi-unit disasters (home or apartment fires, for example) the Red Cross, Salvation Army, and other social service and church organizations provide vouchers for restaurant meals, mass care meals at fixed sites, or in mobile feeding vehicles using food supplies available from existing warehouse stocks or grocery stores.

Following a citywide emergency, demands for resources—both material and human—can grow beyond the capabilities of the existing system. When this occurs in the City of Seattle, the Emergency Support Function 6 (ESF-6) is prepared to mobilize assets available in the City and community to ensure that food resources are available to support mass care for the population.

Following a large disaster resources will be limited and will take time to mobilize. Furthermore, an examination of past disasters demonstrates a consistent pattern that people who have alternatives do not normally go to shelters. Most families would prefer to stay at or near their own home, a tent in the playfield across the street is preferable to a cot in the gymnasium a mile away. With these factors in mind, Seattle Emergency Management is working to develop capacity in the City's neighborhoods to offer displaced families the option of being supported within their neighborhood. As the neighborhood trainings expand, the ability of neighborhoods to take care of a share of their own residents for at least the first 72 hours after a disaster will moderate the immediate demands on the City to provide food and water.

B. Assumptions

1. The City of Seattle has primary responsibility for procurement, protection and distribution of emergency food supplies to meet immediate and urgent needs of population groups within its jurisdiction.

2. The City of Seattle does not maintain food stocks or feedings on an everyday basis for mass feeding. Instead, the City's ESF-6 has pre-identified both public and private sources of food stuffs and other supplies that can be converted from normal use to support an ongoing mass care operation during times of emergency.

3. The ESF-6 food procurement and distribution network will be pre-planned and supervised by the Emergency Food Coordinator or his/her designee, as appointed by the ESF-6 Coordinator.

4. A support center for the food network will be staffed by volunteers as designated by the representatives of the ESF-6 (the Red Cross, Salvation Army, City departments) or volunteers.

5. ESF-6 will utilize available resources to distribute mass care meals using mobile feeding at the disaster scene and at fixed sites such as shelters, hospitals, community and neighborhood centers where people are likely to congregate.

6. The selection of which facilities to use in an emergency or disaster will be determined at the time of the incident, based upon identified needs, and in cooperation and coordination with the provisions of the Shelter Annex.

7. The City will attempt to prepare and distribute two or three meals per day to displaced persons in shelters.

8. Since a vast majority of the population will prefer to remain at or near their homes, their ability to meet their own needs will vary greatly. Minimal needs will be access to one meal (preferably hot) per day and access to fresh drinking water within walking distance. In the event grocery stores are unable to return to operating conditions within 72 hours, affected communities may need access to water and food and commodities, which they will prepare themselves.

III. CONCEPT OF OPERATIONS

ESF-6 will provide the organization necessary to support the City's mass care operation, and will maintain coordination with other City departments, the Red Cross, Salvation Army, other voluntary agencies and private businesses. The coordination role will include the provision of Mass Care Shelter, Feeding, Individual Assistance, and Volunteer Service.

A. General

1. In the event of a disaster, the ESF-6 Coordinator, or their designee, will appoint an Emergency Food Coordinator to manage the allocation and distribution of city, state and community food stocks in support of all mass care feeding operations.

2. The Emergency Food Coordinator will provide the organization necessary to support both fixed and mobile feeding operations, and will maintain coordination with other City departments and voluntary or private organizations that may have responsibility to support ongoing operations.

3. In the event, a larger scale disaster or emergency occurs and the City's EOC becomes operational, the designated Emergency Food Coordinator will report to and reside at the EOC to provide for the provision of food as described in this Annex.

4. The Red Cross, Salvation Army, other volunteer assistance organizations and private organizations may be called upon by ESF-6 to provide food services to the affected population and emergency workers. At the onset of the disaster, activation of emergency feeding operations may be initiated at the request of the ESF-6 Coordinator, or by an individual voluntary organization in keeping with their agency's charters. Upon activation of the EOC, all coordination of ongoing feeding operations shall be done through ESF-6.

5. The provision of both emergency food and shelters will be done in a "cluster" concept as much as practical, in order to reduce demand on resources. As an example, a feeding program would be established at a DPR shelter site in conjunction with the use of Seattle School District kitchen, if applicable. Because of the many variables involved the determination of which facilities to use will need to be made upon an assessment of the emergency or disaster, and the identified needs at that time.

6. It is expected that the Emergency Food Coordinator designee will call on all members of ESF-6 and its community partners to staff and coordinate the distribution of food to citizens.

7. All resources will be employed in an attempt to provide mobile feeding to include meals at the scene of the disaster, providing refreshment services at hospitals and other sites where citizens and emergency workers congregate, and delivering food to persons in isolated areas.

8. When feasible, arrangements will be made with fast food outlets or restaurants, to prepare meals until the established mass care system is in place, at which time central kitchens will be used to produce meals or fixed and mobile feeding sites. Once the shelters are operational, the primary distribution of food and water will be handled through the emergency mass care system.

9. Management and procurement of food supplies will be coordinated with the Logistics Functional Group at the EOC.

10. The EOC, in coordination with ESF-6 will coordinate State and Federal food assistance on a long-term, as-needed basis.

11. Public information regarding the distribution of food and water will be coordinated through the Public Information Office (PIO) at the EOC. The Health Functional Group will be called on to assist the PIO in preparing and issuing information regarding the safe storage and consumption of food and water after a disaster.

12. The Executive Services Department, at the direction of the Police Department, will provide funding for and reimbursement of emergency expenditures

B. Direction and Control

Direction and control of ESF-6 is provided by the ESF-6 Coordinator or their designee at the City EOC. Allocation and distribution of food assistance shall be managed by the designated Emergency Food Coordinator.

C. Continuity of Government

1. When the EOC is activated, the Emergency Food Coordinator, under ESF-6 will be responsible for providing food service coordination.

2. Staff relieving the Emergency Food Coordinator at the EOC will have the authority to act in his/her behalf in coordinating mass feeding needs. Shift changes and transfer of authority at the EOC will be subject to the availability of trained relief staff.

IV. ASSIGNMENT OF RESPONSIBILITIES

The purpose of assignment of responsibility is to provide continuity through the preparedness, response, and recovery phases of a disaster.

A. Assignment of Responsibility During the Preparedness Phase

1. Emergency Operations Center (EOC)

   Provide administrative direction and support for Emergency Support Function 6. The ESF-6 Coordinator or their designee will be located at the EOC.

2. Emergency Support Function 6 (ESF-6)

   a. Identify both City and privately-owned facilities within its jurisdiction that could serve as central kitchens for mass meal preparation.

   b. In cooperation with the Logistics Group, identify sources of bulk food supplies that would be available following an emergency to support a mass feeding operations.

   c. Work in cooperation with the Red Cross, the Salvation Army, and other voluntary organizations to identify feeding resources and capabilities within these agencies.

   d. Meet regularly to review continued viability of response plan.

3. Human Services Department

   a. Designated representatives from the Department shall participate as active members of ESF-6 by assisting in the development of feeding capabilities.

   b. Ascertain and document all resources available through the various food banks within the City.

   c. Ascertain and document available private food sources throughout the city including warehouses, distribution centers, and major box stores.

4. Parks and Recreation Department

   a. Designated representatives shall participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.

b. Identify and develop mass care facilities; clearly identifying those facilities with food storage and/or preparation capabilities. Identify food resources facilities within the Parks and Recreation Department.

c. Purchase and store limited supply of emergency food and other essentials for the Priority I Community Centers to support the initial hours of opening a shelter.

5. Department of Neighborhoods

Familiarize staff and appropriate volunteers with responsibilities during an emergency and/or a disaster and arrange training in emergency food distribution.

6. Department of Finance and Administrative Services

a. In conjunction with the ESF-6 Coordinator will identify resources and formalize procurement procedures for food supplies identified by ESF-6.

b. Support ESF-6 by establishing contracts with vendors, facilities, and transportation services.

c. Identify accounting resources that may be used during the recovery phase of a disaster for meeting the emergency expenditures of the City.

7. Seattle Center

a. Designated representatives will participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.
b. Identify food resources, storage, and preparation facilities within the Seattle Center.

c. Identify and train Seattle Center personnel or volunteers who may be made available to assist with food preparation and/or distribution during an emergency.

8. Department of Planning and Development

a. Identify and train those individuals to coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities designated as mass care kitchens.

9. Other City Departments

a. Identify vehicles and personnel that could be made available during an emergency feeding operation to support meal provision directed by ESF-6.

b. Identify resources for funding the City's emergency response as provided in Annex W.

10. Seattle School District

a. Participate as an active member of ESF-6 by assisting in the development of the group's feeding capabilities.

b. Identify food resources, storage, and preparation facilities within the School District that may be utilized during an emergency.

c. Identify School District personnel who may be made available to assist with food preparation and/or distribution during mass care feeding operation.

d. Develop a notification procedure for off-duty personnel to be activated for emergencies that occur when school is not in session.

11. Red Cross

a. Participate as active members of ESF-6 in the development plans for food and water requirements, procurement, preparation and distribution.

b. Provide Mass Care training for City of Seattle staff designated to support emergency feeding operations

c. May provide support to Fixed and Mobile feeding operations.

12. Salvation Army, other Volunteer Agencies

Participate as active members of ESF-6 in the development of food procurement and transportation resources.

C. Assignment of Responsibilities During the Response Phase

1. Emergency Operations Center

Provide information on the nature of the hazard, extent of the damage, location of hazardous materials, numbers of people requiring mass care sheltering and feeding, road closures, transportation of supplies, location and size of special needs populations.

2. Emergency Support Function 6 (ESF-6)

a. The ESF-6 Coordinator or his/her designee will manage and coordinate all mass care efforts in cooperation with other representatives of the ESF-6.

b. The ESF-6 Coordinator or his/her designee will coordinate with the Logistics Functional Group for the procurement and distribution of bulk food supplies.

c. Ensure that accurate records are kept in regard to meal preparation and distribution.

3. ESF-6 Coordinator

a. The ESF-6 Coordinator or his/her designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

b. The ESF-6 Coordinator or their designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

c. The Emergency Food Coordinator will take the lead role in coordinating all aspects of the mass feeding operation,

   including:

   1) Coordinating resources with other functional groups, departments and agencies
   2) Arranging for the procurement of food supplies through the Logistics Functional Group
   3) Identifying needs and prioritized requests for fixed and mobile feeding, including supporting all Parks Department and the Red Cross shelter sites.

4. Parks and Recreation Department

   a. As needed, DPR facilities will be made available not only as shelter sites, but for meal preparation and feeding locations.

   b. Provide personnel to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities (Annex H) and in coordination with other members of the ESF-6.

   c. Work in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the Red Cross, the Salvation Army, and other mass care feeding organizations to ensure distribution of mass care meals in the Parks Department-run shelter facilities.

5. Department of Neighborhoods

   The Coordinators of Neighborhood Services Centers will help coordinate, in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the distribution of food to citizens in an emergency or disaster.

6. Department of Finance and Administrative Services

   a. Coordinate with the Logistics and ESF-6 to provide transportation services to support a mass feeding operation.

   b. Support ESF-6 by contacting contracted vendors, facilities, and transportation services and activating contracts.

   c. Provide computer resources to record and maintain mass care feeding data.

d. As instructed by the City Council or Mayor, obtain funding for emergency expenditures provided in Annex W.

e. Assist in the collection of mass care feeding data and costs.

7. Seattle Center

   Provide staff and kitchen facilities, as requested by the ESF-6.

8. Department of Planning and Development

   Coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities designated as mass care kitchens.

9. Seattle Public Utilities (SPU)

   SPU will assist in provision of water supplies to designated areas.

10. Seattle Police Department

    Will provide security escorts for food and water supply distribution, if needed.

11. Other City Departments

    Provide vehicles and personnel as requested by ESF-6 or the Logistics Functional Team to assist in the distribution of material during the emergency feeding operation to support the ESF-6.

12. Seattle School District

    a. Provide personnel as appropriate to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities and in coordination with other members of the ESF-6.

    b. Request assistance from the Logistics Functional Team for the transporting and distribution of foodstuff or prepared meals.

13. Red Cross

    a. Work in cooperation with local government and the ESF-6 to provide mass care meals at fixed and mobile sites.

    b. Provide operational training in Shelter Operations and Mass Care for City personnel and volunteers, as resources allow.

14. Salvation Army, other Volunteer Agencies

    Response as requested with volunteers to assist in the preparation and distribution of mass care meals at fixed and mobile sites.

15. Public Health Seattle-King County

    Provide personnel to ensure that all health aspects of storing and distributing food and water resources are complied with.

D. Assignment of Responsibility During Recovery Phase

1. Emergency Operations Center (EOC)

   The EOC will notify the ESF-6 Coordinator as to the date and time when mass care facilities will be phased out of operations.

2. Human Services Functional Group

   a. In cooperation with the EOC Logistics Branch, identify the resources that can be returned to original sources for use in future emergencies.

   b. The ESF-6 Coordinator or his/her designee will schedule a Functional Critique with the group within one month after the response phase of a disaster.

3. ESF-6 Coordinator

   a. The ESF-6 Coordinator or his/her designee will direct the phasing out and closing of emergency feeding program.

   b. The ESF-6 Coordinator or his/her designee will compile and analyze all statistical and operational data pertaining to mass feeding. An operational analysis will be completed and recommendations made to the Human Services Functional Group.

V. ADMINISTRATION AND LOGISTICS

Standard Operation Procedures (SOPs) will be used to carry out the processes outlined in this Annex and updated as often as warranted.

A. General

This Annex will be periodically activated to be sure it reflects the current status of food stocks and facilities available to the City of Seattle in the event of a major disaster. Activation will include review of the following:

1. Changes in staff assigned to specific response and recovery tasks, organizational alignments and assignments;

2. Condition and availability of facilities, inventory and condition of food stuff being held for emergency response;

3. Status of agreements with non-City agencies, viability of contracts for materials in the event of an emergency; and

4. Status of agreements with non-City agencies, viability of contracts for materials in the event of an emergency; and

5. Continued commitment to the plan.

ESF #6 - APPENDIX 3 – SUPPORT AGENCIES CAPABILITIES MATRIX

ESF #6 Support Agencies	ESF #6 Role / Capabilities	Access and Functional Needs	Child/Youth Resources and Services	Disaster Assistance	Disaster Case Management	Food - Mass Feeding	Food and Food Assistance	Housing	Housing - Temporary	Interpretation/Translation	Mental Health/Behavioral Health	Medical Support	Other	Outreach/Community Engagement	Referral Services	Sheltering - Facilities	Sheltering - Pets	Sheltering - Supplies	Sheltering - Staff	Sheltering - Warming/Cooling Sites	Social Services	Showers	Water/Sanitation
City Departments, Offices and Commissions																							
Department of Education and Early Learning	Works with Seattle Public Schools on partnerships to help young people, including the Families and Education Levy. Has contracts and expertise in child care.		X											X									
Department of Neighborhoods	Community engagement and outreach through Neighborhood District Coordinators, P-Patch Community Gardening, etc.; knowledge of neighborhood communities; access to interpretation.									X				X	X								
Department of Planning and Development	Inspection of buildings for structural integrity including those that may be used for shelter (human and animal), reception centers and other essential ESF #6 activities; permits for building, electrical, side sewer repair and street food vending; guidance and enforcement of electrical, building, maintenance and land use codes and rules; exemptions from code requirements; and city planning.												X										
Finance and Administrative Services (includes Seattle Animal Shelter)	Lead for ESF #7 and coordination of Logistics Branch. Procurement of resources; access to vehicles; access to shelter caches; Community Points of Distribution (CPOD) plan lead; facility and facility management contracts; and vendor contracts. Seattle Animal Shelter is lead for pet sheltering; pet shelter staffing and supplies; service animal support; and animal services. Customer Service Bureau operates the City Information and Complaint Line, has access to interpretation. Neighborhood Services Centers have six sites that provide payment and information	X								X			X		X		X	X				X	X

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	services.																						
Human Services Department	Lead for ESF #6 and coordination of Health and Human Services Branch. Lead for coordination of multi-agency feeding response. In disasters assesses human services infrastructure. Expertise in vulnerable populations and has hundreds of contracts with agencies serving the community from birth on up. Aging and Disability Services (ADS) division serves as the Area Agency on Aging for Seattle and King County. ADS provides case management to thousands of clients and has an office in Renton that serves South King County. ADS staff includes nurses and multi-lingual speakers. HSD has contracts and expertise in youth programs and outreach, homeless shelters, hygiene and support services, food banks, food delivery programs, feeding programs, domestic violence shelters and services, family resource centers, and other social service resources.	X	X	X	X		X		X	X		X	X	X	X							X		

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Office of Civil Rights	Addresses illegal discrimination in employment, housing, public accommodations and contracting within the Seattle city limits. Advises on disability access and services, including service animals. Staffs four advisory commissions: Seattle Commission for People with disAbilities, Seattle LGBT Commission, Seattle Women's Commission, and Seattle Human Rights Commission.	X											X	X	X								
Office of Housing	Lead for housing in ESF #6. Experts in affordable housing, housing programs and agencies, and information on 12,000 Seattle housing units.							X															
Office of Immigrant and Refugee Affairs	Outreach and contacts to immigrant communities, including ethnic media; information on interpretation/translation services.	X								X			X	X									
Seattle Center	Campus setting for facilities that can be used for shelters, warming/cooling centers, reception center, backup animal shelter, assistance center; etc. Expertise in management of large crowds and events. Has MOU with Public Health for Alternate Care Facility site.												X			X				X			
Seattle City Attorney's Office	Provides legal advice including contracts, memorandums of understanding, executive emergency powers, Americans with Disabilities Act, and Seattle Municipal Code.												X										
Seattle City Light	Maintains a self-registry of SCL customers with power-dependent medical needs; Prioritization and scheduling of power repair/shut off.												X										
Seattle Commission for People	Expertise with disabilities, resources and accessibility options. Assist with public messaging to members of the disability	X												X									

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with disAbilities	community.																						
Seattle Fire Department	Situational awareness (9-1-1); transportation of injured/seriously ill; medical assistance; and fire inspection of shelters.											X	X										
Seattle Parks and Recreation Department	Lead for shelter coordination in city facilities and will staff if American Red Cross is not available. Maintains facility and grounds capacity that can provide shelter, warming sites, recharging stations or other support (26 community centers—8 with generators—and over 400 parks and open areas). Commercial kitchens; and showers, especially at pool sites. Staff trained in shelter management; understanding of access and functional needs; and community relationships and outreach. Some community center rooms licensed for child care; child care programs through partner Associated Recreation Council; and youth and adult programs. Vehicles and tools for ground and facility maintenance.	X	X											X		X			X	X		X	
Seattle Police Department	Community outreach; shelter security; and situational awareness.												X	X									
Seattle Public Library	Facilities in communities that can provide warming/cooling, computer access, resource assistance, and outreach (27 libraries; mobile and online services).	X											X	X	X					X			
Seattle Public Utilities	Water services, including emergency potable water and blivets; management of sewer system; and waste management.													X									X

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Other Governmental Partners																							
Seattle Housing Authority	Provides low-income public housing, Section 8 housing vouchers, and senior housing program. Operates buildings on more than 400 sites.							X															
Seattle Public Schools	Operation of K-12 public education in 95 schools. Have school facilities and grounds in all neighborhoods, some that include shower and kitchen facilities. Potential sheltering or shelter campus or other mass care facility capabilities. Centralized mass food services operation. Expertise includes interpretation, access and functional needs, and child development and needs. Also has transportation contracts. High priority to maintain or restart education services after a disaster.	X	X							X			X	X		X					X		X	
Area Agency on Aging for Seattle and King County	Aging and Disability Services (ADS), a division of Seattle Human Services Department, is the Area Agency on Aging for Seattle and King County. ADS plans, coordinates and advocates for a comprehensive service delivery system for older adults, family caregivers and people with disabilities in King County.	X		X	X					X	X	X	X	X	X							X		
King County Department of Community and Health Services (DCHS)	Lead for mental health and chemical abuse and dependency services. Also provides a range of programs and services for vulnerable populations.	X									X	X		X	X							X		

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King County Metro	Provides accessible transportation and limited warming shelter through its buses. Also operates Metro Access Transportation service for people eligible for ADA Paratransit Program.	X											X							X			
King County Office of Emergency Management	Lead for County ESF #6. Has MOUs with shelter facilities; American Red Cross; etc.												X			X	X	X	X				
Public Health – Seattle & King County (Public Health)	Lead for ESF #8 Health, Medical and Mortuary Services. Is also lead for Family Assistance Center Plan, manages the Medical Reserve Corps, sets up Alternate Care Facilities, and coordinates the Community Communication Network (CCN). Public Health coordinates response support for public health services, medical surge, community behavioral health services, outpatient services, vaccination program, inpatient services, home health services, homeless health services, food safety inspections and guidance, health information in a disaster, vulnerable populations assessment, translation and outreach.	X								X	X	X	X	X	X								X
Washington State Department of Agriculture	Administers USDA's The Food Assistance Program (TEFAP), Emergency Food Assistance Program (EFAP – financial, service guidance and coalition support for food bank system), and USDA's Commodity Supplemental Food Program (CSFP). Also has roles in issues involving animal health and food safety.			X			X						X										
Washington State Department of Early	Oversees child care licensing and supports other early learning programs in accordance with state laws, federal laws and DEL rules. Determines site capacity.		X																				

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Learning (DEL)	Issues portable background checks.																						
Washington State Department of Social and Health Services (DSHS)	Lead for state ESF #6. DSHS services include Basic Food Program, medical assistance programs, cash assistance, disaster food stamps; disaster food program, and mental health disaster outreach. DSHS is also responsible for children in foster care. Local offices are located throughout the area in addition to a mobile site capacity.		X	X			X				X		X	X	X						X		
Administration for Children and Families (ACF)	ACF can provide assistance on federal rules/waivers in disasters; continuity of benefits for clients, and expertise on access and functional needs. ACF can also provide Disaster Case Management services in a federally declared disaster if requested by the state and granted by FEMA.	X	X	X	X																		
Federal Emergency Management Agency (FEMA)	Lead for federal ESF #6. If a federal disaster is declared, FEMA can offer assistance on sheltering, housing, feeding operations; procurement and distribution of supplies; disaster assistance programs; coordination with other federal and voluntary agencies, etc.	X		X	X	X	X		X				X	X	X	X	X	X	X			X	X
Non-Governmental Partners																							

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American Red Cross	Has MOU with FEMA as co-lead for mass care component of ESF #6. Lead on shelter operations when available. Experts in disaster response, has trained shelter staff, mobile shelter supplies, capability for mass feeding, Safe and Well registration, caseworkers, interpretation and translations services, first aid capability, cadre of volunteers and other emergency assistance. Red Cross and FEMA to co-lead the mass care component of ESF-6. jointly lead the planning and coordination of mass care services,	X		X	X	X				X	X	X	X	X	X	X		X	X	X	X		X
Catholic Community Services	In a disaster provides disaster case management and coordinates a county disaster case management group. Also provides transitional housing, homeless services, feeding programs and other human services.			X	X				X						X						X		
Crisis Clinic (King County 2-1-1 and 24-Hour Crisis Line)	2-1-1 provides information on community services available during a disaster via telephone and/or an online database. Communicates with other providers to obtain information on which agencies/services are operating during/after a disaster. Information is updated regularly. Crisis Line provides 24/7 emotional support and referrals to emergency mental health services. Has access to the 2-1-1 database of services available during/after a disaster.									X	X				X								

ESF #6 Support Agencies	ESF #6 Role / Capabilities	Access and Functional Needs	Child/Youth Resources and Services	Disaster Assistance	Disaster Case Management	Food - Mass Feeding	Food and Food Assistance	Housing	Housing - Temporary	Interpretation/Translation	Mental Health/Behavioral Health	Medical Support	Other	Outreach/Community Engagement	Referral Services	Sheltering - Facilities	Sheltering - Pets	Sheltering - Supplies	Sheltering - Staff	Sheltering - Warming/Cooling Sites	Social Services	Showers	Water/Sanitation
Food Lifeline (Feeding America affiliate)	Western Washington Feeding America affiliate and part of national disaster food response. Food distributor to food banks and meal programs. Operates two warehouses and a truck fleet. Has expertise and capacity to handle influx of food donations, as well as government and purchased food. Has food repackaging and volunteer management capability.						X																X
Northwest Healthcare Response Network (NWHRN)	Provides a link to the healthcare sector and healthcare providers in King and Pierce Counties, including hospitals, long term care, behavioral health, ambulatory care, ancillary services, in-home services, and pediatrics. During a response, it assists in the coordination of medical surge, healthcare facility evacuation, resource requests and prioritization, and information sharing. NWHRN facilitates teams capable of providing healthcare guidance during a disaster, manages healthcare sector mutual aid plans and, in partnership with the Washington State Department of Health, administers WATrac, Washington state's web-based healthcare incident management system.		X								X	X	X										
The Salvation Army	Provides disaster services and mass feeding operations. Also operates homeless shelters and meal programs, and provides case management and financial assistance.			X	X	X	X		X						X						X		
Seattle Food Committee (Coalition of Seattle Food Banks)	A coalition of independent food banks that distributes purchased and donated food through 27 food programs in Seattle. Experts in handling and repackaging food donations, and in distributing food efficiently to large numbers of people. Some programs also						X							X									X

ESF #6 Support Agencies	ESF #6 Role / Capabilities	Access and Functional Needs	Child/Youth Resources and Services	Disaster Assistance	Disaster Case Management	Food - Mass Feeding	Food and Food Assistance	Housing	Housing - Temporary	Interpretation/Translation	Mental Health/Behavioral Health	Medical Support	Other	Outreach/Community Engagement	Referral Services	Sheltering - Facilities	Sheltering - Pets	Sheltering - Supplies	Sheltering - Staff	Sheltering - Warming/Cooling Sites	Social Services	Showers	Water/Sanitation
	provide home delivery.																						
United Way of King County	In a disaster, a key partner in mobilizing funds and volunteers. An expert in raising funds for community agencies that help people in need and in managing volunteers. Has extensive funder and agency relationships.												X	X									
Washington Voluntary Organizations Active in Disaster (WAVOAD)	The Washington chapter of the national Voluntary Organizations Active in Disaster. WAVOAD provides communication with member agencies on disaster needs. Members include: Red Cross, The Salvation Army, Church of Scientology; The Church of Jesus Christ of Latter-Day Saints; Mennonite Disaster Services, Church of the Brethren; Catholic Community Services, etc. Also helps address unmet needs. Has a representative at the State EOC when activated.			X	X								X										
YMCA of Greater Seattle	In a disaster provides child care for responders and can offer shower facilities to the community. Has trained staff extensively in the national Incident Command System (ICS)		X																			X	
HSD Contracted Agencies	Various. Focus is on programs providing homeless shelters and support services, feeding programs; licensed child care for low income families; case management and referrals for elderly and disabled people, youth services, family support, domestic violence services, etc.	X	X	X	X	X	X		X	X	X	X	X	X	X	X					X		

ESF #6 Support Agencies	ESF #6 Role / Capabilities	Access and Functional Needs	Child/Youth Resources and Services	Disaster Assistance	Disaster Case Management	Food - Mass Feeding	Food and Food Assistance	Housing	Housing - Temporary	Interpretation/Translation	Mental Health/Behavioral Health	Medical Support	Other	Outreach/Community Engagement	Referral Services	Sheltering - Facilities	Sheltering - Pets	Sheltering - Supplies	Sheltering - Staff	Sheltering - Warming/Cooling Sites	Social Services	Showers	Water/Sanitation
Other Non-governmental and Religious Organizations	Various. May provide spiritual support, and may have facilities, resources or people that can help in a disaster.	X	X	X		X	X			X			X	X	X	X				X	X		

EMERGENCY SUPPORT FUNCTION #7 - *Logistics & Resources*

PRIMARY DEPARTMENT:
Finance and Administrative Services

ESF COORDINATOR:
Finance and Administrative Services

SUPPORT DEPARTMENTS AND AGENCIES:
Human Resources Department
Department of Information Technology
King County Department of Transportation
Seattle School District
Seattle Community Colleges
University of Washington
Washington State Ferries
Port of Seattle Authority
Burlington Northern Santa Fe Railroad

I. Introduction

A. Purpose

The Emergency Support Function 7 Resource Support Annex (ESF 7), in accordance with the Seattle Comprehensive Emergency Management Plan (Seattle CEMP), outlines the framework for coordinating and managing the City's logistics and resource needs during any event requiring coordination of activities beyond what occurs on a daily basis. This Annex identifies and describes the management structure, processes and protocols in requesting, identifying, acquiring, mobilizing, deploying, tracking and demobilizing resources required to support City operations before, during, and following disasters.
The ESF 7 Annex outlines the framework to coordinate resource requests among departments and within the City of Seattle Emergency Operations Center (EOC) or to prioritize resource allocation and deployment when a resource is in scarce supply.

Pre-planning and interdepartmental coordination are essential for efficient and effective response to a disaster or emergency allowing for quicker recovery to normal operations. The resource management and logistics functions are necessary to ensure that:

- A complete picture of available resources is known to decision-makers.
- All available resources are used appropriately and arrive where and when they are most needed.
- Additional resources can be secured for responders as their own resources are expended or damaged.
- Critical resource needs of the public are met despite disruption of commerce and infrastructure.
- Accountability is maintained for the jurisdiction's use of resources.

B. Scope

The ESF7 Annex outlines the logistical capabilities and procedures for coordinating and overseeing the application of tools, processes and systems in order to implement timely and appropriate management of resources during an incident. Managing and coordinating

resource support functions are highly situational, dynamic and require the Seattle EOC Logistics section to be agile.
While certain aspects and logistical policies may be tailored to the hazard or specific incident, the policies and processes outlined in this annex are designed to work for all hazards. This annex outlines the policies related to:

- Identifying, locating, acquiring, storing, distributing, tracking resources and demobilizing of resources during major events or emergency operations ;
- Management, review and updating of resources and related policies during all phases of emergency management. This includes policies outlining the process for the periodic assessment of the City's resource management program to identify gaps and shortfalls.
- Process for acquiring resources from other jurisdictions, government entities, private business, or non-governmental organizations.

Policies and procedures used by the City of Seattle for resource management are based upon the Incident Command System (ICS) which is a part of the National Incident Management System (NIMS). Effective logistics management makes certain that all functions are executed in a unified manner in order to maintain accountability, ensure appropriate support actions are in place and improve distribution efficiency.

II. SITUATION

A. Situation

1. Hazards

A local emergency can heavily impact the City's existing resources, especially those resources pertaining to immediate response and recovery efforts. City departments possess varying capabilities to sustain emergency operations during response and recovery phases. Although initial responders may possess varying abilities to sustain themselves, an incident of complexity and/or long duration such as an earthquake, severe weather or terrorist incident, will severely impact even the best prepared.

2. Resources

City of Seattle currently manages its resources utilizing either manual inventory system or resource management databases. Planning requirements for managing resources are located within City Departments' Standard Operating Procedures (SOP).
The City of Seattle has the following resources at its disposal:

- City Personnel are available for reassignment including skilled labor and subject matter experts,
- Professional Response Teams meeting NIMS resource typing standards,
- High-Tech Communication Equipment,
- Vehicles for passengers, cargo, and debris removal (e.g., dump trucks and garbage trucks),
- Heavy equipment for public works application (e.g., front-end loaders, cranes) and material handling (e.g., forklifts),
- Pumps, generators (both stationary and portable) and useful materials and tools as fuel, sand and sandbags, plastic sheeting, shovels, picks, chainsaws,

- Mass care supplies such as emergency shelter supplies, portable water, sanitation and lighting.

3. Mutual Aid Assistance Arrangements

When the incident extends beyond the capabilities for local control and is expected to go into multiple operational periods (Type 2 and Type 1 incident), mutual aid assistance can be obtained from the Washington State Intrastate Mutual Aid System (WAMAS), Emergency Management Assistance Compact (EMAC –State to State) or Pacific Northwest Emergency Management Compact (PNEMA – WA, OR, ID, AK, BC and Yukon). When the EOC is activated, all mutual aid render under State of Washington, will be coordinated through the EOC or the designated Department Operation Center.

4. Purchase of Goods and Basic Services

City Department Heads have certain authority under **SMC 10.02.070 (Emergency purchases of supplies) and** SMC 20.60.114 (Emergency purchases), established by City ordinance or delegated by the Director of FAS, to waive formal competitive processes to obtain goods and services required for emergency response and recovery.

B. Planning Assumptions

1. Information

Ability to obtain situational awareness about the incident will be crucial to the planning capability of the logistics section to acquire goods and services in a timely manner. Regional coordination and communication will be required to identify assets with the Region that would be available to assist in the response. Yet, normal forms of communications may be severely interrupted during the early phases of an emergency.

2. Initial Sustainability

- City departments must be prepared to sustain themselves during the first 12 hours of an emergency. If necessary, this will include feeding, sheltering and housing staff that are needed to respond to the emergency.
- Households and businesses affected by the emergency are recommended to sustain themselves for extended period. Ongoing public information campaign will provide emergency preparedness to this population.
- The Region's utilities (water supply, electric grid, natural gas supply, waste water and telecommunications systems) could be significantly disrupted for weeks.

3. Resource Management

The city's decentralized resource management structure in an emergency or disaster will be impacted, and resources will need to be coordinated centrally and prioritized. Prioritization of resources can become inefficient if situational awareness is not continually provided by the responding departments to the EOC.

4. Evacuee Support

Large numbers of individuals may need to be evacuated from impacted areas. These types of events may include: Hazardous material release, flooding, fire or volcanic eruption.

5. Employee Reassignment

The ability to manage the logistics during an emergency will depend upon the availability of a large pool of City employees.

6. Donations

Following an emergency, it is expected that donations will be provided by the public at large. Plan and procedures are required to accept and manage donated cash and goods.

7. Availability of Volunteers

Offers of help to provide services and assistance will be received by the public at large. Plans and procedures are required to accept and manage emergent volunteers.

8. Access to Local Mutual Aid

In small scale events mutual aid will cover resource shortfalls that may impact the city departments. This plan assumes some parties to agreements will themselves be affected and unable to provide resources. Various kinds and types of resources will be requested through Intrastate Mutual Aid Agreement, Interstate Mutual Aid (EMAC) and from the federal government.

9. Availability of aid from a State or Federal Government

Pressure to supply unmet needs of city departments may be reduced through assistance in order for the City to focus limited resources on continuity of government. A disaster of national significance may require aid from other cities, counties, the State and Federal resources. State owned resources may become exhausted quickly in after a catastrophic event, resulting in competing priorities for resources. Federal resources may take three to five days to arrive.

10. Transportation

The transportation infrastructure to coordinate the movement of people and goods may be severely interrupted or sustain long term damage. Transportation requirements will exceed the capability of local and state governments. Damage to transportation infrastructure will limit access to the disaster area and hinder logistics support efforts. The movement of resources will create congestion in the regional and national transportation network. Also unescorted delivery of goods and services in the disaster area may be vulnerable to larceny or looting.

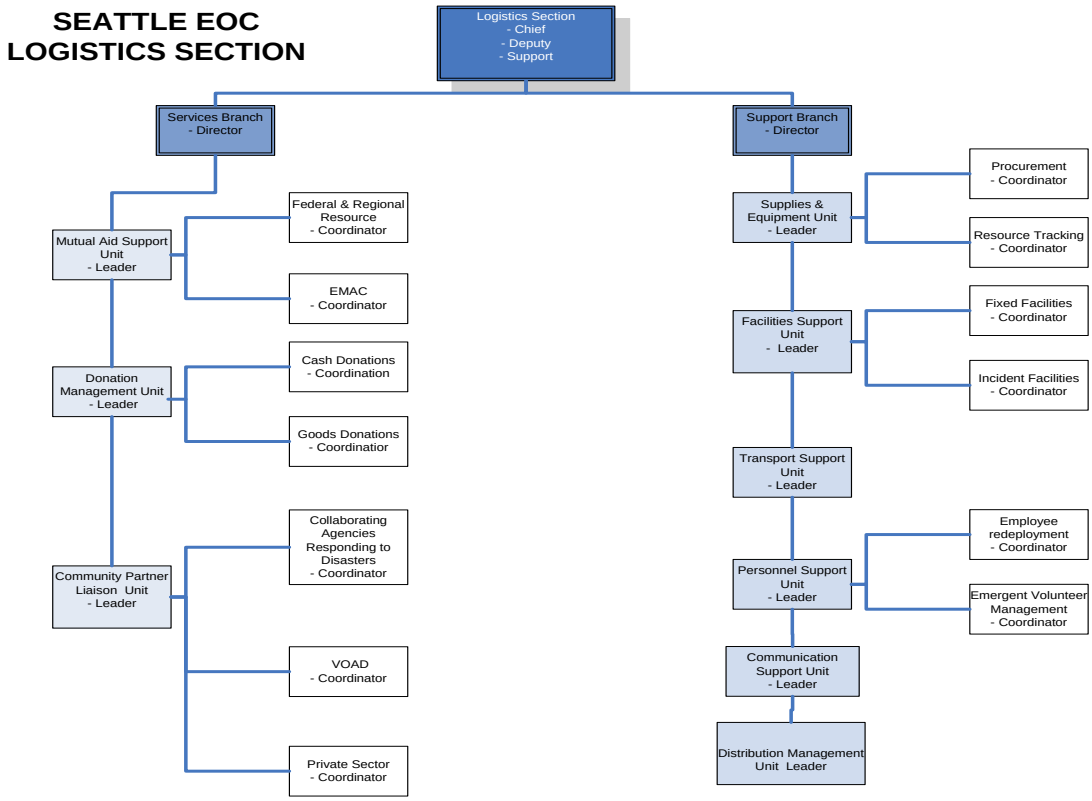
11. Commercial Sector

Logistics centers, staging areas and points of distribution will be activated when local commercial sector is not capable of providing essential resources following an incident. The number and location of these types of sites will depend on the size and severity of the impact to the disaster area. Planning prior to a disaster can include establishing site requirements, pre-identifying sites, and as needed site agreements. Any planning of sites should ensure accessibility for those with access or functional needs.

III. CITY OF SEATTLE EOC ORGANIZATIONAL STRUCTURE

The Seattle EOC Logistics Section manages the needs during an EOC activation. This includes not only providing material support for City departments and other responding agencies, but also

supporting the needs of the EOC. It also is responsible for locating and establishing any needed support facilities (staging areas, warehouse or office space, etc), transportation, food service, and any communication needs. The organization and framework for the management of resources within the Logistics Section is based upon the Incident Command System and is fully compliant with the National Incident Management System.



Following the NIMS Incident Command Structure the Seattle EOC Logistics Section comprise of the Services and Support Branches. Branch units are organized based on the overall mission the EOC supports and therefore diverge from the field logistics structure. The Logistics Section structure is scalable, with its branches and units being activated as needed by the Logistics Section Chief.

A. Lead Agencies

The following agencies have been designated as the lead agency for the purposes of staffing and managing the units within the Logistics Section:

Unit	Lead Agency
Logistics Section Chief/Deputy	FAS
Support Branch Director	FAS
Supplies and Equipment Unit	FAS, City Purchasing and Contract Services
Facilities Support Unit	FAS, Facility Operations
Transportation Support Unit	FAS, Fleet Management

Unit	Lead Agency
Personnel Support Unit	Department of Human Resources
Communications Support Unit	DoIT
Distribution Management Unit	FAS
Services Branch Director	FAS
Mutual Aid Unit	FAS
Donations Management Unit	FAS
Community Partner Liaison Unit	FAS

B. Logistics Section Chief

Provides overall direction for ensuring the City responders have access to additional equipment, supplies, facilities and personnel required responding effectively. Interacts and coordinates with the all Command and General Staff on long range plans and to identify potential or future requirements. Reviews proposed tactics for next operational period to determine additional resources needed to support proposed Consolidated Action Plan (CAP). Activates the Resource Management System and procedures and ensure all sections are aware of the resource management objectives for the operational period.

C. Logistics Section Deputy Chief

Coordinates with Logistics Section Chief to establish priorities and assigns tasks to units within Logistics Section. Prepares the Logistics Section portion of CAP. Tracks and maintains awareness of incident expansion/contraction due to changes in conditions or meeting of operational objectives.

D. Logistics Section Support

Provide technical and administrative support to efficiently manage the Logistic Section Resource Support Unit operations. Maintains the Activity logs on WEBEOC. Reviews all resource requests, and follows up with requesting section for clarification or additional information.

a. Needs Analyst – Monitors resource demands from Operations Section branches, maintains list of all staging area resources. Tabulates needs assessment and specific requests. Provides regular reports to Logistics Section Chief or designee on status of requests.
b. Needs Liaison – Receives specific requests, eliciting essential information from requesting group. Works with City departments to identifying existing inventory shortfalls that cannot be replenished internally or transfer from another department. May be a subject matter expert.
c. Legal advisor – Advises Logistics Section Chief on contracts and questions of administrative law.
d. Financial advisor – Advises on the financial aspects of meeting resource requests, including budget and facilitate the availability of funding.

E. Service Branch

1. Services Branch Director

Oversees the coordination of requests that have the magnitude requiring special planning and management. Reports to Deputy Logistics Chief on service branch activities, advises on current capabilities and limitations, and resolves service branch issues. Prepares service elements of the logistics section portion of the CAP. Organizes and prepares assignments to Service Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.

2. Mutual Aid Unit Leader

Responsible for coordinating all aspects of materials, equipment and personnel, including arranging for sharing of resources among regional partners. Coordinates with other section branches to identify resource shortfalls, and ensures the resource request and procurement process is followed. Ensures the request for federal assets and assistances are properly managed, and materials/equipment received are properly tracked and accounted for.

- Federal & Regional Resource Coordinator - Coordinates the request process goods and services obtained regionally through the King County or Federal Resources requested through Washington State. Tracks costs, liability and cost documentation.
- EMAC Personnel Coordinator - Coordinates the request process for unique human resources and expertise through the EMAC by member States. Tracks costs, liability and cost documentation. Arranges with Facilities Support Unit accommodations and meals for personnel coming under EMAC.

3. Donation Management Unit Leader

Coordinate with EOC command and other EOC Sections to determine potential donation requirements. Evaluate need for warehousing and distribution and coordinates with the Facility Support Unit to establish a donation management center. Evaluate need for additional personnel and coordinate with Personnel Support Unit. Responsible for working with the Transport Support Unit to coordinate transportation of donated materials to point of distribution.

- Cash Donation Coordinator – Oversees the coordination and distribution of monetary transaction by donors to appropriate receiver.
- Goods Donation Coordinator – Oversees the coordination, warehousing and distribution of goods provided by donors.

4. Community Partner Liaison Unit Leader

Oversees the coordination of all the logistical issues in regards to external organizations efforts to establish a base of operations in the City limits in order to provide support during a disaster.

- Collaborating Agencies Responding to Disasters Coordinator (CARD): Coordinates and addresses issues with CARD logistics teams to assist in establishing a base of operations.
- Voluntary Organizations Active Disasters Coordinator (VOAD): Coordinates and addresses issues with VOAD logistics teams to assist in establishing a base of operations. Works in conjunction with Personnel support unit to identify areas of support.
- Private Sector Coordinator: Coordinates with the private entity logistics teams to assist in establishing a base of operations, which provide support during a disaster.

F. Support Branch

1. Support Branch Director

Oversees the coordination of requests that supporting Operations. Reports to Deputy Logistics Chief of support branch activities, advises on current capabilities and limitations, and resolves support branch issues. Prepares support elements of the Logistics Section portion of the CAP. Organizes and prepares assignments to Support Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.

2. Supplies and Equipment Unit Leader

Coordinates the resource requests of services, equipment and supplies procured through vendors. Identify potential vendors or other sources for required supplies through existing County, State and Federal contracts. Works with other units within Logistics to coordinate the distribution of procured resources.

- Procurement Coordinator - Procures services, equipment and supplies following City Emergency Purchasing Rules. Tracks assign requests with vendors and maintain request status on WebEOC.

3. Facilities Support Unit Leader

Coordinates the use of City facilities to support response and recovery operations. Acquires additional temporary buildings or space to support response and recover operations. This includes, locating, leasing, and arranging utilities, providing space planning and moving support and ensuring that appropriate risk management procedures are followed.

- Fixed Facilities Coordinator: Develops plan and coordinates the relocation of City services to temporary facilities. Identifies and acquires additional temporary facilities required to support the special services (Donation management Center, Emergency Volunteer Coordination Center, and Disaster Recovery Centers).
- Incident Facilities Coordinator: Identifies and acquires incident facilities for personnel, equipment, supplies and vehicles. Determines with Operations Section the potential staging requirements and prepares the necessary plans to establish staging areas, base camp, helipads and other incident facilities as needed.

4. Transport Support Unit Leader

Ensures the responding departments and agencies have access to the vehicles, fuel, repair services and other support required to respond effectively. Creates resource status for all City owned vehicles, including current locations, assigned use and items on loan to other jurisdictions. Ensures that vehicle related risk management procedures are followed.

- Transportation Coordinator: Acquires additional vehicles, fuel, repair services and other support requirements for response and recovery operations.
- Movement Coordinator: Coordinates the movement of Federal and State resources with the King County Regional Emergency Coordination Center (KC RECC) and the WA State EOC during to the City's staging areas and points of distribution sites. Coordinates with ESF 1 - Transportation (SDOT) and ESF 13 – Public Safety and Security (SPD) on obtaining situational awareness of the transportation network and the availability transportation of modes (air, rail, waterway and trucking) to

support response and recovery operations. Assigns transportation resources and tracks delivery of the requested resources to point of use.

- Fuel Delivery Coordinator: Ensures the coordination of fuel delivery from vendor to Fueling stations. Maintains log of supply levels and coordinates fueling requests.

5. Personnel Support Unit Leader

Ensure the responding department and agencies have access to additional staff or teams to support the response efforts. Ensure that worker compensation and disaster worker procedures are followed.

- Employee Redeployment Coordinator: Coordinates the redeployment of City employees to critical areas during response and recovery phases of a disaster.
- Emergent Volunteer Management Coordinator: Coordinates the setting up and staffing of Volunteer Coordination Centers. Manages volunteer requests and assignments to working closely with ESF 6 – Human Services and Mass Care.

6. Communication Support Unit Leader

Coordinates communications support requirements for temporary facilities, and staging areas including voice and data support. Determines external sources of communication resources as needed for response and recovery operations.

7. Distribution Management Unit Leader

Activates resource distribution plan. Manages the storage and distribution of response and recovery resources from receiving and distribution centers (i.e., warehousing, staging areas, etc.) to delivery to point of use (i.e., Community Points of Distribution, Emergency Shelters, Alternate Care Facilities, etc.). Coordinates regionally with KC RECC and the WA State EOC on the delivery of resources to support response and recovery operations. Adjusts distribution system to accommodate changing requirements, priorities and circumstances.

IV. CONCEPT OF OPERATIONS

A. General Resource Management Policies

- Life Safety will take precedence in allocation of resources. Specific priorities will be set by the Logistics Section Chief in consultation with the Emergency Management Director, or a designated official in the EOC.
- Each department will sustain its operation for 12 hours unless conditions of incident determine otherwise.
- The EOC Logistics Section will be supplier of last resort for those resources that can longer be obtained through regular contracts or agreement, therefore necessitating a centralized coordination designated to the Logistics Section.
- All requests for State and Federal resources that are not otherwise covered under mutual aid agreements must be made to the Seattle EOC. An example would be resources requested or dispatched under the State of Washington Fire Service Resource Mobilization Plan (RCW 43.43.961).

B. Resource Control Points

Resource management and logistic support organization levels include:

1. **City of Seattle Emergency Operations Center (EOC)**

   The Logistics Section will operate in the City EOC at 105 5th Ave S. (corner of Washington St.) Seattle, WA 98104. The primary EOC logistics function will be to facilitate and coordinate interdepartmental and inter-agency resource requests. This will include:
   - Management of citywide resources spanning across departments, and
   - Coordinate resource allocation and tracking requested through the EOC.

2. **Department Operation Centers (DOC)**

   All departments participating in response, in addition to being represented in the City EOC, may activate a DOC to facilitate the coordination of department response and continuity operations. Intra-department management and coordination of resources are the responsibility of the involved department. They should utilize appropriate internal resources and available mutual aid resources and private sector/contractors before making a request for assistance to the Seattle EOC. DOCs may allocate available resources in tactical situation in coordination with field logistics. Resource needs and shortfalls that go above and beyond the capability of the department should request resources through the EOC.
   DOCs should communicate resource requests through their EOC representative. DOCs may only communicate directly with EOC Logistics when:
   - A Logistics Section is staffed within the DOC –AND- they have the approval to directly communicate with EOC Logistics from the EOC representative.

     -or-
   - The department has a DOC open, but doesn't have a department representative at the EOC.

3. **Incident Command Posts (ICP)**

   The Incident Commander will establish a Logistics Section to coordinate unmet needs in the field. The size of the incident, complexity of support needs and the incident length will determine the need for coordination at a higher level. Field logistics will acquire resources with the assistance of the dispatch centers or department operating centers. Where resource needs and shortfalls are encountered at the field level EOC Logs can provide support. In this situation resource requests will come from the dispatch or operating center to EOC.
   Field logistics operations should communicate EOC resource requests to their EOC department representative through:
   - The department's dispatch center
   - The department's DOC
   - Directly to the EOC representative as determined by department procedure.

   Field operations personnel including persons operating as section chiefs or incident commanders should never contact EOC Logistics directly unless a specific exception is granted by the EOC Logistics Section Chief –and- the senior department officer or EOC department representative.

C. Resource Management Process

1. **Department Level Resource Management**

   During advanced notice or pre-planned events, departments will implement appropriate department emergency response or continuity of operations plans (COOP). Department level plans address the management, needs, and sourcing of resources within their departments. As a rule, departments should have plans in place which allow for maximum utilization of their own department resources during emergency situations and include plans for acquiring or source critical resources needed to support or sustain essential operations during emergency situations. All internal resources including contracts and mutual aid agreements should be exhausted before forwarding a request to the Seattle Emergency Operations Center. Exceptions to this policy can be made on a case-by-case basis. An example would be when established vendors or mutual aid may have the resource, but cannot provide in time to meet a time sensitive mission.
   Departments should have policies in place, which prescribe that resource requests be funneled to the Seattle EOC through their EOC department representative. This is to ensure that there is a single point of contact that can serve to consolidate orders and maximize efficiency by limiting the number of persons that EOC Logistics will need to work with from a department. In the event the department doesn't have a representative in the EOC, then the appropriate department representative should call the main EOC to be routed to the appropriate EOC person for assistance.

2. **Resource Management When the EOC is Activated**

   When activated, the Seattle EOC will be the single point through which resource support is coordinated across all city departments for the jurisdiction of the City of Seattle. Resource management will take place within the EOC Logistics Section. Actions undertaken by EOC Logistics Section include resource sourcing, ordering, tracking, triaging and consolidation or orders. All activities will be coordinated with city departments, other local jurisdictions and agencies and the King County Regional Emergency Coordination Center and Washington State EOC.

3. **Resource Management When the EOC is Not Activated**

   During times when the EOC is not activated, the Seattle OEM Staff Duty Officer will serve the single point of contact for:

   - Departments needing County, State, or Federal resource assistance outside of existing mutual aid agreements or standing contracts.
   - Outside jurisdictions (e.g. County or State) requesting resource assistance from the City of Seattle.

   Departments or agencies may contact the Seattle OEM Staff Duty Officer through the non-published 24 hour number. This number is provided to all appropriate city departments, government, and non-government stakeholders.
   The Seattle OEM Staff Duty Officer will coordinate with appropriate departments to connect resources with requests. Individual departments are responsible for the dispatching, management, and tracking of resources they receive or send in support of emergency operations.

D. Resource Ordering Process

When departments have exhausted their resources, including those available on standing contracts and mutual aid agreements, the resource request should then be forwarded to the Seattle EOC through the department representative. In the event the department doesn't have a representative in the EOC, an appropriate department decision maker should contact the EOC through the main number to be forwarded to the appropriate person for assistance.

A flow chart depicting the end-to-end resource management process when the EOC is activated can be found in Appendix 1.

1. Sourcing from within the EOC Operations Section

In cases where a department has exhausted internal resources, the EOC representative should check with other departments staffed in the EOC Operations Section for assistance before submitting a resource request to logistics.
WebEOC tasking should be used to make requests and document situations where other department(s) or agencies in the EOC are able to provide resources to other (i.e. between) departments.

2. Request Process to EOC Logistics

The following methods may be use for submitting requests to the EOC Logistics Section:

1. Web EOC
2. Seattle EOC Logistics form (manual)

During EOC activations, WebEOC is used for end-to-end management of all resource requests to EOC Logistics. In the event WebEOC is unavailable, then requests should be submitted using a 2 page manual form.
A copy of this form can be found in Appendix 2

3. Required Information

Departments should provide the following information on all requests regardless of the method of submission:

- Requesting Time and Date
- Requester Name and Contact
- Problem/Issue/Task to be Accomplished
- Description of Resource (use plain language)
- Quantity
- Suggested or suitable resources
- Support requirements
- Special shipping instructions (if applicable)
- When resource is needed
- Delivery location and Point of Contact

E. EOC Logistics Section Policies

1. EOC Logistics Callout List

The Emergency Management Coordinator for FAS is responsible for maintaining and periodically updating the EOC Logistics roster. This roster, which is maintained electronically as an excel spreadsheet, lists personnel by position and all relevant contact information. Copies are maintained by the Emergency Management Coordinator for FAS and can be found in the logistics folder in the Seattle EOC common drive.

2. Notification and Mobilization of Seattle EOC Logistics

ESF 7 EOC responders will be notified via phone or email that the EOC has been activated and requesting ESF 7 representation.

ESF 7 EOC responders designated as the "primary" will call in availability to Logistics Section Chief, or report directly to EOC in a major earthquake or terrorist attack. If the "primary" is not available or unable to respond then the designated alternates starting with "Alternate 1" will respond to the EOC to fill shift. An ESF 7 EOC responder call out list will be maintained on a quarterly basis.
If requested, EOC responder will report to the Seattle EOC or as instructed bringing the following items:

- City of Employee Identification
- Cell Phone (if assigned) with charger.
- 72 hour Personal Go-Kit, water and snacks and any other necessary personal items (e.g. medicine) for 8-12 hours shift.

Upon arrival into the EOC, Logistics personnel will:

- Follow posted check in procedures
- Report to the Logistics Section, obtain briefing and receive assignment from Logistics Section Chief
- Log on to WEBEOC (virtual EOC communication tool), read current Consolidated Action Plan for the current operational period, and Situation Reports.

3. Activities Tied to EOC Activation Modes

The Logistics Section Chief can establish the Logistics Section using EOC Activation Modes to determine need for standing up the Support and Services Branches.

EOC Activation Modes	Logistics Section Present
– Increase Readiness mode where there is a period of warning or localized incident impacting specific department operations	City Department resource management function able to handle logistical activities intradepartmental. Designated ESF 7 Representative monitors the situation as incident emerges and prepares for expanding the logistics section branches for activation.
– Major Incident Mode is used when an incident or event has the potential for, or causes, major impacts that are expected to be relatively short duration and can be managed using City resources.	Partial - Logistics Section Chief or designee monitors the situation as incident emerges and prepares for expanding the Logistics Section branches as needed. FAS will staff Logistics Section, and a City Procurement Officer will be on standby.
– Disaster Activation Mode assumes an incident or event has the potential for, or causes, significant and extensive impacts.	Yes – Logistics Section is fully activated. City resources and capabilities may not be sufficient to meet all the challenges. Mutual aid, State and Federal assistance could be required. Support and/or Services Branches will be staffed based on the need of the incident.
– Catastrophic Activation Mode is characterized by widespread impacts to City and/or region. Response and recovery	Yes – EOC Logistics Section is fully activated and multiple shifts required. Resource needs and shortfalls will be significant,

EOC Activation Modes	Logistics Section Present
operations would be extensive and long term assistance and support from all levels of government required.	require extensive coordination with KC RECC and WA State EOC. A Logistics Center would be established.

4. EOC Resource Ordering

Throughout an incident, the Logistics Section will coordinate resource ordering and deployment to support field responders and restoration of critical infrastructure, and address general public's needs. Resources may come from public or private sector sources and mobilized in a manner that recognizes the criticality of certain missions.

- For large events or events requiring the order and management of a large amount of resources, the Section Chief may be supported by additional personnel including a Deputy Logistics Section & Logistics Section Support.
- Branch Directors (Services and Support Branch Directors) have the responsibility of assigning resource orders to specific units with in their branch. The Support Branch to manage Operation Section resource requests. Branch Directors are also required to maintain awareness on the following:
  - Status of open orders within their section
  - Keeping the Logistics Section Chief apprised of large ticket orders, anticipated shortfalls and critical information (e.g. changes in the resource ordering process) that should be communicated during planning meetings.
- Ensure that Unit leaders are coordinating the status of resource requests and identifying potential shortfalls with the Operations and Planning Section Chief's.

5. Determining Needs

The need for additional resources may be identified at any level of the incident Command System and will filter up the chain of command, from the Incident Command Posts (ICPs) to the Department Operations Centers (DOCs).
The DOCs via Operation and Planning Sections gather situational awareness of incident and survey for damages.
Resource needs and shortfalls are assessed at the department level. The DOCs will determine whether resources are available within their respective department or obtainable through existing agreements.
Anticipating needs may be based on preliminary damage assessment and past experiences. See Figure 3.
A resource need is first identified by personnel in the field and is communicated to their respective DOC. If they do not have a DOC,

Determine Need

1. What is the situation?
2. What are the current and/or anticipated impacts to department operations?
3. What is the department doing about it?
4. What are your unmet needs and the urgency of those needs?
5. Are you mobilizing beyond current on-duty personnel? If yes, specify.
6. Are you able to maintain normal service delivery? If not, what has changed?

Figure 3

or if not yet activated, the resource request must first be approved by their respective department head (or authorized representative), prioritized (if necessary) and then sent directly to their representative in place at the EOC.
Each department will designate a representative to prepare resource requests on behave of the department to the EOC. Only DOCs or dispatches are authorized to communicate with and make resource requests to the appropriate branch unit leader in the Operations Section or directly to Logistics Section.

Appropriate attention will be given to identifying and sourcing equipment or supplies that may be required to support hose with access or functional needs.

6. Prioritization of Requested Resources

The Operations Section or Planning Section will apprise the Logistic Section of priorities set by the Incident Commander or a designated representative.
To ensure resources are acquired in the most efficient manner possible and allocated in support of pre-established response and recovery priorities. The EOC/DOCs will prioritize resources requests based on the following response and recovery criteria:

- Health and life safety
- Restoration of critical infrastructure
- Protection of public property and environment
- Initiation of long-term recovery and continuity of government.

The assignment of a priority to a request in support of a resource need is a function of threat and the timeframe of need (i.e., 1 = Highest Priority). All participating departments can use the following priorities assessment when determining resources to request from Seattle EOC:

To arrive at the priority assign threat level timeframe of need value by:

Priority = (Threat Level x Timeframe of Need)

Threat Level	Value assigned
Severe Impact	1 – relates to immediate life safety or life saving
Serious Impact	2 – relates to life sustaining
Moderate Impact	3 – relates to incident stabilization and immediate safety of property and environment
Low Impact	4 – relates to protecting property and environment

Timeframe of Need	Value Assigned
Urgent: 0-4 hours	1 - Must have to respond to an incident
Immediate: 4-12 hours	2 – Must have to operate in an incident
Necessary: 24 to 48 hours	3 – Forecast need or shortfall and must have to respond to an incident
Desirable: 72 hours +	4 – Can be delayed; forecast need or shortfall

7. Sourcing Orders

All resource requests from City Departments to Seattle EOC are sourced through the EOC Logistics Section. EOC Logistics works with Operations and Planning Sections to identify critical resource needs and shortfalls. EOC Logistics Section will match resource needs to available or unassigned City Resources.
Where shortfalls exist, EOC Logistics Section will work with other jurisdictions to acquire additional support by:

- Verifying to ensure the request is still a need by contacting the original requestor to confirm details
- Attempting to find a source within the City by querying Departments, contracts or public or private sector partners.
- If unable to source locally, escalate the resource request up to KC RECC by phone, email, radio, FAX or by inputting request into the KC RECC information technology site. KC RECC will query other jurisdictions, contracts, agreements or escalate the request up to the State. It will be important to obtain County tracking number.

Requests for State or Federal Resources must be sent to KC RECC.
To the extent practicable, and all City internal, contracted and mutual aid resources have been exhausted or determined not to meet City Operational requirements, EOC Logistics Section may initiate the Procedures for Commandeering of Private Equipment, Supplies, Facilities and Services and Impressment of Citizens for public use.

8. Procurement and Contracting

During City emergencies, City departments may waive competitive bid requirements for purchase goods and services directly as needed to address the emergency situation, regardless of price. In making purchases, City Departments must follow emergency procedures established by Director of Finance and Administrative Services, as well as all City ordinances and state statutes governing emergency purchasing.
Purchaser must be a City employee and must provide the following information (SMC 10.02.070):

- Date and time of purchase
- Name and address of supplier
- Quantity
- Unit
- Description
- Unit Price and Total Price of Item
- Purchaser's Name and City Employee Identification Number
- Date required and date delivered
- Description of Use of Item, including disaster work order number
- Description of Disaster Work and Location of Use
- City Employee's Name Receiving the item and City Employee Identification Number

City Departments may prepare resource request to EOC Logistics Section for direct assistance in fulfilling an operational need or mission.
Seattle EOC with the City Budget Office should establish a project number to record and account for all invoices payments and costs associated with the event.
To procure resources, EOC Logistics Section may charge a City blanket contract, issue a direct voucher if less than $7,000, or use a City Credit Card if appropriate. Purchases above $10,000 must be reported, as required by SMC.

EOC Logistics Section can utilize several preventative contracts in place designed for disaster response. There are also a number of routine contract and cooperative contracts (i.e., GSA) available with major national suppliers that would have large capacity and out-of-region resources.
FAS and the EOC Logistics Section (when activated) will ensure that contracts are identified and resource lists take into account equipment or supplies that may be required to support those with access or functional needs.
A log of all purchases made during the event shall be maintained by each department and by EOC Logistics Section.

9. Dispatch & Management of Resources

Departments maintain processes for the dispatch and management of their own resources on a day-to-day basis. Whenever possible, these procedures should be utilized to appropriately track resources during emergency situations.
Departments are also required to have procedures to address the dispatch, communication, control, and management of resources in support of operations outside the City.
Department level procedures should be utilized for situations when the EOC is not activated.
During activations of the EOC:

- The EOC Logistics Section will coordinate the arrival of resources to the point specified by the requesting department in the resource request.
- At the point, the requesting agency takes possession of the resource; they become accountable for the resource. This includes tracking, communicating, dispatching (using department proscribed procedures), maintaining, and any servicing that may be required. Any exceptions to this policy will be communicated to departments through their EOC representations.

10. Transportation Management and Movement Control

During response and recovery operations, various types and quantities of resources must be moved. EOC Logistics Section will activate the Transportation Management and Movement Control Plan. Other actions will include:

- Obtaining situational awareness/visibility from SDOT and SPD into status of infrastructure and routes for moving resources.
- Determining transportation modes, routes and resources for moving requested resources from receiving and distribution facilities to point of use.
- Coordinating with KC RECC and WA State EOC to manage movement control and move freight across jurisdictional lines.
- Determining security requirements with SPD for escorts and follow WA State Department of Transportation's (WSDOT) Commercial Vehicle Pass (CVP) credentialing protocol across jurisdictional lines.

All transportation assets used to move resources will be tracked by EOC Logistics Section and ensure repair services, fueling and other support requirements are in place.
All City fuel supply will be monitored by EOC Logistics Section for shortfalls or to meet additional needs. Routine status updates will be provided to Planning to be included in the CAP for next operational period.

11. Inventory Assessment on Critical Supplies or Equipment

The EOC Logistics Section will be the single point for coordinating information on inventory management during an incident. Typically this will involve determining quantities of critical resources specific to that incident. Each department through their Department Representative will be required to provide inventory information on specific items when requested by EOC Logistics. Departments should provide requested information in an electronic format that can be accessed by the EOC Logistics team.

12. Distribution Management

EOC Logistics Section will develop a Resource Distribution Plan as needed, and will coordinate with Operations and Planning sections of the EOC to determine the level of logistics support.
Distribution Management Unit will activate, operate and deactivate receiving and distribution sites as required. Sites and routes should be coordinated with Transport Support Unit. Other actions will include:

- Assigning roles and responsibilities to manage receiving and distribution sites.
- Acquiring and/or procuring resources such as material handling equipment, supplies, food and billeting to support site operations.

Requests should be logged and distributed to the appropriate support unit through either the support or services branch directors for obtaining and committing resources. The branch directors should obtain support unit summary reports on a routine basis about the needs and the status of the requests.
The other support units track feedback from vendor or agency, receiving and distribution site and point of use as to the request's status, and log update into WEBEOC or on a status board. As the support units communicate with sites the following site metrics should be reported during operations:

- Burn rates to anticipate future requirements
- Flow of resources at each site
- All operating costs
- Personnel and equipment needed to operate site

EOC Logistics Section will execute demobilization plan of logistics sites and activate protocols to release assets and personnel and return unused expendable commodities to point of origin or surplus.

13. Enacting Mutual Aid

A number of City departments have entered into agreement with partner jurisdictions in preparation for emergencies or disasters that require a response in excess of local capability.
EOC Logistics Section may enter into agreements with partnering jurisdictions during an emergency to dispatch resources on a case by case basis upon a request notification from one entity to another. However, a formal written agreement must be prepared after the incident that can include:

- Memorandum of Understanding (MOU): MOU is a written agreement between jurisdictions or agencies outlining the terms under which each party agrees to assist each of the parties upon request for resources. An agreement is considered an MOU when the efforts of one or more of the parties involved are not contingent on the efforts of one or more of the other parties involved to accomplish the

purpose of the agreements. The parties involved are working cooperatively or in parallel to accomplish the purpose of the agreement.

- Memorandum of Agreement (MOA): A written agreement between jurisdictions or agencies outlining the term under which the parties agree to assist each other upon request for resources. An agreement is considered an MOA when the efforts of one or more of the parties involved is dependent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement.
- Mutual Aid Agreements (MAA): EOC Logistics Section may initiate through KC RECC a number of MAA. MAA are written mechanism for parties involved to request emergency assistance for specific resources during a disaster. One benefit of MAAs is that costs associated with mutual aid agreements can be reimbursed by FEMA, through the Robert T. Stafford Disaster and Relief Act, if certain conditions and criteria are met. Examples of MAAs that the City falls under is WA State Intrastate Mutual Aid Agreement (WAMAS) and the Emergency Management Assistance Compact (State to State) and Pacific Northwest Emergency Management Arrangement (PNEMA – WA, OR, ID, AK, BC and Yukon).

14. Requesting Outside Resources

State law requires that all requests for inter-jurisdictional assistance follow a process that starts at the local EOC. If the Seattle EOC Logistics Section is unable to locate resources locally, the request is then forwarded to King County Emergency Coordination Center (KCECC). If the ECC is not activated, then the Logistics Section should contact the King County OEM Duty Officer.
The EOC Logistics Section Chief should review any order prior to being sent to King County. Orders will be sent to King County by email using King County's ICS-213RR form. The email address is posted in the EOC Logistics room and is available from any OEM EOC staff member upon request. Logistics section personnel may utilize any of the alternate communication methods in the event email is not available or working:

- Electronic submission using King County SharePoint.
- By phone
- Radio per the King County ECC Communications Plan (ICS-205 form)
- Fax

All requests for state assets must go through the King County ECC and submitted using the process outlined above.

15. Demobilization and Recalling Resources

EOC Logistics Section will assign personnel and develop any plans necessary for the demobilization and recalling of resources following City's demobilization guidelines. These actions include the following:

- Coordinate a process to start releasing assets and ensure mutual aid resources are returned to the providing entity or reassigned to other response efforts, if deemed necessary.
- Monitoring consumption or burn rates of expendable, and it becomes apparent that continued supply or use of resource is diminishing take steps to adjust or stop the supply, as necessary.
- When appropriate, unused expendable commodities are either returned to the vendor, incorporated into city inventory, or disposed of following appropriate City and Federal policies.
- Assess warehousing inventories and fill/restock shortages.

- As needed, continuing sourcing and fulfilling resource, transportation requirements, and resource distribution to support long-term recovery efforts

16. Managing Personnel and Teams

Emergency responders whether in field, department operating centers or EOC will experience the possibility of diminished individual performance and potential for degraded organization effectiveness caused by environmental and emotional stress. Special awareness and planning needs to be made to make certain personnel responding to an incident, especially from another jurisdiction have appropriate support.
Emergency Responder Rehabilitation Guidance will be activated to ensure the following:

- Rest (Work-to-rest ratio)
- Rehydration (replacing fluids)
- Recovery (shelter and seating)
- Rx (medical monitoring and treatment)
- Refueling (calories and electrolytes)

17. Maintaining Financial and Legal Accountability

Financial and legal accountability should not hinder the response efforts. As a general rule, departments:

- Should follow normal accounting procedures whenever possible during emergency operations.
- Have procedures in place that outline how purchases shall be paid for (from their own budget) in an emergency.
- Provide funding codes for payment of resource requests that are forwarded to the EOC Logistics Section.

During some events, the Mayor, in consultation with his Emergency Executive Board, may authorize deviations from standard purchasing procedures in accordance with City ordinance and State law. A senior member with the City's Budget Office will work with the Logistics Section Chief and Branch Directors on development of event specific procedures related to:

- Payment for purchases or acquisitions
- Forms of payment to be used
- Tracking procedures
- Any encumbrance procedures that will apply to department level budgets and accounts tracking
- Work to secure access to more funding as necessary

The Logistics Section Chief will coordinate with the Law Department or their EOC representative on any questions regarding execution of emergency powers that are granted by law.

18. Demobilization of the EOC Logistics Section

The determination of when to terminate EOC Logistics operations is a collective decision involving the EOC Command Staff, including the section chiefs, EOC Director and Deputy Director. It is possible that the EOC maintain a Logistics Section long after the conclusion of an incident.
As a part of closing the EOC Logistics Section, the unit should ensure:

- Any demobilization plans created by City departments or the EOC's advanced planning unit are appropriately supported following closure of the Section.

- City agencies that provide personnel support to the Logistics Section are notified.
- All equipment and property has been accounted for and either returned or verified that it is still being used by the requesting agency.
- Processes are in place to ensure management, demobilization, and return of any outstanding equipment or personnel that may have been ordered by the section.
- Upon termination of the event, the City departments review all emergency purchase orders issued by them, and verify and authenticate such orders, and submit summary to FAS.
- All appropriate documentation is forwarded to purchasing agents or to Public Assistance Applicant Agent to ensure payment for, and reimbursement of items ordered in support of the incident.

F. Personnel

- The EOC Logistics Section provides the City access to trained cross-functional City staff consisting of logisticians, project managers, human resource managers, procurement and contracting officers, fleet managers, facility and space planners.
- EOC Responders comprised primarily of personnel from FAS, DOIT and SDHR are prepared to support EOC during a catastrophic incident. Specifically, these individuals are trained in Incident Command System (ICS) and EOC operations.
- Logistics Team members operate within the National Incident Management System (NIMS) framework and support logistics operations for any requesting City departments.

G. Private Sector

- Without effective private sector integration, operational response capabilities with the City will be marginalized. Effective pre-incident integration helps expedite a collaborative response.

H. Management Tools

1. WebEOC

WebEOC is the primary tool for the tracking and management of resource requests into the EOC.

2. Aid matrix

This information management system supports facilitate effective organization and distribution of donated goods and services.
WA State is participating in the National Donation Management Network Program, with FEMA, powered by Aidmatrix.

3. Pre-Scripted Mission Requests

Pre-scripted mission requests identify resources and capabilities that City departments, through various Emergency Support Functions (ESFs), are commonly called upon to provide during incident response and recovery operations (e.g., Emergency Shelter Support).

4. Field Movement Visibility

The use of mobile technologies to support movement control and distribution management will be necessary. Field movement visibility creates a flexible, modern and adaptable logistics management system capable of providing system-wide visibility for real-time

control of vehicles, equipment, personnel and supplies. These technologies include access to portable devices (e.g. bar code guns, GPS transponders, portable printers, etc.), options for data connectivity and satellite.

I. Logistics Support Facilities

1. Logistics Centers

A Logistics Center (LC) expands the logistics function of the EOC and supports operations by serving as an entity that can manage a large volume of resource requests. An effective LC can conduct all critical tasks associated with the resource management and movement control strategies.

2. Local Staging Areas

Local Staging Areas (LSAs) are receiving and distribution centers for unassigned resources such as commodities, equipment and vehicles that have been forward positioned in or near an impacted area. LSAs support the distribution of life sustaining commodities and the deployment of emergency response resources.

3. Community Points of Distribution

The Commodity Point of Distribution (C-POD) is a location where life-sustaining commodities are distributed to members of the public. The C-POD supports the distribution of food, water and other critical supplies to the public. C-POD provides the City the ability to control, monitor and report the distribution of life-sustaining commodities.

4. Warehousing Needs during an Incident

In the initial stages of response, the EOC Logistic Section, in conjunction with other City departments will assess warehousing needs. In conducting this assessment, the EOC Logistics Section will consider:

- The size and scope of the incident
- Whether the EOC Logistics Section requires additional space to support its operations or whether a department has made a request for warehouse space
- The location of suitable warehouse space
- Whether an existing city facility could be used for short term warehousing of resources
- The types of resources that require warehousing
- Weather considerations (e.g.. Tents vs. fixed structures)
- The need for warehouses and staging areas for unsolicited donated goods

When the preexisting facilities are not a practical option, the EOC Logistics Section will work with agencies to identify suitable alternative space to create a logistics staging area.

J. American with Disabilities Act (ADA) Requirements

1. Under Title II of ADA, emergency programs, services, activities and facilities must be accessible to people with disabilities and generally may not use eligibility criteria that screen out or tend to screen out people with disabilities.
2. The ADA also requires making reasonable modifications to policies, practices and procedures when necessary to avoid discrimination with people of disabilities.

3. ADA generally does not require emergency management programs to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

K. Authority for Emergency Purchases

1. SMC 20.60.114, Emergency Purchases – During City emergencies that require immediate purchase of supplies, materials, or non-consultant services, the Director of FAS delegates to City Departments the authority to make purchases in the open market without advertisement at the best obtainable price regardless of the amount of the expenditure. City departments shall use Blanket Contracts for this emergency procurement whenever practical. However, emergency purchases must follow emergency procedures established by the Director of FAS, as well as all City ordinances and state statutes governing emergency purchasing.

2. **SMC 10.02.070, Emergency Purchase of Supplies -** Upon the proclamation of a civil emergency by the Mayor, and during the existence thereof, emergency purchases of supplies, materials and equipment are authorized to be made in accordance with the following procedure:

(a) Forms

Preprinted emergency purchasing forms shall be provided by the Director of Finance and Administrative Services for use for all emergency purchases or contracting for supplies, materials or labor during the existence of such emergency, which forms shall provide for the filling in of appropriate information prescribed by the Director including: date and time of purchase; name and address of supplier; quantity, unit, description, unit price and total price of item; name and appropriate identification number from the City employee identification card of the person making the purchase; date required and date delivered; description of use of item, including disaster work order number, description of disaster work and location of use; and name and appropriate identification number from the City employee identification card of the person receiving the item.

a. An employee identification card shall be used in all cases to verify that the purchaser is an employee of the City.
b. A log of all purchases made during any emergency shall be maintained by each department and by the Director of Finance and Administrative Services.
c. The heads of departments using emergency purchase forms shall account for all costs incurred in making such purchases.
d. Upon termination of the emergency, the heads of departments shall review all emergency purchase orders issued by their respective departments, and shall verify and authenticate such orders, and submit a summary thereof through the Director of Finance and Administrative Services to the City Council for authorization of payment.

V. LOGISTICS RESPONSIBILITIES

L. All City Departments

1. Pre-Disaster Responsibilities

Mitigation and preparedness responsibilities that are carried out at a departmental level include:

- Review and update existing contracts and vendor lists, as well as appropriate mutual aid agreements.
- Maintain appropriate inventory levels of critical supplies.
- Conduct periodic reviews of City owned facilities for possible use as logistics staging areas during emergencies.
- Provide initial and recurrent training for employees who could potentially staff resource management positions within the department emergency management organization.

2. Resource Shortfall Assessment

All city departments are required to conduct periodic assessments to see if any changes are needed in resources that will be needed to support their essential operations and their Continuity of Operation (COOP) plans.
Departments should:

- Utilize a process that leverages established business practices
- Ensure that results are documented
- Have a plan for triaging and addressing identified shortfalls.
- Establish periodic review (for example annual or bi-annual review) and update of an assessment

To assist in any assessment, departments should consider utilizing the following documents or concepts to assist in determining resource shortfalls:

(b) SHIVA/THIRA.

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and Threat and Hazard Identification and Risk Assessment (THIRA). Both documents define hazards and risks specific to Seattle and therefore influence all aspects of the City's Emergency Management program.
As part of the post update process, City departments should review the City THIRA to determine if there are any changes that should be made to the type of resources or inventory levels in order to support critical operations or COOP plans.

(c) Scenario Based Resource Planning

Departments may use the concept of scenario based resource planning to further define resource shortfalls.

Scenario-based resource planning uses a single, plausible scenario to establish a framework for evaluation of capabilities across a discipline, organization, or jurisdiction. Determining the resource needs of a single scenario can be challenging, but since real life disasters do not generally follow the plan, the formulas and calculations inherent to an effective decision-making process need to be captured.

This captured process converts key steps and skills known to experienced individuals and converts them into accessible institutional knowledge. Formulas and calculations can usually be best expressed in the form of matrices that can be manipulated to provide a means of quickly determining resource needs and shortfalls for various events. In the planning stages, the information provided by the matrices allows the entire emergency management system to be analyzed for gaps and help make rapid, informed decision-making during response. Finally, the development of the matrices highlights policy limitations for consideration both prior to and during events.

3. Response Activities

When an emergency response is anticipated or occurring (ie. No notice event), departments will implement appropriate emergency plans and protocols. Specific logistics actions should include:

- Activate any procedures to pre-stage resources and determine resource priorities.
- Ensure that procedures are in place and being followed related to accounting for the time and use of personnel, equipment, and supplies that are being used in support of disaster operations.
- Ensure safeguards are in place to ensure personnel responding to disaster are provided appropriate rest and recovery.
- All purchases from contractors and vendors required for the response shall be recorded in existing citywide accounting and purchasing systems, either at the time of ordering or retroactively if the system is unavailable during an event.

Prior to submitting a resource request to the EOC, each department must:

- Exhaust and maximize its own internal resources, including inventories on hand
- Assess the ability to obtain the resource through department level contracts or vendor with which the department has established relationships.
- Review any established mutual aid agreements the department to see if the resource can be sourced. Discipline-specific mutual aid related to fire and rescue, health, and law enforcement shall be invoked by the responsible department pursuant to established agreements.
- Non-discipline-specific mutual aid requests for Federal and State resources are submitted to the EOC/Logistics Section through a EOC department representative.

4. Recovery Activities

Departments should conduct the following activities at the close of any incident or emergency:

- Ensure the return of any equipment or supplies that are not the property of the department.
- Conduct repair, refueling and return of equipment to their pre-disaster state of readiness.
- Restock of used inventories.
- When requested ensure that all accounting, timekeeping, and information related to the use of department personnel, equipment, and resources is forwarded to the appropriate City agency or designated person.

VI. ESF-7 Lead Agency Responsibilities

A. Prevention and Mitigation Activities

Coordination with partner government agencies and further private sector integration for effective collaborative response. During emergencies the City of Seattle relies on both public & private partner agencies to assist in response. These agencies offer resources, facilities and subject matter experts to the region. It is essential for ESF 7 Resource Support to maintain these relationships by establishing a point of contact to be updated quarterly, organize an annual partner agency meeting, and set up Memorandums of Understanding as needed.

Refine and/or update cross-sector emergency transportation management system to inform on re-routing of shipments of essential supplies and publicly accessible distribution locations.

Participate in regional emergency fuel storage and distribution system to assure adequate fuel is available to first responders, hospitals, power and communication maintenance and delivery vehicles and equipment.
Develop regional information management system clearing house to provide situational awareness of available response and recovery resources and capabilities that could be readily available after a disaster.

B. Preparedness Activities

1. Resource Management

Participate in local and regional coordination bodies to prepare for catastrophic logistics response. Meet with partner agencies to develop mutual aid agreements.
Document the City's resource request process and share it with supporting agencies.
Provide initial and recurrent training opportunities for staff who will serve in logistics roles at the emergency operations center.
Strengthen partnerships with government and non-governmental agencies and volunteer organizations to assist in distribution of disaster supplies and manage spontaneous volunteers and donations.
Obtain funding to support plans.
Work with City Departments and partner agencies to determine resource shortfalls and identify requirements.

2. Movement Control

Evaluate transportation modes (i.e. air, rail, waterway, and trucking) and potential impacts on supply chain.
Identify and develop local Memoranda of Understanding (MOUs) between jurisdictions and partner agencies.

3. Distribution Management

Pre-identify and assess fixed and incident facilities that are needed to support response plans including Logistics Centers, Staging Area, Base Camps, Community Points of Distribution, Volunteer and Donation Management Centers, Disaster Recovery Centers, etc.
Conduct site assessments of possible field locations (e.g. Logistics support areas and points of distribution).
Identify possible long-term storage locations for stockpiles (i.e. warehousing).
Document the procedures for activation, operation and deactivation of logistics support areas, points of distribution and warehouses.

4. Response Activities

(a) Resource Management

Activate and staff the EOC Logistics Section
Activate Logistics support organizations and points of distribution (e.g. Logistics Centers) to manage resource acquisition and delivery.
Coordinate with EOC Operations Section Chief, Branch Directors, and individual departments as appropriate to identify critical resource needs and shortfalls.
Participate as needed in planning meetings
Coordinate requests with the King County ECC Logistics Section when shortfalls cannot be met internally.

Coordinate with volunteer organizations to provide support to field or EOC operations.
Coordinate and track delivery of resources through resource management system or paper-based methods.
Begin development of a demobilization plan early in the incident.
Ensure safeguards are in place to ensure personnel responding to disaster are provided appropriate rest and recovery.

(b) Movement Control

Assess the need for creation for a logistics transportation plan. Coordinate with ESF-1, Operations Branch Directors, and other EOC team members as appropriate to assess and develop a plan if needed.
Evaluate tactical transportation options based on situational awareness (e.g. damage to roadways, overpasses and bridges).
Coordinate with all levels of government to move freight across jurisdictional lines.
Determine security requirements for escorts.
Coordinate credentialing protocols across jurisdictions.

(c) Distribution Management

Assess the need for creation of a resource distribution plan.
Provide the necessary support to activate, operate and deactivate logistics sites as required.
Communicate and report out on site metrics during operation.

5. Recovery Activities

(a) Resource Management

Continue sourcing and fulfilling resource requests in support of long-term recovery efforts.
Coordinate a process for returning non-consumable resources (e.g. equipment and vehicles).

(b) Transportation Management and Movement Control

Continue sourcing and fulfilling transportation requests in support of long-term recovery efforts.
Monitor repairs, refueling and return of equipment and vehicles to appropriate entity.

(c) Distribution Management

Continue resource distribution in support of long-term recovery efforts.
Integrate long term recovery distribution with Private Sector partners.

VII. ADMINISTRATION

A. Cost Accounting and Cost Recovery

1. Finance and Administrative Services and supporting agencies for ESF 7 will track all costs based on City's finance and accounting rules and Seattle EOC guidance. After emergency, all purchases above $10,000 must be reported, as required by SMC. The City will establish a

project number to record and account for all invoice payments and costs.

2. Reimbursement of costs if not guaranteed, and if provided, will likely not cover all costs incurred. Post Disaster cost recovery policies, strategies and priority setting will be set by City Budget Office. City Treasury determines appropriate emergency financial instruments including:
    - Budgetary and Reserve Funds (e.g., Emergency funds and department specific reserve funds)
    - Contingent Credit (e.g., Credit Cards and cash balance debt)
    - Ex Post financing (e.g. Access debt reserve; authorization by City Council of 5-vote to issue debt)
    - Or default to Insurance coverage managed by Risk Management

B. Annex Maintenance

1. Emergency Management Coordinator

   To ensure ongoing training of City ESF 7 representatives on resource support, Finance and Administrative Services assigns an Emergency Management Coordinator to provide oversight of the ESF 7 functions. These functions include monitoring and updating the ESF 7 Annex as necessary, coordinating with city and regional partners, and organizing regular training and exercises for of ESF 7 representatives.

2. Training and Exercises Overview
    a. Seminars/Training: Mandatory training for ESF 7 representatives regarding EOC operations, and resource support roles and responsibilities, and procedures: twice a year, including one unannounced call-out and activation of the EOC. NIMS training and hands-on training is important to reinforce written instructions and to better familiarize ESF 7 representatives with EOC surroundings, equipment and procedures.
    b. Drills and Exercises: ESF 7 will design with the support of Office of Emergency Management and execute at least one exercise per year to evaluate the ESF 7 Annex. This may be either a stand-alone logistics exercise or a component of another EOC exercise. It is also strongly recommended that ESF 7 members participate in external agency exercises as a player, observer or controller.
    c. Equipment Testing: Twice a year testing of equipment, including computers, display screens, phones, faxes, copy machine, push-to-talk radios, automated outdialer system in conjunction with trainings.

3. Evaluation and Corrective Actions
    a. Hot wash: Immediately following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives will meet to discuss the logistics operations successes and areas of improvement. The information gathered at this meeting will assist in preparing both the After Action Report and Corrective Action Plan.
    b. After Action Reports: Following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with Office of Emergency Management will generate an After Action Report (AAR). The AAR will provide a summary of the situation, actions taken, lessons learned and the corrective actions.
    c. Corrective Action Plan: A plan will be coordinated by the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives and approved by supervisors to implement improvements in planning and operations of the Logistics Section. This plan will be the mechanism for improving future logistics operations

through the correction of critical issues identified during actual operations, or through training exercise. Parts of the Corrective Action Plan will be incorporated into ESF 7 Annex as well as enhancement goals for the following year.

d. Strategic Plan: Annually the ESF 7 representatives will establish enhancement goals for the coming year, and individual departments will be assign responsibility for completing the action items under those goals. The strategic plan components will include: Planning and Development, Corrective actions/Process Improvements, Training and Exercises, Outreach activities.

4. Annex and Associated Appendices Update
   a. The maintenance and update of the ESF 7 Resource Support Annex and associated appendices is the responsibility of Department of Finance and Administrative Services, Seattle Department of Human Resources and Department of Information Technology with support from the Office of Emergency Management.
   b. This annex will be reviewed annually.
   c. Revisions maybe added when necessary, especially if corrective actions need to be met.
   d. The annex will be updated and promulgated following the scheduled update of the Seattle Disaster Readiness and Response Plan.

C. References

1. Federal
   - Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Act Law 100-707, The Robert T. Stafford Disaster Relief and
   - Emergency Assistance Public Law 105-19, Volunteer Protection Act of 1997
   - Public Law 105-381, Pacific Northwest Emergency Management Arrangement - Pacific Northwest emergency management arrangement between the government of the States of Alaska, the government of the State of Idaho, the government of the State of Oregon, the government of the State of Washington, the government of the State of the Providence of British Columbia, and the government of Yukon Territory comprehensive and coordinated civil emergency preparedness, response and recovery measures for natural and technological emergencies or disasters, and for declared or undeclared hostilities including enemy attack;

1. Regional and State
   - RCW Chapter 10.93, The Washington Mutual Aid Peace Officers Powers Act
   - Regional Disaster Plan for Public and Private Organizations in King County, WA, Emergency Support Function 7 Resource Management Annex
   - RCW Chapter 38.54, Fire Mobilization
   - WAC Chapter 118-04, Emergency Worker Program - clearly delineate the responsibilities of authorized officials and emergency workers before, during, and after emergencies, disasters, and other specific missions.

2. City
   - SMC 10.02.040, Use of services and equipment of municipalities and citizens – When the Mayor proclamation of civil emergency and the Governor proclaims a state of emergency, the Mayor may commandeer services and equipment from citizens as the Mayor considers necessary.
   - SMC 10.02.030.A, Authority of Mayor to enter into contracts and incur obligations – Upon proclamation by the Mayor of a civil emergency, the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order City Departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies, or services (except those mandated as constitutional requirements).

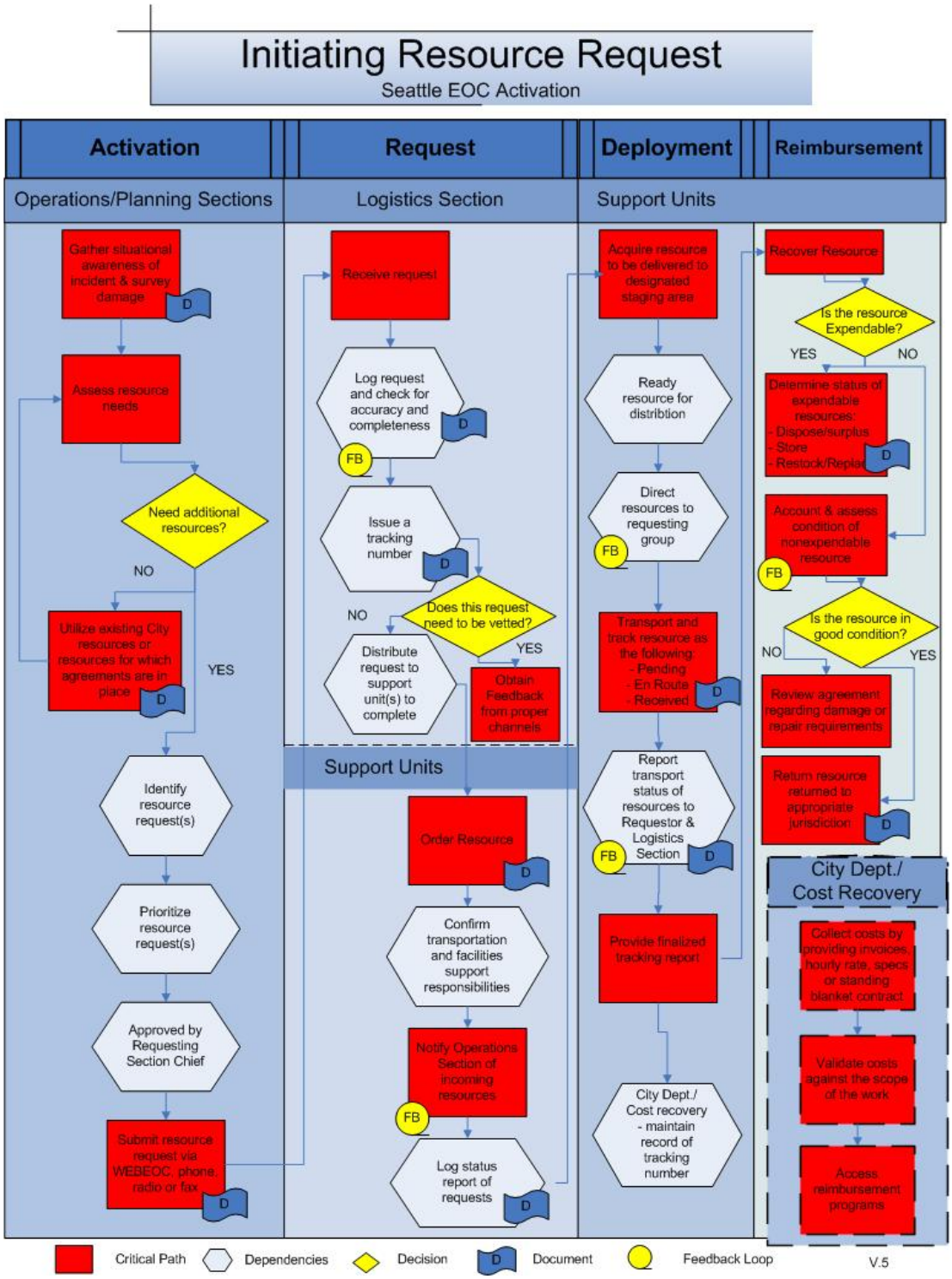
- **SMC 10.02.070, Emergency purchases of supplies -** Upon proclamation of a civil emergency by the Mayor, emergency purchases of supplies, materials and equipment are authorized in accordance procedure outlined in the SMC.

VIII. TERMS AND DEFINITIONS

Acronyms	*Definitions*
AAR	After Action Report
ADA	Americans with Disabilities Act
CAP	Consolidated Action Plan
CARD	Collaborating Agency Responding to a Disaster
CEMP	Seattle Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
C-POD	Community Points of Distribution
DOC	Department Operations Center
DOIT	Department of Information Technology
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAS	Finance and Administrative Services
GSA	General Services Administration
ICP	Incident Command Post
ICS	Incident Command System
KC RECC	King County Regional Emergency Coordination Center
LC	Logistics Center
LSA	Local Staging Area
MAA	Mutual Aid Agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NIMS	National Incident Management System
PNEMA	Pacific Northwest Emergency Management Compact
RCW	Revised Code of Washington
SDHR	Seattle Department of Human Resources
SDOT	Seattle Department of Transportation

SHIVA	Seattle Hazard Identification and Vulnerability Assessment
SMC	Seattle Municipal Code
SOP	Standard Operating Procedures
SPD	Seattle Police Department
THIRA	Threat Hazard Identification and Risk Assessment
VOAD	Volunteer Organizations Active in Disasters
WAMAS	WA State Intrastate Mutual Aid System

ESF #7 - APPENDIX 1 - CITY OF SEATTLE EOC RESOURCE MANAGEMENT PROCESS FLOW CHART



ESF #7 - APPENDIX 2 - MANUAL RESOURCE ORDER FORM

City of Seattle
Emergency Operations Center

To be filled out by the Logistics Section:
Tracking #
Date/Alphanumeric/Number/Military Time

LOGISTICS SECTION
Resource Request Form

State Mission #:

Tracking	Initials	Date *MM/DD/YY*	Time *Military*
1 Initiated ☐EOC ☐Dept/DOC ☐Other			
2a Rec'd, EOC Logistics Section Chief			
3 Rec'd, EOC Logistics Branch Director			
4 Rec'd, EOC Logistics Unit Leader			
5 Confirmed Resource delivered, accepted			
6 Closed, Logistics Chief ☐Done ☐As able ☐Other			

Route form & questions to appropriate EOC Representative **EOC General** Phone (206) 233-5076

STEP 1 - Completed by Originator **(Complete "1" in tracking section above)**

Incident Name	☐ **Critical** - Life Safety or mission essential need. ☐ **Priority** - Prompt delivery needed to initiate or maintain essential operations; Time sensitive. ☐ **Routine** - Needed to resupply or support incident missions.
Define problem or task to be accomplished.	**When is resource needed?** *(Specific date & time or timeframe)* *Month/date/year*
If known, describe resource requested. *(Size, Amount, Location, Type, etc.)*	**Where is resource to be delivered?** *(Address, intersection, staging area or point of distribution/use)*
Any supporting needs? *(Equipment, fuel, water, personnel, transport, etc.)*	**Where is resource to be used, if different?** *(Address, intersection, staging area or point of distribution/use)*
Suggested Source & Billing? *(if known)* **Mutual Aid** ☐City ☐County ☐State ☐Federal **Vendor Name & Contract #** **Department Charge Code** **Voluntary Organization**	☐**Originator and/or** ☐**Contact Person for Questions** *(Name & Phone #, radio channel, email, etc.)* **Contact Person at Delivery Point** *(Name & Phone #, radio channel, email, etc.)* **Contact Person at Point of Use, if different** *(Name & Phone #, radio channel, email, etc.)*
Comments	

When Completed, Route to Logistics Section – Email Address: SeattleEOC_Logistics@Seattle.gov
If handwritten, please fax to EOC Logistics at 206-684-5998

When saving document to G: / Drive = Use File Name Convention of "Date Time Dept Initials" (Example: 03-31-09 1430 SDOT EJ).

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STEP 2 - Completed by Logistics Section Chief or Designee (Complete "2a" in tracking section above)

Routing ☐ Support ☐ Service ☐ Multi-Support Unit Coordination required *(Add Comment)*	**Comments**

STEP 3 - Completed by Logistics Branch Director or Designee (Complete "3" in tracking section above)

Support Unit Assigned	**Services Unit Assigned**	**Other** *(Add Comment)*	**Comments**
☐ Communication ☐ Facilities ☐ Personnel ☐ Supplies/Equip. ☐ Transport ☐ Other	☐ Community Partner Liaison ☐ Donations Mgmt ☐ Mutual Aid ☐ Other	☐ Cancel (Logistics) ☐ Cancel (Requestor) ☐ Clarify ☐ Hold, revisit ☐ Modify ☐ Reoccurring	

STEP 4 - Completed by Logistics Unit Leader or Designee - Record changes or clarifying information to original request. (Complete "4" in tracking section above)

Description of Resource Ordered (*Size, Amount, Location, Type, etc.*)	
Mutual Aid Source:	**Vendor Source** (***include blanket contract nr.***)**:**
Delivery Details	
Estimated Time of Arrival (ETA) for Resource:	☐ **Originator and/or** ☐ **Contact Person for Questions** (*Name & Phone #, radio channel, email, etc.*)
Delivery Point/Location:	**Contact Person at Delivery Point** (*Name & Phone #, radio channel, email, etc.*)
Date and Time Resource Received:	**Contact Person at Point of Use, if different** (*Name & Phone #, radio channel, email, etc.*)
Work Notes/Conversations	

COS_ResourceRequest_form_v.14

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EMERGENCY SUPPORT FUNCTION #8 - *Public Health and Medical Assistance*

PRIMARY DEPARTMENT
Public Health Seattle and King County

ESF COORDINATOR
Public Health Seattle and King County

SUPPORT DEPARTMENT AND AGENCIES
Airlift NW
Amateur Radio Medical Services Team
American Red Cross, Seattle Chapter
Federal Partners
Inter-Governmental Organizations
King County Department of Natural Resources and Parks
King County Department of Transportation, Metro Transit Division
King County Fire Chief's Association
King County Office of Emergency Management/ Regional Communications Emergency Coordination Center
King County Sheriff's Office
Local Emergency Management
Local Law Enforcement Agencies
Mortuary Service Providers
National Disaster Medical System
Non-Governmental Organizations
Seattle Parks and Recreation Department
Seattle Finance and Administrative Services Department
Seattle Human Services Department
Washington State Department of Health
Washington Poison Center
Washington State Hospital Association

1. Purpose

The purpose of Emergency Support Function 8 – Health, Medical and Mortuary Services (ESF 8) is to provide for the direction, coordination and mobilization of health and medical resources, information and personnel during emergencies and disasters.

2. Scope

This plan is an attachment to the King County, Washington, Comprehensive Emergency Management Plan. It is also an attachment to the City of Seattle Emergency Operations Plan. Health, medical and mortuary services provided in the community everyday which fall under the scope of ESF 8 during emergencies include public health, health information, inpatient services, , outpatient services, home health services, pharmaceutical dispensing, community mental health services, clinical case management, mortuary services and emergency medical services within King County, Washington.

This plan adopts an all hazards approach to coordinating disaster mitigation, preparedness, response and recovery for public health, medical providers and support service organizations in King County. Activities within the scope of ESF 8 include:

- Organizing, mobilizing, coordinating, and directing health, medical and mortuary services and medical surge capacity plans during disasters

- Coordinating medical and environmental surveillance and monitoring activities
- Coordinating the surveillance for and treatment of diseases
- Implementing measures to prevent the spread of disease or environmental contamination
- Coordinating the recovery of fatalities, conducting forensic investigations, and determining the cause and manner of death
- Establishing and maintaining effective and reliable means of communication with health services agencies, healthcare providers, support agencies, community based organizations, the general public, and the media
- Establishing partnerships and coordinating response to ensure that all aspects of the response service the entire community, with special considerations for vulnerable populations.
- Coordinating and supporting crisis intervention and mental health services during and following emergencies and disasters
- Coordinating the health and medical system's transition from normal operations to surge operations and back
- Coordinating the distribution of health information during a disaster

Public Health – Seattle & King County (Public Health) will activate this and additional emergency response plans and protocols when an emergency or disaster occurs or is imminent requiring a coordinated, regional response of health and medical agencies.

3. Situation Overview

King County Washington is the 14th most populous county in the US, with 1.93 million people. King County represents 28.6% of Washington State's population, and as the largest population center in the State poses many opportunities and challenges.

The County includes Seattle, 38 other incorporated cities, and 19 school districts. It is home to one of the most diverse zip codes and the most diverse school district in the nation. Immigrants and refugees from all over the world, including Asia, the Horn of Africa, Central America and the former Soviet Union, reside in King County. 2010 Census data show more than 1 in 3 residents is a person of color, increasing to almost half among children. The county, especially the southern suburbs, includes several cities and school districts in which racial minorities are now the majority population. One out of every five residents (over 420,000 adults and children) now lives below 200% of the federal poverty level. In King County, this translates to 12.7% of the population, or 244,000 people, without insurance.

Twenty-three percent of residents speak a language other than English, and 19% are foreign-born. Public Health has identified three language tiers to reflect the language needs of Limited-English Proficient populations. This information will be consulted when the plan is activated to get a better sense of interpretation services needed and languages for material translations. When deciding on interpreter services and translations for response operations by location, staff will refer to the King County language maps in the Public Health Translation Manual.

More information can be found on King County's website:
http://www.kingcounty.gov/healthservices/health/data.aspx and
http://www.kingcounty.gov/healthservices/health/data/maps.aspx

Health Inequities
Over the last two decades, three dramatic demographic changes have taken place in our county, particularly in suburban cities. Because those areas of our county lack adequate systems, policies, and supports to meet challenges, King County has experienced an increase in health inequities that ranks it among the worst of the 15 most populous metropolitan counties in the US.

Additionally, more people in poverty reside in the suburbs than in the urban core. The changes contribute to the high and rising prevalence of chronic disease and risk factors in the suburban cities of northern and southern King County. Those suffering from chronic disease are more vulnerable before, during and after a public health emergency.

While accounting for populations suffering from health inequities, the ESF 8 response must be prepared to address the needs of vulnerable populations such as children (requiring pediatric care), medically dependent/medically compromised, physically or developmentally disabled, immigrants, chemical and alcohol dependent, homeless and those who need palliative care and behavioral health services.

Hospitals

King County has a total of 23 hospitals with approximately 4500 staffed beds. Of these, there are 18 hospitals with emergency departments, a pediatric hospital, two psychiatric hospitals, two long-term acute care hospitals, and a Veteran's Administration hospital. King County has nine trauma hospitals, which are a part of the Central EMS and Trauma Region, one of eight trauma regions in Washington State. These include one Level I adult and pediatric regional trauma center, Harborview Medical Center, four Trauma level III hospitals, three Trauma level IV hospitals and one Trauma level V hospital. In addition 16 hospitals are registered as National Disaster Medical System (NDMS) hospitals. The hospitals in King County are served by a complex network of Emergency Medical Service providers within the Central Region including 31 municipal fire department Basic Life Support agencies, six paramedic Advance Life Support providers, one primary air ambulance service, Airlift Northwest, and three private ambulance companies, American Medical Response, Tri-Med, and Rural Metro, which augment ambulance transport services.

Ambulatory Care

Ambulatory care clinics in King County provide a wide range of services including: medical care, dental care, outpatient surgery, urgent care, behavioral health, pediatric care, specialty care services, transfusion services, dialysis, diagnostic services, and imagining services. There are 23 dialysis facilities in King County. King County has 33 Federally Qualified Community Health Centers providing medical and dental services to residents that are at or below 200% of the federal income guideline and have no public or private insurance coverage. In addition, there are 10 Public Health Centers throughout King County that provide a wide range of services including: child health, dental/oral health, family health, family planning, HIV/STD clinics, maternity support and infant case management, prenatal care, teen health, travel clinics, tuberculosis clinics, and WIC services. There are also 3 standalone Emergency Departments serving King County.

Behavioral Health

Behavioral health services include inpatient and outpatient mental health services and substance abuse services. Services can include crisis interventions, preventions, intervention, treatment, and aftercare. Services can also include supportive services including housing, employment, and client and home resources. The public mental health system services are coordinated through the King County Regional Support Network (RSN) which is administered by the Mental Health, Chemical Abuse and Dependency Services Division (MHCADS) in the King County Department of the Department of Community and Human Services (DCHS). The RSN includes 17 contracted providers who provide a range of services for adults and children. In addition MCHADS administers the public system for substance abuse and chemical dependency treatment.

In-Home Services

In-home services encompass several disciplines including Home Health, Home Care, and Hospice Services. Home Health provides health care services to ill, disabled, or vulnerable individuals in their homes enabling them to live as independently as possible. Home Health services can include aid services, medical social work services, nursing services, nutritional services, physical therapy services, occupational therapy services, respiratory therapy services, speech therapy services, home medical supplies and equipment, and professional medical equipment assessment services. Hospice agencies provide symptom and pain management to terminally ill individuals and emotional, spiritual, and bereavement support to the individual and family, in the home or places of permanent or temporary residence. Home Care agencies provide non-medical services assistance to ill, disabled, or

vulnerable individuals enabling them to remain in their homes. Home Care services can include personal care, house-making, respite care, and other non-medical services. Medicare funded Home Care services are coordinated county-wide through the City of Seattle Aging and Disabilities Services.

Long Term Care

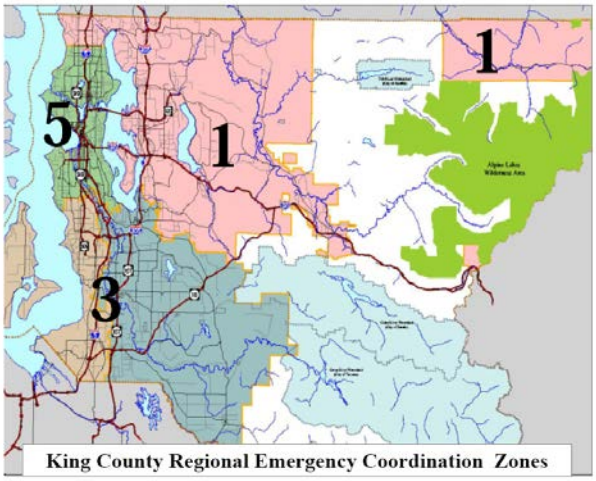
Long-Term Care facilities in King County vary greatly in the types and amount of care provided to the residents/patients. There are 70 nursing home (As of June 30, 2012: http://www.aasa.dshs.wa.gov/pubinfo/housing/other/) facilities in King County that provide the highest level of care: 24-hour supervised nursing care, personal care, therapy, nutrition management, organized activities, social services, room, board and laundry. There are also 150 Boarding Homes (Assisted Living) and 1053 Adult Family Homes (As of June 30, 2012): http://www.aasa.dshs.wa.gov/pubinfo/housing/other/) in King County. The services provided at these facilities can vary but can include: housing, meals, laundry, supervision, and varying levels of assistance with care, some provide nursing care, and some offer specialized care for people with mental health issues, developmental disabilities, or dementia.

Ancillary Services

Ancillary Services can include a wide range of healthcare services that are not included in the above groups. Ancillary services might include blood services, poison center services, cancer services, and laboratory services.

Emergency Management Zones

Preparedness activities in King County are organized into three emergency coordination zones, each having a lead agency for cross- functional coordination. Zone 1 encompasses the Eastside and includes the lead agency of Bellevue Emergency Management. Zone 3 encompasses the southern section of King County (south of Interstate 90) and includes the lead agency of Kent Emergency Management. Zone 5 consists of the City of Seattle, for which Seattle Emergency Management is the lead agency. Preparedness activities specific to ESF 8 incorporate the emergency management zone concept to ensure consistency with response partners. **Figure 1: King County Regional Emergency Coordination Zones**



1. Hazard and Vulnerability Analysis
   Public Health's Hazard Identification and Vulnerability Analysis (last updated in 2014) identifies the following hazards as posing the greatest risks to the region's health in terms of frequency and impact:
   - Severe weather (windstorm, snow/ice, excessive heat)
   - Earthquakes
   - Active Shooter
   - Transport Incidents
   - Disease Outbreaks
   - Flooding / Atmospheric River

- Cyber Incidents
- Fires
- Water Shortages
- Terrorism

Each type of disaster has potential health impacts, including illness; injury; death; psychological trauma; exposure to environmental hazards; disruption of the region's healthcare system; and others. Within the context of all-hazards planning, Public Health – Seattle & King County places special attention on preparing for those events that pose the greatest risk as measured by frequency and impact.

4. Planning Assumptions

In addition to the scope and severity of the event and the state of regional capabilities, the following factors could affect the ability of ESF 8 agencies to respond:

1. The Local Health Officer (LHO) may implement such measures as necessary to protect the public's health as authorized by state law.
2. ESF 8 agencies will commit resources and expertise as needed to address health and medical consequences of emergencies and disasters.
3. Public demand for health information and health and medical services will increase during disasters.
4. Health consequences of emergencies may necessitate mass dispensation of medications or vaccinations to the public.
5. Public health emergencies may require implementation of public health measures to contain and control communicable diseases or spread of environmental hazards.
6. Infrastructure impacts such as damage to bridges or road closures may limit the ability to transport staff, patients, and supplies through the region.
7. Essential goods and services, such as food, water, power and medical supplies may be in short supply or unavailable.
8. The availability of emergency response resources and personnel could be limited in a regional disaster.
9. The ability to mobilize and operate temporary facilities such as medication centers, alternate care facilities, and temporary morgues, will depend upon the ability to mobilize and transport staff and supplies from regional caches, private medical suppliers, registered volunteer rosters and other sources and may take 72 or more hours depending on the situation.
10. Per Joint Commission Standards, most healthcare organizations will have plans in place to manage critical functions for a minimum of 96 hours. Note: healthcare are not required to stockpile resources for 96 hours of operations
11. Many healthcare organizations/systems operate regionally and response will require may require close coordination with other county jurisdictions and the Washington State Department of Health.
12. Public health emergencies may also impact neighboring counties and health departments thereby limiting the availability of mutual aid.
13. A public health emergency may require the triage and treatment of large numbers of individuals which will have a direct impact on healthcare facilities
14. Routine emergency medical services may not be accessible through 911 dispatch centers and even when available services may be delayed due to regional impacts.
15. Preparedness, response, and recovery efforts must incorporate and address the unique needs and circumstances of vulnerable populations that are economically disadvantaged, homeless, have limited language proficiency, have disabilities (physical, mental, sensory, or cognitive limitations), have special medical needs, experience cultural or geographic isolation, or are vulnerable due to age, as well as those of incarcerated persons. Therefore, specific measures will be taken to ensure that these populations will have access to information and health services.
16. The capability of local jurisdictions to coordinate local response activities and fulfill non-medical resource requests from ESF 8 agencies varies.

5. Concept of Operations

1. Overview

While emergencies and disasters may vary in size and significance, the population density, multi-jurisdictional environment, and concentration of critical infrastructure in King County can magnify their impacts. An effective decision making and resource management structure, along with coordination among health and medical service providers and supporting agencies is critical to successfully addressing the consequences of emergencies and disasters

The Public Health Duty Officer is the point of notification for events requiring response by ESF 8 agencies. Calls may come into other agencies and Public Health, hospitals, EMS and the King County Medical Examiner's Office, and the Northwest Healthcare Response Network have the capability to respond to an emergency 24 hours a day, 7 days a week. Healthcare organizations will notify the Northwest Healthcare Response Network (NWHRN) who in turn will notify the Public Health Duty Officer.

As needed, Public Health will conduct a situation assessment and notify appropriate ESF 8 Primary and Support agencies. The healthcare system assessment will be coordinated with the NWHRN. When the King County RCECC, Seattle EOC, or other EOCs are activated, Public Health will coordinate staffing of these facilities with appropriate ESF 8 representatives.

Incident response will be guided by the ESF 8 Basic Plan and annexes such as the Emergency Communication Plan, Medical Countermeasure Distribution Plan, NWHRN Healthcare Emergency Response Plan, Mass Fatality Management Plan and others, as well as the response plans of supporting agencies, which are all consistent with the National Response Framework. Refer to the *List of Supporting Annexes and Documents* at the end of this plan for a full list of ESF 8 plans and annexes.

ESF 8 response partners in King County will follow the NIMS in its entirety using the Incident Command System (ICS) principles as mandated in RCW 38.52.070, and will strive to incorporate the National Incident Management System (NIMS) into all plans, protocols, and training.

Public Health will activate Incident Command and Area Command, as appropriate, to establish overall health and medical response and recovery objectives, coordinate incident information with ESF 8 agencies, and manage the acquisition and use of medical resources. Most regional hazards include health consequences, which would trigger an ESF 8 response. Healthcare organizations, including the Northwest Healthcare Response Network, may activate their internal incident command system independent of Public Health's incident command. Any incident managed under Health and Medical Area Command (HMAC) – the ESF 8 regional response structure – will likely require coordination of emergency response efforts across jurisdictions and agencies. Therefore, a decision to activate HMAC will also serve as a decision to activate the ESF 8 plan.

HMAC, in concert with the NWHRN Healthcare Emergency Coordination Center (HECC), will serve as the clearinghouse for health information and medical resources across response agencies during emergencies and disasters.

HMAC will prioritize and manage medical resources in support of the regional health and medical response, with the HECC taking primary responsibility for initial coordination medical and non-medical resource requests from healthcare organizations. If resource needs cannot be met locally through local mutual aid or via resources coordinated through the HECC, HMAC will request assistance from the King County RCECC.

Public Health will activate the health and medical Joint Information System (JIS) as needed to coordinate the content and timing for release of accurate and consistent health and medical information to the public, media, and community response partners. The JIS will connect public information officers in Public Health

with counterparts in ESF 8 primary and support agencies, including the HECC, local EOCs and the Washington Department of Health.

ESF 8 agencies will collaborate with local, state, tribal, and federal governmental agencies, as well as local community based organizations to assure an effective and efficient response. Public/private partnerships will be leveraged to improve situational awareness, increase availability of resources, and speed recovery efforts. ESF 8 agencies will support recovery activities aimed at restoring health and medical services to pre-event status. Public Health and NWHRN will coordinate with emergency management and response agencies in providing assistance to community recovery efforts.

Public Health will leverage the powers and duties of the local health officer as stated in RCW 70.05.070 to take such actions as necessary to maintain the health of the public.

2. Command and Control

Public Health – Seattle & King County, under the legal authority of the Local Health Officer, will establish and lead an appropriate incident command structure for the regional healthcare system response during emergencies and disasters. The specific command structure established for a given incident may vary depending on the type of incident, threat and risk posed, jurisdictions involved, suspected criminal activity, and legal responsibilities and authorities of participating agencies. This command structure is inclusive and complimentary to the incident command systems and leadership structures in place within healthcare organizations to manage organization-specific incidents and activities.

A. Single Command

A Single Command will be used to establish ICS and conduct the initial situation assessment. The situation assessment will determine whether a Single Command led by an ESF 8 agency Incident Commander can meet the direction and control requirements of an incident. The response needs of these incidents can be met primarily by the resources of individual ESF 8 agencies. This is generally the type of command put in place over ESF 8 field operations (such as a Family Assistance Center or Alternate Care Facility).

Representatives from Public Health may assume the role of Incident Commander for health or medical incidents under specific circumstances:

- Legal authorities identify the local health department as the lead agency for the response
- Specific health consequences require the leadership and expertise of Public Health in the command function
- Public Health is the only responding agency to the incident

An additional example of an incident warranting Single Command incident response would be response to a food borne illness outbreak at a known location.

B. Unified Command

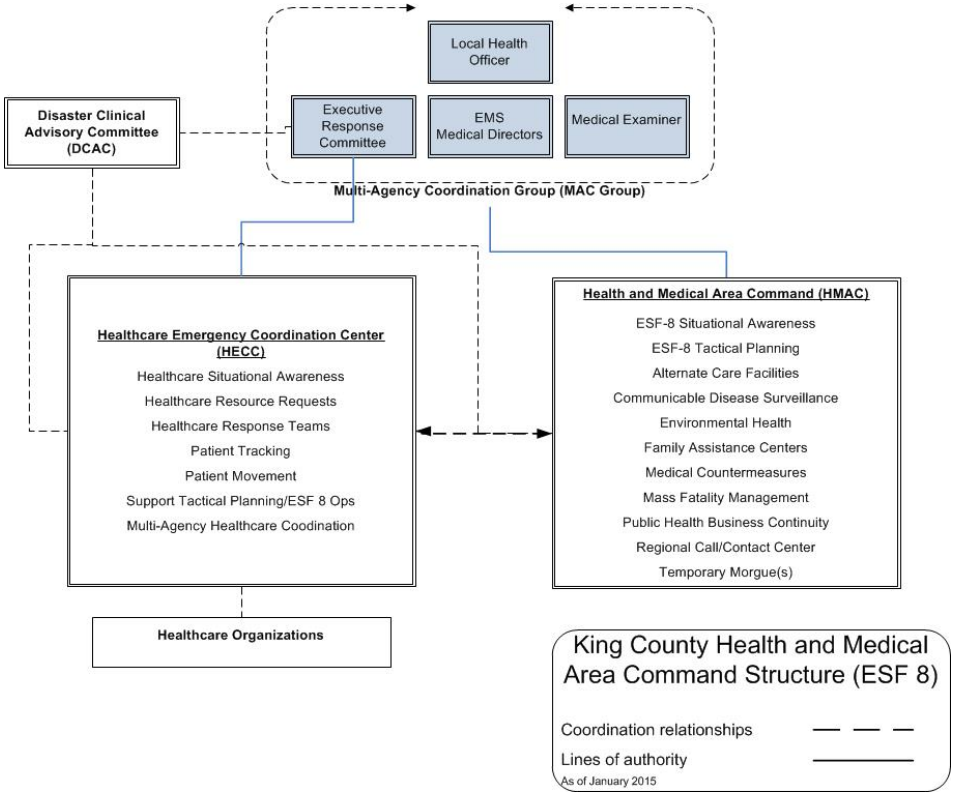
Public Health, EMS and healthcare agencies may be identified as participants within a unified command and Joint Information Center during multi-agency incidents, and will identify and train staff to serve as needed. Unified Health and Medical Area Command will be responsible for establishing a common set of objectives and strategies in a single Incident Action Plan.

An example of an incident requiring the establishment of Unified Command is an incident scene involving potential contamination with a biological agent with Public Health as the lead health agency, the FBI and local law enforcement leading the criminal investigation, and local fire agencies directing the hazardous materials response. Other agencies with responsibilities or jurisdiction may become part of Unified Health and Medical Area Command as needed.

C. Area Command

The size, complexity and geographic dispersion of emergencies and disasters may require the establishment of Health and Medical Area Command to direct and manage the healthcare system response. This is the standard activation level for Public Health in assuming its ESF 8 responsibilities. Area Command is established when multiple incident or response sites, each being managed by an ICS organization, require central coordination and direction. This management tool is activated to coordinate emergency response efforts among multiple agencies vying for the same resources. When activated, this organizational structure will be led by the ESF 8 Area Commander, who reports to the Local Health Officer. The Area Commander establishes direction (objectives) for the ESF 8 response, supervises section chiefs and command staff, and ensures continuity with the Local Health Officer.

Figure 2: King County Health and Medical Area Command Structure



HMAC serves as a single coordination point to set overall strategy and priorities for the health and medical response, allocate critical resources, ensure that response activities are properly managed, objectives are met, and policy decisions are implemented. Based on the hazards, vulnerability and complexity that may affect the continuity and response of healthcare operations in King County, Health and Medical Area Command is the incident management structure that will most often be utilized to manage ESF 8 activities during emergencies and disasters.

An example of an incident that might result in the establishment of an Area Command is the need to distribute medications across multiple jurisdictions over a short time period in response to a widespread disease outbreak.

HMAC is responsible for:

- Establishing health and medical incident related objectives and priorities
- Collecting and reporting the situational status for all healthcare organizations in concert with the NWHRN

- Deploying ESF 8 Liaisons to field command locations, local EOCs and other operational settings for enhanced coordination
- Supporting and facilitating medical requests from the NWHRN on behalf of healthcare facilities, including blood and dialysis providers, and coordinating with local and state emergency management partners as needed
- Facilitating access to non-medical resources and services by ESF 8 agencies when the NWHRN and local EOCs will not/cannot respond
- Collaborating with local EOCs to provide logistical support for mass care shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other field response locations
- Implementing local medication distribution strategies directed by the Local Health Officer
- Coordinating with the NWHRN compile and receive information on bed availability and patient tracking, as needed
- Overseeing regional healthcare surge capacity measures associated with added capacity or mobilization of volunteer personnel in coordination with the NWHRN.
- Managing the health and medical Joint Information System to ensure consistent, accurate health messaging across King County in coordination with the NWHRN
- Activating and facilitating discussions among members of the ESF 8 Multi-Agency Coordinating Group
- Coordinating with the NWHRN Disaster Clinical Advisory Committee (DCAC) and the NWHRN Executive Response Committee to advise the Local Health Officer and inform decision-making
- Tracking costs associated with managing Area Command functions and regional medical surge activities
- Implementing the ESF 8 Response Plans, include:
  - Alternate Care Facilities plan
  - Behavioral Health plan
  - Business Continuity plan
  - Communicable Disease and Epidemiology plan
  - Environmental Health
  - Family Assistance Center plan
  - Healthcare System Emergency Response plan
  - Hospital Evacuation Mutual Aid Plan
  - Isolation and Quarantine plan
  - Long Term Care Mutual Aid Plan for Evacuation and Resources/Assets
  - Mass Fatality Management plan
  - Medical Countermeasures plan
  - Pandemic Flu plan
  - Public Health Activation Center plan
  - Public Information Contact Center plan
  - Risk Communication plan
  - Vulnerable Populations Response plan

D. Multi-Agency Coordination Group (MAC Group)

A Multi-Agency Coordination Group (MAC) may be activated in conjunction with a unified or area command structure to establish overall direction and priorities for the health, medical and mortuary response across King County. When activated, the MAC Group will include the following participants:

- Local Health Officer as the authorized decision maker
- Executive Response Committee
- Emergency Medical System Medical Directors for King County and Seattle
- Medical Examiner

The role of the MAC Group is to provide structure and direction for inter-organizational decision making during emergencies. Specifically, MAC Group members will advise the Local Health Officer on policy level decisions that may be needed regarding:

- Medical resource availability and the need to request state or federal assistance
- Prioritization of medical resources when rationing may be needed
- Timing and scope of healthcare system surge capacity that may require activation
- Extent and timing of changes to medical system practices (i.e. standards of care) to maintain optimal care under the circumstances of a disaster
- Coordinate with and brief elected officials and healthcare partners as needed regarding health and medical impacts, status of the response and decisions made by the MAC

E. Disaster Clinical Advisory Committee (DCAC)

In anticipation of, or during a health and medical emergency, the Multi-Agency Coordinating (MAC) Group and Health and Medical Area Commander will assess the need to request the activation of the Disaster Clinical Advisory Committee (DCAC) depending on the scenario. Request for activation of

DCAC is submitted to the NWHRN or, if activated, the Network's Healthcare Emergency Coordination Center (HECC). If activated, the DCAC will be asked to support the following missions.

- Provide input to the MAC Group on the following issues:
  - Critical resource thresholds and the need for proactive measures to sustain healthcare system functionality, including activation of regional surge capacity strategies
  - Recommendations and/or guidance for resource acquisition (e.g. Strategic National Stockpile, commercial purchase), allocation and utilization.
  - Recommendations on the need to implement crisis standards of care based on current and anticipated circumstances
  - Activation of a regional triage team as needed to assist healthcare facilities with implementation of triage protocols
  - Development, modification, or application of regional clinical protocols and triage algorithms.

- Provide input to HMAC and HECC on the following:
  - Support situational awareness through critical evaluation of information provided by HMAC and the HECC
  - Recommendations and guidance to healthcare facilities on implementation of contingency standards of care strategies
  - Interpretation of federal and state guidance for use by healthcare organizations located in King County
  - Develop resource conservation strategies on the use and management of scarce medical resources by healthcare facilities

If local EOCs or the King County RCECC have competing non-medical requests, or need assistance prioritizing non-medical resource assistance for healthcare organization, HMAC, working under the authority of the Local Health Officer, will assist with those resource prioritization decisions, in consultation with the HECC.

F. Other Incident Command Roles for ESF8 Agencies

Public Health will assign appropriate staff to ESF 8 functions in the Seattle Emergency Operations Center (EOC) and the King County Regional Communication and Emergency Coordination Center (RCECC) and other emergency operations centers as needed. ESF 8 support agencies may also be requested to serve as liaisons within Health and Medical Area Command or to an Incident Commander (usually a Fire Department or Law Enforcement agency) at a site-specific incident command post during incidents that include health and medical consequences.

For a site-specific or non-health led incident, Incident Command may be established at an EOC or incident site and Public Health, healthcare and EMS agencies may serve as the lead for the health and medical response within the Operations Section, or may staff various positions within the Planning Section.

An example may be a health and medical response to an incident at a port facility where the local fire department has established Incident Command and Public Health and EMS may serve as Operations Section participants.

3. Planning Section

The Planning Section collects, analyzes, documents and disseminates incident information to support operational decision making across ESF 8. The section gathers incident information from various sources, including the HECC, and develops the ESF 8 Situation and Snapshot Reports. The Section facilitates development of the ESF 8 Operational Objectives and Incident Action Plan for each operational period, analyzes circumstances that may affect response and recovery efforts beyond the current operational period, tracks availability of resources, and develops the demobilization plan.

In addition to HMAC operations, every field operation will include the following planning section functions: prepare field IAP; put together issues to be addressed in demobilization plan; connect with HMAC Planning Section on information sharing; manage documentation; collect and package site-specific information for daily briefings (# discharges, admits, decedents identified, etc.); staff check in / out; facilitate on-scene tactical planning.

4. Operations Section
   The Operations Section addresses or investigates health hazards and their immediate consequences, and works to stabilize events and restore normal conditions. The Section coordinates the deployment of Public Health resources and carries out the operational objectives established by the Area Commander, in close coordination with the NWHRN and the HECC. Within the Operations section are multiple branches representing critical health response functions:
   - External Operations
     - Fatality Management Branch
       - FAC
       - Morgue
     - Mass Care Group
       - ACF
       - First Aid Teams
       - I & Q Patient Support
     - Medical Countermeasure Group
       - POD
       - Pharmacy / Closed Pod
     - Patient Tracking
     - Patient Movement
       - Long Term Care Unit
   - Internal Operations
     - Contact Center
     - Biosurveillance Group
       - CD Epi Team
       - EH Team
     - Behavioral Health Branch
     - Health Education Team

5. Finance & Administration Section
   The Finance and Administration Section documents all Department response costs and financial impacts associated with the incident, mobilizes department staff and volunteers as needed to support response efforts, and addresses labor-related issues that arise or are anticipated during the incident. The Section Chief works closely with Public Health's Chief Administrative Officer and Chief Finance Officer to identify and address administrative and finance issues.
   Within field command structures embedded in the ESF 8 response, the Finance & Administration section will be responsible for serving as a liaison on compensation/claims issues from the site, timekeeping, and volunteer/workforce management functions such as credentialing and verification of responders, if the Public Health Activation Center is not activated).

6. Logistics Section
   The Logistics Section coordinates resource support and services to all Public Health responders and provides medical logistics support for healthcare organizations, local business partners, local federal agencies and governmental partners throughout King County. Specifically, the Logistics section addresses transportation and communications issues, assessment and support for response facilities, computer network and systems support, and coordination with local vendors, suppliers and healthcare facilities to support

medical resource needs. The Section Chief works closely with Operations and Finance to ensure sufficient resources are acquired, staged and transported where needed.

The HMAC Logistics Section will prioritize, acquire, stage, transport, dispense, track and demobilize medical resources and volunteer personnel in support of Region 6 healthcare agencies. The Logistics Section will document resource requests, track inventories, track personnel and communicate resource priorities as defined by the Health and Medical Area Commander and the MAC, using WATrac where appropriate. Healthcare agencies will initially request medical resource support through the HECC, and will request non-medical logistical support from their local EOC. HMAC Logistics is available to support the HECC in meeting the medical and non-medical needs of healthcare agencies, as needed.

Within field command structures embedded in the ESF 8 response, the Logistics Section will be responsible for coordinating on-scene facility issues, assuring communications capability, monitoring inventory levels and submitting resupply requests to HMAC, coordinating staff and client transportation (where appropriate), erecting and maintaining signage, and distributing food to clients and responders.

A substantial number of mutual aid agreements and memoranda of understanding support implementation of this plan. A full list of ESF 8 MAAs / MOUs can be found in the HMAC Procedures Manual.

7. Communications
   a. Public Information Contact Centers
      During a disaster some ESF 8 agencies such as healthcare organizations will manage internal call center operations. In addition, during a public health crisis the Public Information Contact Center (PICC) will be activated by HMAC to provide non-diagnostic/non-medical information, instruction and resource referrals in an effort to consolidate or help alleviate calls to ESF 8 response partners throughout King County.

      Health and Medical Area Command will activate the PICC during emergencies or disasters that result in an increase in the need for public information or virtual medical triage information.

      The severity and nature of the public health crisis will determine the functions and hours of operations of the PICC.

      The PICC will provide up-to-date non-medical information: where to go for care, facts on the health emergency, facts on the medication/vaccination being administered, symptoms (if the emergency is a disease), preventive steps to take, and referrals to other key community and information sources.

      If conditions warrants, the PICC will provide medical triage provided by nurses or in coordination with external agency nurse lines. It may also serve as the central point through which initial missing persons reports and welfare queries are managed after a mass fatality incident.

      In addition to King County resources, Public Health will work with specific external agencies to provide support to the PICC on a case by case basis, such as during a mass fatality incident. When Public Health lines are busy or closed for the night or weekend calls may be forwarded automatically to surge support operators.

   b. ESF 8 Joint Information System
      In the event of a health event, ESF 8 partners should anticipate high demand for information from the media. Accurate, clear and coordinated risk communication messaging to the public will help preserve human life and health.

      Public Health will be the primary expert source of public information regarding health, medical, mortuary and environmental health response to emergencies and disasters in King County.

Public Health will play a central role in communicating to the local population about the risks associated with the emergency in a credible, simple and ongoing manner as well as provide instruction as to what actions the public can take to protect and aid themselves and others.

The Health and Medical Area Command will lead an ESF 8 Joint Information System to ensure consistent messaging between Public Health and ESF 8 partners during a health event.

Public Health will also work with Joint Information Center(s) in the Seattle EOC and King County RCECC and with appropriate response partners to coordinate all releases of health information to the public.

Public Health maintains multiple strategies for public messaging, including an extensive media list (over 100 local press outlets), a large network of community and ethnic media contacts, the Community Communication Network, social media, and texting platforms.

8. Additional Areas of Responsibility:
   a. Pre-hospital care
      The King County Fire Chiefs' Association will coordinate private and public EMS basic and advanced life support response during emergencies and disasters. The ESF 4 Fire Coordinator within the Emergency Services Branch at the King County ECC will coordinate county-wide EMS resource mobilization. Public Health – Seattle & King County's Emergency Medical Services Division will facilitate sharing and collecting incident information from regional EMS agencies.

   b. Behavioral Health
      The King County Department of Community and Human Services, in conjunction with Public Health and Medical Area Command, will coordinate the response to community mental health needs during emergencies and disasters according to the King County Mental Health Response Plan. The American Red Cross and other disaster assistance agencies will provide additional resources needed to address community mental health needs.

   c. Fatality Management
      Investigation into the cause and manner of death resulting from an emergency or disaster is the domain of the King County Medical Examiner (KCMEO). The KCMEO, within Public Health, has jurisdiction over all human remains resulting from the emergency or disaster and the responsibility of communicating information about the deceased to family members. KCMEO will supervise the recovery, identification and final disposition of all fatalities. Death certificates for all emergency or disaster related deaths in King County will be managed and issued by the Vital Statistics Office in Public Health.

   d. Disaster Medical Coordination Center (DMCC)
      Harborview Medical Center (HMC) will function as the Disaster Medical Coordination Center (DMCC) for King County. In this capacity, HMC directs the distribution of EMS patients to appropriate hospitals in King County in an emergency or disaster, and facilitates incident information sharing with area hospitals. HMC will also maintain voice and data communications with regional hospitals. Overlake Hospital Medical Center is the designated back up DMCC facility for King County.

9. Vulnerable and At Risk Populations
   a. During an emergency, limited material and personnel resources create a challenge to meet the needs of the population. Populations that face barriers in meeting their basic needs (such as food or housing) on a daily basis are more likely to be disproportionately impacted by a disaster or emergency event and the time it takes to recover will be longer for these populations than for less vulnerable populations.

b. Health and Medical Area Command will activate the Vulnerable Populations Response Plan to guide the response activities in order to mitigate the effects of the emergency on vulnerable populations.

The goals of the Vulnerable Populations Response Plan are to:

- Ensure that essential public health information reaches residents in all vulnerable populations segments prior to, throughout, and following an emergency event.
- Collect and monitor situational awareness/status of community and faith based organizations and the vulnerable populations they serve.
- Identify, address and resolve issues that impact particular vulnerable population groups.
- Ensure critical resource needs of community partners are identified and communicated to the Public Health Logistics Section or local EOCs.
- Advocate for the inclusion of special needs considerations into Area Command decisions and policy.
- Inform Area Command about the impacts the situation will have on vulnerable populations.

10. Procedures
    - Protocols for activating and managing HMAC are maintained in the Health and Medical Area Command Procedures Manual.
    - Procedures for sustaining Public Health and Medical Examiner's Office operations during emergencies are maintained in the Public Health Business Continuity Plan, and division business continuity plans
    - Procedures for emergency medical services (EMS) are identified in:
        - Procedures for Zone 1, 3, and 5 EMS and dispatch centers
        - King County Multiple Casualty Incident Plan
    - Procedures for other ESF 8 organizations' emergency operations are outlined in individual agency disaster plans and regional plans
    - Procedures for activating Mutual Aid Agreements and other Memoranda of Understanding are embedded in the individual agreements
    - Procedures for mobilizing specific HMAC capabilities (PICC, mass fatality response, medical countermeasure dispensing) are contained in the ESF 8 plan annexes.

11. Emergency Preparedness Cycle

    Public Health – Seattle & King County coordinates and supports prevention, preparedness, response, recovery, and mitigation activities among health, medical, and mortuary service stakeholders within the authorities and resource limitations of ESF 8 agencies.

    Public Health, as the lead agency for the region's health, medical, and mortuary response, engages in distinct activities at each phase of the emergency preparedness cycle in order to prevent, minimize the impacts of, or promote rapid recovery from disasters or emergencies.

    A. Preparedness

    Pre-incident coordination and planning activities conducted by Public Health in the Preparedness phase include developing operational and tactical plans, training and exercising, and conducting vulnerability assessments. This phase also includes ongoing health protection activities such as provider education, and food and water safety assurance.

    B. Prevention and Mitigation

    Public Health activities in the Prevention and Mitigation phase attempt to prevent hazards from developing into disasters, or to reduce the effects of disasters when they occur. Activities include communicable disease surveillance, investigation, vaccination and community containment; environmental health protective actions such as vector control, environmental sampling, and food product embargoes; and development of medical stockpiles.

    C. Response

Public Health activities in the response phases are event specific, aligned with the responsibilities outlined in this plan.

D. Recovery
The recovery phase of an event begins with the planning process at individual ESF 8 partner organizations.

6. Organizational Roles

1. Lead: Public Health Seattle & King County

2. Primary Agencies
   - Ambulatory Care Providers
   - Disaster Medical Control Center
   - Home Health and Home Care Providers
   - Hospitals
   - King County Department of Community and Human Services
   - Long Term Care Providers
   - Mental Health and Substance Abuse Providers
   - Northwest Healthcare Response Network (includes Healthcare Executive Response Committee and Disaster Clinical Advisory Committee)
   - Northwest Kidney Center and Other Dialysis Providers
   - Pharmacies and Dispensing Partners
   - Puget Sound Blood Center
   - Palliative Care and Hospice Providers
   - Public and private Emergency Medical Services providers
   - Tribal Nations
   - Medical Suppliers

3. Support Agencies
   - Airlift NW
   - Amateur Radio Medical Services Team
   - American Red Cross, Seattle Chapter
   - Crisis Clinic / 211
   - Federal Partners
   - Inter-Governmental Organizations
   - King County Department of Natural Resources and Parks
   - King County Department of Transportation, Metro Transit Division
   - King County Fire Chief's Association
   - King County Office of Emergency Management/ Regional Communications Emergency Coordination Center
   - King County Sheriff's Office
   - Local Emergency Management
   - Local Law Enforcement Agencies
   - Mortuary Service Providers
   - National Disaster Medical System
   - Non-Governmental Organizations
   - Regional transportation services providers

- Seattle Parks and Recreation Department
- Seattle Finance and Administrative Services Department
- Seattle Human Services Department
- Washington State Department of Health
- Washington Poison Center

7. Responsibilities

1. Lead Agency: Public Health Seattle & King County (Public Health)
   - Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer
   - Activate HMAC Center, Joint Information System, and the MAC Group as appropriate.
   - Staff jurisdictional EOCs as needed and establish and maintain ongoing communication with response partners
   - Maintain 24 / 7 Duty Officer program and serve as the primary point of notification for health and medical emergencies in King County
   - Conduct county-wide surveillance to track the spread of disease and its impact on the community
   - Provide trainings for HMAC staff and responders on their role and topics such as ICS, HMAC operations and ESF 8 plan and functional annexes

   A. Public Health - Health and Medical Area Command
      - Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.
      - Direct and manage medical surge capabilities including, alternate care facilities, medication centers and temporary morgues.
      - Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.
      - Support the healthcare system's planning and response efforts for medical surge capacity including mass casualty and mass fatality incidents.
      - Support ESF 8 agencies with implementing altered standards of medical care, as directed by the Local Health Officer.
      - Oversee a family assistance center to provide a private, safe and secure place for survivors of disaster victims to gather, to facilitate necessary communication with the KCMEO, and to facilitate the coordination of psycho-social support services.
      - Coordinate with the HECC and manage incident information and medical resources for healthcare agencies across King County.
      - Direct and manage regional isolation, quarantine, and other control measures necessary in response to disease outbreaks.
      - Direct and manage mass vaccination and antibiotic dispensing operations.
      - Coordinate requests for medical resources with private vendors, the King County RCECC and Washington State Department of Health, as needed.
      - Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.
   - Activate the Public Health Information Contact Center as needed

   B. Public Health– Environmental Health
      - Assist in surveillance for animal viruses through liaison with the State Departments of Agriculture and Fish & Wildlife and investigate possible zoonotic disease outbreaks.
      - Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation. Investigate possible food and water borne illnesses.
      - Collaborate with community response agencies in identifying environmental impact, remediation, and recovery activities
      - Coordinate the response of regional veterinarian services and animal care groups, in partnership with Regional Animal Services of King County, as appropriate
      - Direct response activities to vector-borne public health emergencies
      - Support mass care sheltering plans throughout the county in coordination with the American Red Cross and ESF 6 Mass Care agencies by completing environmental health assessments at shelter
      - Coordinate and provide environmental health services including inspections and technical guidance for water and food contamination, vector control, temporary shelters, emergency

housing, Temporary Debris Staging and Reduction Sites (TDSRS), and disposal of disaster related solid waste

- Coordinate countywide surveillance of potential problems related to public water supplies; sewage disposal system failures; solid waste accumulation and disposal; food storage; preparation and serving areas (i.e. shelters, food kitchens, etc.) disease carrying animals and insects, and natural gas leaks.
- Work with the Public Health Public Information Officer to develop and disseminate risk communication messages to the public concerning zoonotic disease transmission, food safety, drinking water safety, waste disposal, and other environmental health issues.

C. Public Health–Communicable Disease Epidemiology and Immunizations

- Provide epidemiological surveillance, case investigation, and follow-up to control infectious disease, including acts of bioterrorism and outbreaks of food borne illness
- Establish surveillance systems to monitor health and medical conditions in the community, conduct field investigations, provide health, medical and environmental consultation, and develop appropriate prevention strategies
- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers
- Coordinate and provide laboratory services for identification of biological samples.
- Coordinate and provide emergency health services including communicable disease control and immunizations
- Make decisions regarding the need for individual and group isolation and quarantine and provide clinical oversight of isolation and quarantine operations
- Establish clinical protocols for mass vaccination and chemoprophylaxis
- Work with the Public Health Public Information Officer to develop and disseminate risk communication messages to the public concerning communicable disease transmission and surveillance, vaccine safety, and other related issues

D. Public Health–Emergency Medical Services (EMS) Division and King County Medic 1

- Operate Advanced Life Support capabilities through Zone 3 (South King County)
- Coordinate regional mental health support for first responders
- Facilitate sharing and collecting of incident information with regional EMS agencies
- Coordinate regional implementation of local health officer policy decisions impacting EMS standards of care

E. King County Medical Examiner's Office (KCMEO)

- Through the Public Health Office of Vital Statistics, coordinate with local funeral directors and KCMEO regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities
- Through KCMEO, track incident related deaths resulting from emergencies and disasters
- Manage disaster related human remains through the KCMEO by:
    - Documenting the context and coordinating the recovery of human remains.
    - Coordinating and positively confirming the identity of all disaster related decedents.
    - Determining and certifying the cause(s) and manner of disaster related deaths.
    - Collaborating with other investigating agencies in the determination, collection and preservation of all medico-legal evidence, and the release of evidence to appropriate law enforcement authorities.
    - Recovering and documenting all personal property associated with the human remains.
    - Serving as the lead agency for the notification of the Next of Kin regarding the death, for all decedents.
    - Supporting a family assistance center to provide a private, safe and secure place for survivors of disaster victims to gather, and to facilitate necessary communication and the coordination of psycho-social support services.
    - Coordinating the disposition of fatalities including interim storage of all human remains resulting from a disaster and release of personal property to identified legal Next of Kin.

- Maintaining the official log of reported and confirmed deaths resulting from an emergency incident.
- Serving as the lead agency for the release of all information regarding deaths resulting from emergencies or disasters.

F. ESF8 Joint Information System

- Rapidly provide accurate, consistent, and comprehensive information about public health emergencies to partners, policy makers, Public Health staff, media, public, and other stakeholders through effective use of communication strategies and risk communication principles
- Build and maintain confidence in Public Health – Seattle & King County and its ability to effectively respond to and manage public health emergencies
- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations
- Ensure coordination of communications with appropriate federal, state, local, and internal partners, including Public Health system, tribal and local governments, emergency service providers, and other appropriate agencies and organizations
- Inform elected officials and tribal leaders of policy decisions made by the MAC and response actions taken by the HMAC during disasters with public health consequences.
- Provide accessible information to diverse audiences, including: parents/children, elderly, limited-English-proficient, disabled, deaf and hard-of-hearing, visually impaired, and other special needs groups.
- Activate the Community Communications Network (CCN) during emergencies to provide public health and related information to community based organizations (CBO) and healthcare providers serving vulnerable populations and to receive incident information from CBOs.
- Provide ongoing sources of public information which may include website, social media, call center, recorded information line, media briefings, and fact sheets.

2. Primary Agencies

A. All ESF8 Primary Organizations

- Activate organizational emergency response plans to manage emergency events.
- Cooperate with Public Health in monitoring, surveillance and reporting activities.
- Advise HMAC on policy issues that may arise during emergencies and disasters.
- Share information on facility capacity, pharmaceutical and medical resource updates, and overall situational assessment as requested by HMAC.
- Coordinate with HECC to request medical resources, conduct impact assessments, and distribute medical resources.
- Activate and support regional medical evacuation, surge, and resource sharing plans as appropriate.
- Collaborate with Public Health Public Information Officer through the JIS on developing and releasing health information to the public.
- Coordinate directly with local EOCs for non-medical equipment, supply or service needs.
- Train staff to organizational preparedness and response priorities. Participate in regional exercises testing plans and skill levels while interfacing with response partners throughout the region

B. Ambulatory Care Providers

- Maximize outpatient appointment availability as needed
- Report reportable conditions to Public Health – Seattle & King County, Communicable Disease Epidemiology and Immunization Program
- Assure that healthcare professionals receive relevant communications from Area Command in a timely and efficient manner

C. Disaster Medical Coordination Center (DMCC)

- Maintain voice and data communications with regional hospitals.
- Coordinate patient distribution in the event of a mass casualty event, or event that will overwhelm the hospital system.

- Update Hospital Capacity information within WATrac during emergencies
- Direct EMS transport of patients from the field to hospitals in a mass casualty incident.
- Notify Public Health Duty Officer of emergencies impacting the hospital and healthcare system and identify:
  - Nature of the emergency or problem
  - Projected number of patients, if known
  - Hospital status or needs
- Activate the "All Call Alert" via 800MHz radio and WATrac Alert and notify hospitals when a mass casualty incident or other system wide emergency has occurred.
- Coordinate with the HECC on facility evacuation plans and protocols with all hospitals in King County and EMS agencies
- Through HMAC, request activation of the National Disaster Medical System (NDMS) to evacuate patients out of King County, as needed.
- Serve as primary point of contact, in coordination with the HECC, for information management directly to and among emergency departments in the region.

D. Home Health and Home Care Providers
- Notify HECC of emergencies impacting continuity of Home Health and Home Care services in King County and coordinate activities with HMAC.
- Provide HECC with a list of critical patients without access to care
- Cooperate with and support other home health and home care providers as needed

E. Hospitals
- Implement response measures, including surge capacity strategies, consistent with those outlined in the Region 6 Healthcare System Emergency Response plan, as capacity and resources allow
- Develop all-hazards hospital emergency plans which include procedures for facility evacuation
- Follow communications protocols outlined in the Central Region Trauma Council Communications Plan, and the NWHRN Regional Healthcare Emergency Response Plan
- Maintain communications with DMCC and provide information upon request.
- Collaborate with the HECC and DMCC to assure the effective use of available hospital bed capacity
- Report reportable conditions to Public Health – Seattle & King County, Communicable Disease Epidemiology and Immunization Program
- Assure that healthcare professionals receive relevant communications from the HECC and HMAC in a timely and efficient manner

F. King County Department of Community and Human Services and Other Mental Health and Substance Abuse Providers
- Coordinate with Public Health, Seattle Human Services Department, and mass care agencies across King County to address the human services and behavioral health needs of disaster victims
- Coordinate the delivery of community behavioral health services and crisis response consistent with the King County Disaster Behavioral Health Response Plan.
- Provide involuntary detention services for persons who suffer from reactions to the disaster, as staffing allows
- Coordinate with the King County Chapter of American Red Cross regarding the provision of disaster behavioral health services
- Support contracting agencies that provide behavioral health, substance abuse and inpatient psychiatric services to maximize continuity of care
- Collaborate with Public Health and ESF 8 JIS for consistent messaging to behavioral health providers and the public
- Coordinate with licensed opioid substitution providers to create and support regional continuity of care plans

G. Long-Term Care Providers (Nursing Homes/Skilled Nursing Facilities, Assisted Living Facilities, Adult Family Homes)
- Notify HECC of emergencies impacting long term care communities.

- Develop facility emergency plans, to include facility evacuation as a component
- Cooperate with and support other long-term care organizations as needed.

H. Northwest Kidney Center and Other Dialysis Providers
- Provide HECC with a list of critical patients without access to care
- Cooperate with and support other dialysis providers as needed

I. Northwest Healthcare Response Network
a. Coordinates information, policy and resources for the healthcare community in partnership with other emergency response agencies.
b. The Executive Response Committee provides leadership and strategic direction for the NWRHN during a response. The Committee includes representation from various sectors across the healthcare industry. During emergencies the Executive Response Committee: Represents the NWHRN in the ESF 8 MAC Group; Advises the Local Health Officer, in coordination with other MAC Group participants, on emergency health policy matters; Identifies and addresses issues to improve the ability of healthcare organizations to respond to the emergency; Activate the DCAC.
c. The DCAC is a multi-disciplinary committee meets quarterly and provides expert clinical advice on issues such as regional medical surge and crisis standards of care. During public health emergencies, DCAC advises the local health officers and other policymakers.

J. Palliative Care and Hospice Providers
- Coordinate with clients to provide disaster kits for end of life care during an emergency, should a provider not be able to make a site visit
- Provide HECC with a list of critical patients without access to care
- Cooperate with and support other Palliative Care and Hospice providers as needed.

K. Pharmacies and Dispensing Partners
- Activate dispensing plans as necessary when notified by PHSKC
- Assure that healthcare professionals receive relevant communications from Area Command in a timely and efficient manner
- Coordinate the release of public information and messaging with the Public Health PIO

L. Public & Private Emergency Medical Service (EMS) Providers
- The King County Fire Chiefs will coordinate private and public EMS basic and advanced life support response during emergencies and disasters
- The ESF 4 Fire Coordinator within the Emergency Services Branch at the King County ECC will coordinate county-wide EMS resource mobilization
- Provide initial patient assessment, treatment triage and transport of ill or injured patients to hospitals or points of care
- Utilize the King County Multiple Casualty Incident Plan to prioritize treatment and transport of patients from multiple casualty incidents. DMCC will identify the designated trauma center hospital or other hospital able to receive injured patients.
- Support hospitals as needed in planning for and responding to evacuations of hospital facilities
- Coordinate with HECC, HMAC and the appropriate local EOC for the evacuation of non-hospital facilities.
- Coordinate mental health support to emergency medical service providers
- Report fatalities to the King County Medical Examiner before moving or transporting fatalities from an incident site in accordance with RCW 68.050

M. Puget Sound Blood Center
- Coordinate with the HECC regarding blood needs for hospitals
- Provide for the pickup, return and delivery of blood to/from the requesting agency
- Manage blood donations from the public
- Assist local healthcare facilities with decisions about blood allocation and with planning transfusion support

- Assure adequate blood supply to meet demand and coordinate with other blood centers and national agencies for acquisition of additional resources, as needed

N. Tribal Nations
- King County has two Tribal Nations, the Muckleshoot and the Snoqualmie. Coordination with the tribes regarding health and medical response is managed by Public Health through the Health and Medical Area Command. There are 4 ambulatory care facilities serving the tribal nations throughout King County. Tribal clinics coordinate with Health and Medical Area Command for resource needs consistent with other Ambulatory Care. Healthcare organizations may also coordinate directly with the Tribal Nations in their geographic service area.

3. Support Agencies

A. Airlift Northwest
- Provide rapid emergency and inter-hospital air transport service to ill or injured patients in King County in coordination with DMCC

B. Amateur Radio Medical Services Team
- Provide radio assistance to hospitals as requested
- Support DMCC at the Medical Services Station

C. American Red Cross
- Provide non-medical logistical support, as feasible, to field operations including medical needs shelters, alternate care facilities, isolation and quarantine operations and medication centers
- Assist in disseminating health information released by the HMAC
- Provide emergency first aid and Disaster Behavioral Health Services, as availability, training, and skills allow according to Red Cross Health Services protocols
- In coordination with King County Department of Community and Human Services, provide Disaster Behavioral Health Services to the community

D. Crisis Clinic / 211
a. Provide contact center telephone services in the aftermath of a suspected mass fatality incident
b. Manage next day appointments following activation of the behavioral health plan

E. Federal Partners
- There are many federal agencies based within the King County area, including the headquarters of federal Region X offices (e.g. Health and Human Services, the Food and Drug Administration and the Federal Emergency Management Agency), the Federal Bureau of Investigations, and the U.S. Coast Guard. Local coordination with federal entities in support of the health and medical response will be managed by Public Health and HMAC.

  Health and Medical Area Command may make requests, through Local Offices of Emergency Management and through them the State Emergency Management Division for additional Federal resources to support local ESF-8 operations. These resources may include the Disaster Mortuary Operations Response Team (DMORT) and a Disaster Medical Assistance Team (DMAT).

F. Inter-governmental Agencies
- King County is comprised of 39 cities, 140+ special purpose districts and numerous other regional entities. These agencies provide a range of municipal and regional services including roads, transportation services, power, utilities, fire and rescue services. During a disaster these entities support disaster response through the provision of their normal service and management of impacts that may disrupt their service delivery. Coordination with these agencies is managed on behalf of King County hospitals by the Health and Medical Area Command and through the local EOCs.

G. King County Department of Natural Resources and Parks
   - Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients or medical needs shelters, as requested by HMAC.

H. King County Department of Transportation, Metro Transit Division and regional transportation services providers
   - In support of hospital and nursing home facility evacuations, provide vehicles to transport ambulatory patients between hospitals, as needed
   - Provide transportation for medical personnel, supplies and equipment to locations as needed
   - Coordinate with Public Health to support evacuation of medically fragile residents
   - Provide public transportation between response service locations, such as shelters, alternate care facilities, medication centers, and family assistance centers

I. King County Fire Chiefs Association
   - The King County Fire Chiefs will coordinate private and public EMS basic and advanced life support response during emergencies and disasters.
   - The Fire Zone Coordinator at the King County RCECC will coordinate county-wide EMS resource mobilization

J. King County Office of Emergency Management/ Regional Communications Emergency Coordination Center
   - Activate the ECC, as needed, to coordinate the activities of county government agencies in support of Public Health
   - Process resource requests from HMAC according to standard resource request procedures
   - Serve as the regional coordination center to enhance information flow to city EOCs
   - Coordinate security for dispensing operations if needed through the Sheriff's office
   - Ensure sites are accessible to use for HMAC field operations
   - Determine secure routes for transportation of SNS and other assets and communicate information to Public Health

K. King County Sheriff's Office and Local Law Enforcement
   - Provide security for health and medical field operations, as available
   - Establish a traffic control plan at the site of health and medical field operations
   - Assist the delivery and enforcement of LHO and, or court orders, as needed
   - Coordinate with the KCMEO regarding incident site preservation, crime scene investigation, and removal and identification of human remains

L. Local Emergency Management
   - Coordinate fulfillment of non-medical resource requests from ESF 8 partners, as outlined within individual city and King County Comprehensive Emergency Management Plans and the Regional Coordination Framework
   - Coordinate security for ESF 8 field operations through local law enforcement agencies
   - Coordinate services to vulnerable and at-risk populations with HMAC
   - Support the ESF 8 Joint Information System mobilized in response to the incident

M. Mortuary Service Providers
   - Manage final disposition of human remains per normal operations
   - Contact the KCMEO directly or via the family assistance center (FAC) to schedule a time to collect the remains of disaster victims
   - Work with KCMEO and the family to determine how the remains of disaster victims identified as the response/recovery progresses will be handled

N. National Disaster Medical System (NDMS)
   - Deploy assets to augment medical response capability in King County consistent with direction from HHS

- Mobilize a system to receive evacuating patients from neighboring states and provide definitive medical care within King County
- Mobilize a system to evacuate King County patients to neighboring states, provide definitive medical care, and repatriate back to region

O. Non-Governmental Organizations
- Coordinate with Health and Medical Area Command to share information and provide services or resources as needed to assist the health and medical response, consistent with regional response plans such as the Regional Coordination Framework and Regional Sheltering Annex

P. Seattle Parks and Recreation Department
- Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients or medical needs shelters, as requested by HMAC

Q. Seattle Finance and Administrative Services Department
- Provide non-medical logistical support to health and medical field operations within the City of Seattle

R. Seattle Human Services Department
- Coordinate, and when feasible co-locate, with HMAC to jointly address impacts suffered by disaster victims that encompass health and human services issues

S. Washington State Department of Health (DOH)
- Represent ESF 8 at the Washington State EOC
- Interface with Federal and State partners including Washington Military Department, Emergency Management Division, other health jurisdictions in Washington State, EPA, and Centers for Disease Control to support the local response
- Support local communicable disease response by processing samples through the Washington State Public Health Lab
- Provide state assistance, when available, and request federal assistance to support the local health and medical response
- Support and coordinate public messaging with local health departments
- Coordinate statewide surveillance activities
- Coordinate statewide call / contact center activities as appropriate
- Receive antiviral medicines and other medical supplies from the Strategic National Stockpile (SNS) and immediately deploy these supplies to local health departments based on population

T. Washington State Poison Center
- Provide 24 hour telephone information to healthcare providers and the public with information regarding chemicals, "poisons", and suspected poisonings
- Provide on-line poison information and first aid intervention to non-English speakers in 140 languages utilizing Language Line Services
- Provide information regarding environmental and toxicological concerns to ESF 8 response agencies

8. Training & Exercises

Public Health – Seattle & King County and the Northwest Healthcare Response Network will coordinate and manage health and medical training and exercise opportunities for public health and healthcare providers throughout the region. Training and exercises relevant to each healthcare discipline will be pursued and offered at a regional level to facilitate networking and continuity. Training and exercises will support personnel who have response roles to ensure they are comfortable performing their role in an emergency. Testing and validating equipment through training and exercises are important to ensure readiness.

Preparedness training and exercises will comply with federal, state and local funding and grant requirements, including NIMS and HSEEP requirements. After-action reports and improvement plans from exercises and real-world events provide a basis for training topics and curricula.

1. Training Goal: Achieve consistent, relevant training throughout the region in a multidisciplinary environment to provide staff with the skills needed for response to all emergencies.

2. Exercise Goal: Test and validate plans and capabilities through a progressive exercise program from a whole community approach.

9. Plan Development and Maintenance

A number of changes have been made to the ESF 8 plan since its inception based on additional research, evolution of capabilities, real-world experience, and post-incident analysis. In July 2008, Public Health – Seattle & King County's Preparedness Section formed a work group to review and revise the ESF 8 plan. Major revisions include incorporating a regional approach to managing the health, medical and mortuary response, updating and reorganizing information to reflect the principles of area command, acknowledging the newly acquired information management system WATrac, and other changes. ESF 8 Version 11 is the result of that review and revision. Minor changes have been made to the plan since that time based on evolution of capabilities, and lessons learned during exercises and real events, leading up to the current plan version of 12.

This ESF 8 document will be reviewed and updated by the lead and primary agencies at least every three years and as needed following emergency responses and exercises. The review process will be:

- Public Health – Seattle & King County will initiate review and draft changes
- The plan will be provided to partner organizations for review and input.
- Following review by response partners necessary modifications will be made and a copy will be provided to Public Health Staff, Seattle Office of Emergency Management, and King County Office of Emergency Management (and others as requested).
- ESF 8 organizations are expected to share the updated plan internally with leadership and appropriate staff.
- The Local Health Officer will be briefed when updates to this plan are completed.
- The plan will be submitted to DOH annually.

The document is housed in electronic format on the Public Health Preparedness Section's SharePoint site, as well as with the King County Office of Emergency Management. Hard copies are kept in the Public Health Section Manager's office, and at the King County RCECC. Each Duty Officer and Health and Medical Liaison also receives a copy of the ESF 8 Plan.

10. References

- King County Comprehensive Emergency Management Plan, December 2013
- King County Multiple Casualty Incident Response Plan
- Central Region EMS and Trauma Council Communication Plan
- ARES/Medical Services Team Plan
- Regional Coordination Framework (RCF) for Disasters and Planned Events
- Public Health Hazard Inventory and Vulnerability Analysis (HIVA), 2014

11. Authorities

- 42 USC 264 Public Health and Welfare
- RCW 18.39 Funeral Directors, Embalmers, Establishments
- RCW 18.71 Physician's Trained Mobile Intensive Care Paramedic
- RCW 18.73 Emergency Medical Technicians, Transport vehicles
- RCW 36.39 Assistance and Relief

- RCW 43.20 State Board of Health
- RCW 68.50 Human Remains
- RCW 68.52 Public Cemeteries and Morgues
- RCW 70.02 Medical Records
- RCW 70.05 Local Health Departments, Boards, Officers
- RCW 70.58 Vital Statistics
- RCW 70.168 State-wide Trauma Care System
- WAC 246-100 Communicable Diseases
- WAC 246-500 Handling of Human Remains
- WAC 308-48 Funeral Directors and Embalmers
- King County Code 1.28
- King County Code 2.26
- King County Code 12.52
- Seattle Municipal Code 10.02
- Seattle Municipal Code 10.26
- Seattle Municipal Code 12a.26

12. Supporting Annexes and Procedural Documents

- Alternate Care Facilities plan
- Behavioral Health plan
- Biowatch Response plan
- Business Continuity plan
- Communicable Disease and Epidemiology plan
- Disaster Behavioral Health Plan
- Duty Office Protocols
- Emergency Communications Plan Public Health – Seattle & King County Business Continuity Plan
- Emergency Medical Services Infectious Disease Response Plan
- Environmental Health Emergency Response Plan
- Family Assistance Center plan
- Health and Medical Area Command Procedures Manual
- Healthcare System Emergency Response plan
- Hospital Evacuation Mutual Aid Plan
- Isolation and Quarantine plan
- Long Term Care Mutual Aid Plan for Evacuation and Resources/Assets
- Mass Fatality Management plan
- Medical Countermeasures plan
- Mutual Aid Development Plan
- Pandemic Flu plan
- Public Health Activation Center plan
- Public Information Contact Center plan
- Seattle / King County Multiple Casualty Incident Plan
- Risk Communication plan
- USPS Biohazard Detection System Activation Procedure
- Volunteer Management Center Operations Manual
- Vulnerable Populations Response plan

EMERGENCY SUPPORT FUNCTION #9 - *Search and Rescue*

PRIMARY DEPARTMENT:
Seattle Fire Department

ESF COORDINATOR:
Seattle Fire Department

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle Police Department
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Pierce County Department of Emergency Management
Washington State Emergency Management Division
Federal Emergency Management Agency

I. INTRODUCTION

A. Purpose

Emergency Support Function #9 (ESF #9) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

II. SITUATION

A. Situation

1. Throughout the normal course of daily commerce and recreation in the City of Seattle, incidents occur where citizens are trapped, buried, stranded or otherwise unable to extricate themselves. These events are usually caused by a trauma event requiring the intervention of technically trained professionals. Examples of these types of technical rescues are:

    - Construction site cave-in events
    - Window washer trapped multiple stories above the ground
    - Catastrophic building collapse
    - Transportation/vehicle collision with trapped patients
    - Falls over steep cliffs

2. A Fire Department Technical Rescue Team will be dispatched to these high-risk incidents in order to apply special knowledge, skills and equipment to safely resolve unique and complex rescue situations.

B. Planning Assumptions

1. The Fire Department plans and trains regularly for these types of rescues. Most of the training is locally, state and/or federally mandates.

2. In addition to the specialty teams, all firefighters are trained at a level to begin the initial phases of the rescue.

3. The Fire Department will be the lead in the mitigation of large-scale emergencies to include the rescue of trapped people.

III. CONCEPT OF OPERATIONS

A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active entities during a wide area disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Similarly, Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
    - Engines
    - Ladders
    - Medical Aid Units
    - Command Units
    - Other Specialty Units

4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

B. General Response

Types of Rescue Responses:

Unit 78	Unit 85	Unit 87	Unit 88	Unit 89	Unit 99
Decontamination	Water	Heavy	High Angle	Confined Space	Marine
Example: Workers exposed to hazardous materials	Example: Overturned boat. Victims in the water.	Example: Forklift overturns. Worker pinned.	Example: Window washer unable to get down.	Example: Construction worker falls down narrow shaft.	Example: Ship taking on water.

1. <u>Local Response</u>

    a. Engines and ladder trucks arriving first at the location will perform a size up, triage the incident and initiate appropriate incident stabilization and life safety actions.
    b. Victims will be triaged into two categories:
        - Viable patients – ones who have a chance of survival

- Body recovery – ones who have already expired

c. Priority and speed of rescue is determined by the levels of acceptable risk taken from the "risk/benefit analysis" conducted by the on-scene Incident Command and/or Safety Officer.

d. Additional units will be dispatched with the Technical Rescue Team to provide support at the scene, to include:
   - Engines
   - Ladder Trucks
   - Fireboats
   - Aid Cars
   - Medic Units
   - Battalion Chiefs
   - Deputy Chief of Operations
   - Staffing Officer
   - Air Unit
   - Public Information Officer
   - (Fire Buffs)

2. Tactical Procedures

The first responding units and/or the Technical Rescue Team will:
- Identify the hazards
- Size-up – Incident Command System (ICS) tasks
- Conduct a resource assessment
- Isolate the hazards
- Evacuate non-involved patients
- Conduct a risk/benefit analysis
- Perform "lockout / tagout" (preventing the accidental powering up of involved machinery or equipment)

3. Regional Response – Urban Search and Rescue (US&R) Team

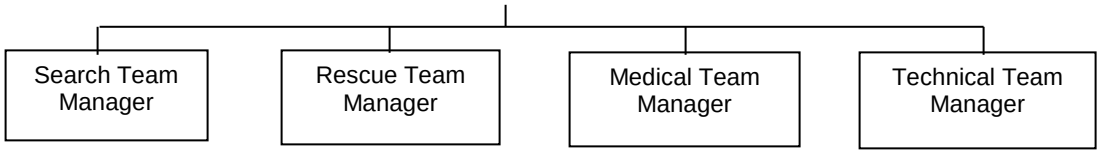
a. The US&R Team is composed of firefighters, paramedics, physicians and other support staff from around the Seattle and Puget Sound region.

b. Numerous trained US&R Task Forces are available for service throughout the United States under the control and direction of the Federal Emergency Management Agency (FEMA).

c. The Washington State US&R Task Force may be called out first for any catastrophic event in the City of Seattle or neighboring region. They have the ability to mobilize quickly for local response.

d. At the request of the Incident Commander, the City of Seattle EOC is authorized to contact the Washington State Emergency Management Division to request the local US&R Team.

US&R Basic Organizational Chart



4. Operations / Tactics

Phase One: Assessment of the collapse. The area is scanned for possible victims (surface and/or buried). Evaluate the structure's stability. Shut off utilities.

Phase Two: Removal of all surface victims. Rescuers must be cautious as not to become victims themselves. Watch for secondary collapse.

Phase Three: Voids and accessible spaces searched and explored for viable victims. Only specially trained canines and trained personnel should be employed in this process.

Phase Four: Selected debris removal, using special tools and techniques, may be necessary after locating a victim. Gather information on the location from other possible victims.

Phase Five: General debris removal is conducted after all known victims have been removed.

5. Rescue Site Set-up

When establishing the perimeter of the operational work area, the needs of the following support activities will be provided and properly identified:

- Operations Post
- Medical Treatment Area
- Personnel Staging Area
- Rescue Equipment Staging Area
- Cribbing/Shoring Working Area
- Access/Entry Routes
- Decontamination Corridor(s)

6. Search Tactical Operations

The US&R Team will employ the following strategy and tactics in an effort to rescue trapped victims:

- Physical void search (visual and vocal)
- Audible call out / knocking method
- Use of fiber optics
- Use of infrared and thermal imaging
- Use of electronic listening devices
- Use of search canines (dogs)

C. Direction and Control

Direction and control are maintained through the paramilitary chain of command. The FAC has the authority to dispatch the necessary response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:

1. Life safety
2. Incident stabilization
3. Property conservation
4. Environmental protection

D. Procedures

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

2. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

IMPLEMENTATION LEVELS

LEVEL V

This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

LEVEL IV

The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General Staff functions, but a written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage. Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in

accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL III

This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

LEVEL II

This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL I

This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain situational awareness and continuously reassess priorities. Highest priority should be given to immediate life-safety actions and defensive operations to contain growing incidents.

IV. RESPONSIBILITIES

A. Fire Mission

Per Seattle Municipal Ordinance, the Fire Department is established and tasked with providing fire protection within the City limits and jurisdictions of Seattle.

1. In order to provide service in an efficient and professional manner, the Fire Department is organized in a paramilitary rank structure. The general chain-of-command, in descending order, is:
    - Fire Chief
    - Assistant Chief
    - Deputy Chief
    - Battalion Chief
    - Captain
    - Lieutenant

- Firefighter (Paramedic, Inspector, Dispatcher, Investigator)

a. Company Level

At the company level of operation, the Company Officer (Lieutenant or Captain) will be responsible for leadership, training, discipline, maintenance and on-scene tactics during a 24-hour work shift.

b. Battalion Level

i. At the Battalion level, the Battalion Chief will be responsible for the fire companies and fire stations under his/her command. There are an average of six fire stations and seven fire companies in each battalion command.

ii. During a citywide disaster and/or failure of the wide area radio system Battalions have the capability of "standing alone" as their own smaller fire department. Battalion Chiefs will analyze information, triage the emergency potential, dispatch and monitor their company activity. This scenario would be implemented in the event of an earthquake where bridges and other infrastructure become unusable.

iii. Battalion Chiefs may be tactically in charge at emergency incidents as the Incident Commander.

c. Continuity of Leadership

Fire Department Officers may, when necessary, move into a higher position in the absence of a higher-ranking Officer.

d. Fire Department Organizational Structure

e. Leadership Team

- Fire Chief
- Assistant Chiefs / Executive Director
  - Assistant Chief of Administration
  - Assistant Chief of Operations
  - Assistant Chief of Risk Management
  - Assistant Chief of Fire Prevention
  - Executive Director of Staff
- Directors
  - Finance
  - Human Resources
  - Management Information Systems

f. Civilian Support Staff

During a disaster, if possible, support staff will report to their normal assignment.

g. Other Disaster Mode Duties

- Deputy Chief of Operations
  - Responds to the RMC as Resource Manager

- Deputy Chief of Medic 1
  - Coordinates EMS issues

- Deputy Chief of Communications
  - Responds to the FAC to assist with the workload

Position	Primary	Back-up
Fire Chief	EOC	EOC
Assistant Chief of Administration	EOC	As assigned
Assistant Chief of Fire Prevention	RMC	EOC
Assistant Chief of Operations	RMC	As assigned
Assistant Chief of Risk Management	EOC	As assigned
Executive Director of Staff	RMC	As assigned
Captain of FIU	RMC	As assigned
Deputy Chief of Operations	RMC	As assigned
Deputy Chief of Training	EOC	As assigned
Deputy Chief of Medic I	RMC	RMC
Captain of Disability	EOC	As assigned
Captain of Services	RMC	As assigned
Lieutenant of Services	RMC	As assigned
Director of MIS	RMS	As assigned
Human Resources Director	RMC	As assigned
Public Information Officer	EOC	As assigned
Deputy Chief of Communications	FAC	FAC
Finance Director	RMC	RMC

h. Fire Alarm Center

i. The Fire Alarm Center (FAC) is a Secondary Public Safety Answering Point (PSAP) receiving 911 calls from Seattle Police Communications and dispatching the appropriate Fire Department resource. It is located at 105 5 Ave S in the same building as Fire Station 10. It is situated above the City of Seattle EOC. The FAC is staffed by Firefighters/Dispatchers and is administered by the Fire Department. A Deputy Chief and Captain of Communications oversee the operation.

ii. During a significant event such as a multiple alarm fire, the workload at the FAC increases dramatically. Historically, FAC personnel function at peak capacity in the course of mitigating a citywide emergency.

iii. Hundreds of requests for assistance are received, processed and dispatched by the FAC daily. The FAC is also the focal point for all the Fire Department's communication – both emergency and non-emergency. Duties of Firefighter/Dispatchers include:
- 911 call processing
- Dispatching fire units
- Monitoring fire resources in the field
- Maintaining citywide coverage
- Coordinating mutual aid
- Interagency coordination such as requests for police, utilities and Red Cross

iv. During a disaster, additional personnel are notified, and off-duty FAC personnel are recalled. When staffing permits, a Firefighter/Dispatcher is assigned to assist with fire radio communications in the EOC.

v. The Computer Aided Dispatch (CAD) system is "downgraded" into disaster mode to more efficiently allocate resources as needed.

vi. Intergovernmental communications between the surrounding PSAPs now become more acute due to requests for fire resources, ambulance transport, emergency room coordination and other vital functions.

vii. If the King County 800 MHz trunked radio system is functioning properly, specific assigned radio channels for Battalion use will be in effect.

viii. In the event of a countywide radio failure, the FAC will coordinate the Battalion level communications per Level I disaster procedures.

ix. Predetermined Chief Officers will be advised of the Fire Department's status immediately following a large scale event or disaster. At this point, they will make the determination at what level at which to operate. The FAC is directed to make notification of this decision throughout the Fire Department and make necessary arrangements to implement the plan.

i. Resource Management Center

The Resource Management Center (RMC) will be placed in-service according to the RMC Operations Plan. The Resource Manager will oversee and direct the interaction with Incident Commanders in the field. With the assistance of the Staffing Officer, the following tasks will be considered:

- Managing callback procedures
- Site relocation
- Staffing reserve apparatus
- Movement of off-shift firefighters
- Procuring external resources
- Tracking resources
- Coordinating with the FAC
- Coordinating with ESF-4 EOC representatives to:
  - Obtain help with warning, public information, and logistical needs that exceed department capabilities or authority.
  - Communicate department status as called for in the Direction and Control Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

j. Emergency Operations Center

i. During an activation of the City of Seattle EOC, Fire Department Staff will respond and assume their assigned ESF-4 responsibilities as specified in Volume I of the Seattle Disaster Readiness and Response Plan.

ii. If staffing permits, an on-duty Firefighter/Dispatcher will be reassigned from

the FAC to the ESF-4 desk in the EOC to monitor the fire radio and facilitate communications.

iii. The Public Information Officer will have direct interaction with the media community at the EOC.

iv. Due to its close proximity to the FAC, Fire Department Chief Officers may speak directly with Firefighter/Dispatchers and Communications Division managers.

v. The Fire Department will maintain its presence, 24 hours, throughout the event until the EOC is deactivated.

vi. If the Fire Department is the lead agency, the senior member of the ESF-4 may be assigned by the EOC Director to serve as the EOC Operations Section Chief.

Specific EOC Assignments:

Position	Day Shift (0530-1800 hrs)	Night Shift (1730-0600 hrs)
ESF-4 Leader	Assistant Chief of Risk Management	Deputy Chief of Training
Liaison	Emergency Preparedness Captain	In-Service Training Captain
Situation	Captain of Disability	In-Service Training Lieutenant
EMS Liaison	Lieutenant AMR Liaison	As Designated
Clerical	As Designated	As Designated

1. The Fire Department EOC ESF-4 Team will consist of:
   - 1 = Assistant or Deputy Chief
   - 2= Captains
   - 1= Lieutenant
   - 1= Clerical Support Member

2. The Fire Department is charged as the EOC Lead Agency in the event of:
   - Major Fire
   - Hazardous Materials Release
   - Air Crash
   - Flood
   - Structural Collapse
   - Earthquake

3. While at the ESF-4 desk, a Fire Department representative will receive, analyze, file and update Fire Department data for the Consolidated EOC Action Plan to include:
   - *Priority*
     List the highest priority actions.
   - *Objectives*
     What the Fire Department hopes to accomplish.
   - *Implementing Steps*
     How the objectives will be met.
   - *Assigned to*
     Who is responsible for meeting the objectives.
   - *Operational Period*
     When are the objectives to be met.

4. Other functions of the ESF-4 Team include:
    - Face to face interaction with other City departmental managers
    - Analyzing accurate information from the field through interfacing with the RMC and the FAC
    - Develop strategy and plans with other Department managers
    - Direct contact with the Mayor and Mayor's Staff
    - Monitoring Fire Department activity through CAD and the radio system

5. The ESF-4 Team is directed to consider mutual aid from Regional, State and Federal agencies through pre-existing agreements for assistance. Among them, include:
    - Surrounding fire agencies (through the King County Fire Resources Plan)
    - Washington State Urban Search and Rescue Task Force (US&R)
    - South Puget Sound Regional Fire Defense Group
    - Washington State Fire Coordinator
    - Federal Emergency Management Agency (FEMA)

- **Prevention and Mitigation Activities**

  N/A

- **Preparedness Activities**
    1. The Fire Department maintains a state of readiness and pre-plans in an effort to address the many potential problems encountered during a citywide disaster.

    2. The priorities of Fire Department incident operations are (in order):
        - Life safety
        - Incident stabilization
        - Property conservation
        - Environmental protection

    3. Pre-planning for large-scale emergencies has been implemented at the fire company level so that each fire station will have standard procedures and clear directives both internally and externally. The foundation for the Fire Department disaster planning is the "Station Damage Control Plan".

    4. Designated fire stations have been equipped as "stand along" and are logistically self-sufficient. These stations have additional emergency rations, water and equipment to last 72 hours and are strategically located throughout the City.

    5. The Fire Department delivers its life and property saving services through a complex organization of personnel, apparatus and equipment. This service is available to the citizen of Seattle 24/7. Therefore, logistically speaking, preparedness is a crucial factor in the delivery of rapid and efficient intervention and good customer service.

    6. Fire apparatus respond to approximately 250 responses per shift throughout the City.

7. In the event of a disaster, personnel, apparatus, stations and equipment will be surveyed for fitness and readiness to respond. Additional resources will be allocated accordingly.

- **Response Activities**

  See General Response

- **Recovery Activities**
  Implementation of the department's Continuity of Operations (COOP) Plan will be implemented. COOP planning is designed to develop and maintain a plan that enables the department to preserve, maintain, and/or resume its capability to function effectively in the event of the threat or occurrence of any disaster or emergency that could disrupt departmental operations and services.

V. RESOURCE REQUIREMENTS

1. The Seattle Fire Department maintains a US&R cache of equipment and supplies in tractor/trailers at Seattle Fire Stations.

2. Among the myriad of search and rescue tools, the US&R Team will train and maintain:
   - Shelters
   - Communications equipment
   - Respirators and SCBA
   - Emergency Medical Supplies
   - Shoring and cribbing materials
   - Heavy Rescue tools
   - Food and water for 72 hours for 62 members
   - Breathing and breaking tools

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provide in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

B. Annex Maintenance

1. This language is fine other than the "annual" training.
2. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on a regular basis on the information contained within this annex.
3. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.
4. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency

Management.

VII. TERMS AND DEFINITIONS

1. *Confined Space*: Space large enough for a body to work with limited entry and egress. Not designed for continuous habitation.

2. *High (Low) Angle*: Using rope and other associated rescue devices in above and below grade situations.

3. *Structural Collapse*: Structures whose ability to remain self-supporting have been compromised.

4. *Technical Rescue Teams*:

Unit 78	Mass Decontamination Team
Unit 85	Dive/Water Rescue Team
Unit 87	Heavy Rescue Team
Unit 88	High Angle Rescue Team
Unit 89	Confined Space Rescue Team
Unit 99	Marine Response Team

5. *Transport Vehicle/Machinery Rescue*: Transportation equipment, vehicles, industrial machinery and other mechanical devices in which stabilization, disengagement and extrication may require special tools and techniques.

6. *Trench Rescue*: Narrow excavation below the surface of the earth where the depth is greater than the width at the bottom.

7. *Water Rescue*: Locating and removing persons from moving or standing bodies of water (to include ice, salt and fresh) both surface and subsurface.

EMERGENCY SUPPORT FUNCTION #10 - *Oil and Hazardous Materials*

PRIMARY DEPARTMENT:
Seattle Fire Department

ESF COORDINATOR:
Seattle Fire Department

SUPPORT DEPARTMENTS AND AGENCIES:
Seattle Police Department
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Pierce County Department of Emergency Management
Washington State Emergency Management Division
Washington State Patrol
Federal Emergency Management Agency
US Coast Guard

I. INTRODUCTION

A. Purpose

Emergency Support Function #10 (ESF #10) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

II. SITUATION

A. Situation

1. The City of Seattle encompasses an array of structures and occupancies engineered to serve the transportation, occupational, recreational, and residential needs of a daytime population of over 723,000.

2. Among the daily activities in the City's business and industrial community, it is recognized that various amounts of hazardous materials (HazMat) are used in a myriad of processes. In addition to the normal and regulated amounts used and stored, larger bulk quantities are transported in and through the City over the highways and major arterials, the railroad system, in pipelines, and on ships through Elliott Bay and the Port of Seattle. Examples of Hazardous Materials incidents may include:

    - Transportation incidents
    - Clandestine drug labs
    - Fixed site incidents
    - Spill or release

- Multiple incapacitated patients
- Visible environmental

3. Despite modern life safety and fire protection systems federal, state and municipal laws governing the use, transportation and storage of hazardous materials, the possibility exists that natural, mechanical or human caused disasters could result in releases, spills, fires and other catastrophic events. These events would require immediate and effective response of fire protection, emergency medical and hazardous materials services provided by the Fire Department.

4. The City of Seattle has been designated an Emergency Planning District by the State Emergency Response Commission (SERC) as prescribed in WAC Section 118-40-150. As such, and consistent with WAC Section 118-40-170, the Seattle Fire Department is primarily responsible for administering and supporting the requirements of the City's Local Emergency Planning Committee (LEPC), to include maintenance of the City's Hazardous Material Emergency Response Plan as set forth in WAC Section 118-40-180.

B. Planning Assumptions

1. The Fire Department will be responsible for the stabilization of all hazardous materials incidents that threaten public safety except those incidents that are normally resolved by the Seattle Police Department's Explosives Disposal Unit or other federal/state response groups.

2. The Fire Department maintains strategically located fire stations and equipment to address fire, medical and other emergency needs of the public. Among these resources is the Hazardous Materials Response Team, otherwise known as Unit 77. Unit 77 is comprised of firefighters specially trained in the mitigation of hazardous materials events. Unit 77 Team members are trained to a Technician Level (highest possible).

3. The Hazardous Materials Response Team (Unit 77) will respond to incidents inside the city limits in support of jurisdictions where current mutual aid agreements exist with the City of Seattle.

4. In situations of major proportions that exceed the physical limitations of the Fire Department, help from outside the City shall be provided through other fire departments by way of mutual aid agreements, the King County Fire Resource Plan, and from other state and federal agencies arranged through the City of Seattle EOC.

5. In addition, there should be radiological emergency, technical assistance and specialized resources from the State Department of Health, State Military Department, US Department of Energy, and the Federal Nuclear Regulatory Commission can be made available through the City of Seattle EOC or Emergency Management Staff Duty Officer. (A catalog of supplemental radiological assistance is maintained by the Seattle Office of Emergency Management.)

6. Despite the best efforts of the Fire Department and other outside agencies that respond to assist, a catastrophic disaster could cause delays in response by emergency personnel and equipment.

III. CONCEPT OF OPERATIONS

A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active entities during a wide area disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Similarly, Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
    - Engines
    - Ladders
    - Medical Aid Units
    - Command Units
    - Other Specialty Units

4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

B. General Response

1. The foundation of any HazMat response is the Hazardous Materials Response Team (Unit 77). A Unit 77 response will place the following fire resources at the scene:
    - Unit 77:
        - Engine
        - Ladder Truck
        - Aid Car
        - Battalion Chief
        - HazMat Van
        - Medic Unit
    - Additional Engines
    - Additional Ladder Trucks
    - Medic Unit
    - Additional Battalion Chief
    - Deputy Chief of Operations
    - Safety Chief
    - Staffing Officer
    - Air Support Unit
    - Public Information Officer
    - (Fire Buffs)

2. <u>Chemical Release with Fire</u>

    A chemical release has its own challenges. These become more complex with the addition of fire. In this situation, additional tactics will be implemented:
    - Positioning of hose streams to cool the fire
    - Confinement of the fire

- Application of firefighting foam to extinguish

3. Patient Care
   Patient care will be conducted after emergency decontamination per EMS guidelines. If necessary, an MCI response will be requested.

4. Warning and Notification
   Public warning and official notification for all types of hazards, including a hazardous materials incident, are described in the Public Warning Support Annex of the Seattle Disaster Readiness and Response Plan, Volume II.

5. Direction and Control
   Direction and control are maintained through the paramilitary chain of command. The FAC has the authority to dispatch the necessary response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:
   1. Life safety
   2. Incident stabilization
   3. Property conservation
   4. Environmental protection

IV. RESPONSIBILITIES

A. Plans

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007.

2. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

3. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

IMPLEMENTATION LEVELS

LEVEL V

This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

LEVEL IV

The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General Staff functions, but a

written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage. Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL III

This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

LEVEL II

This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

LEVEL I

This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain situational awareness and

continuously reassess priorities. Highest priority should be given to immediate life-safety actions and defensive operations to contain growing incidents.

B. Prevention and Mitigation Activities

1. The Fire Department will be responsible for the stabilization of all hazardous materials incidents that threaten the public safety, except those incidents that are normally resolved by the Seattle Police Department's Explosives Disposal Unit or other federal/state response group.

2. The Hazardous Materials Response Team (Unit 77) will respond to incidents inside the city limits and in support of jurisdictions where current mutual aid agreements exist with the City of Seattle.

3. The Fire Department maintains strategically located fire stations and equipment to address fire, medical and other emergency needs of the public. Among these resources is the Hazardous Materials Response Team, otherwise known as Unit 77. Unit 77 is comprised of firefighters specially trained in the mitigation of hazardous materials events. Unit 77 Team members are trained to a Technician level (highest possible).

4. In situations of major proportions that exceed the physical limitations of the Fire Department, help from outside the City shall be provided through other fire departments by way of mutual aid agreements, the King County Fire Resource Plan, and from other state and federal agencies arranged through the City of Seattle EOC.

5. In addition, should there be a radiological emergency, technical assistance and specialized resources from the State Department of Health, State Military Department, US Department of Energy, and the Federal Nuclear Regulatory Commission can be made available through the Seattle EOC or Emergency Management Staff Duty Officer. (A catalog of supplemental radiological assistance is maintained by the Seattle Office of Emergency Management).

6. Despite the best efforts of the Fire Department and other outside agencies that respond to assist, a catastrophic disaster could cause delays in response by emergency personnel and equipment.

7. The Fire Department trains and plans regularly for HazMat events. Training is locally, state and federally mandated and certified.

C. Preparedness Activities

The Fire Department trains and plans regularly for HazMat events. Training is locally, state and federally mandated and certified.

D. Response Activities

1. The first arriving units (usually non-Unit 77 engines or ladder trucks) will:
    - Establish command and scene control
    - Identify the product spilled or released
    - Isolate the chemical and establish control zones: Hot, Warm and Cold
    - Evacuate or shelter in place potential victims
    - Rescue those unable to evacuate themselves
    - Establish emergency decontamination procedures
    - Set-up a decon corridor and flush patients with water for 15-minutes

- Establish command through the ICS

2. Unit 77 personnel, upon their arrival, will interface with the first-in companies and:
    - Confirm the identification of the product
    - Plot the travel of the chemical plume if applicable
    - Mitigate by: Containing, Neutralizing, Diluting, Shutting off at the source
    - Facilitate clean-up
    - Release the scene

E. Recovery Activities

The clean-up of a HazMat scene will be coordinated with the Fire Marshal and the City of Seattle EOC who may contact the:

- Washington State Department of Ecology
- Washington State Emergency Management Division
- Washington State Patrol
- US Environmental Protection Agency
- US Coast Guard
- City of Seattle Fleets and Facilities Department for city-owned property
- Private licensed contractors

V. RESOURCE REQUIREMENTS

1. Computer Aided Management of Emergency Operations (CAMEO), a hazardous materials product identification and mitigation program is utilized by the Seattle Fire Department. The HazMat Response Van (Unit 77) is equipped with a mobile computer that runs the CAMEO program. This program was developed through the cooperation of the Seattle Fire Department and the National Oceanic and Atmospheric Administration (NOAA) and is considered to be the standard among the Fire Service.

2. Many chemicals or hazardous products produce a plume or cloud of potentially lethal gas. CAMEO is able to plot the plume based on the chemical, quantity, wind direction and speed through ALOHA (Aerial Location of Hazardous Atmospheres). Evacuation or shelter in place of the surrounding community may be accomplished with more direction and clarity of the toxic cloud travel.

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provided in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

B. Annex Maintenance

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on a regular basis on the information contained within this annex.

2. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

1. *HazMat*: Hazardous Materials
2. *Unit 77*: Hazardous Materials Response Team
3. *Decon Corridor*: An on-scene, temporary structure designed to provide emergency decontamination of the victims.

EMERGENCY SUPPORT FUNCTION #11 - *Agriculture and Natural Resources*

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

- Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF #3 Public Works and Engineering
- Food supply – ESF #6 Mass Care Housing and Human Services
- Food safety – ESF #8 Public Health and Medical Services
- Animal and plant disease and pest control – ESF #8 Public Health and Medical Services
- Preservation of historical properties – ESF #14 Long Term Community Recovery and Mitigation

EMERGENCY SUPPORT FUNCTION #12 - *Energy*

PRIMARY DEPARTMENT:
Seattle City Light

ESF COORDINATOR:
Seattle City Light

SUPPORT ORGANIZATIONS:
Seattle Public Utilities
Seattle Department of Transportation
Seattle Department of Planning and Development
Seattle Parks Department
Seattle police Department
Seattle Fire Department
Puget Sound Energy
Seattle Steam
Northwest Pipeline Company
Seattle Human Service Department

I. INTRODUCTION

A. Purpose

This annex describes the roles and responsibilities of Seattle City Light (SCL) during a disaster or major emergency. It further describes SCL's role and responsibilities in coordinating and communicating the efforts of the support organizations listed above.

B. Scope

1. This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings; city parks; roads and bridges; water, storm water, and wastewater sewer systems; and natural gas, liquid fuels, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency responders the ability to coordinate response and recovery activity with County, State, and private responders.

2. SCL has plans in place and is the lead agency in the execution of the following services:
    - Restore power outages
    - Coordinate power restoration priorities with the Emergency Operations Center (EOC)
    - Coordinate electrical related emergency initiatives with other city departments and jurisdictions

3. SCL essential services are accomplished by maintaining these critical functions:
    - Conduct damage assessment of City's power system and service areas
    - Vegetation management along SCL's Right of Way
    - Transmission line assessment, maintenance, and repair

4. This annex applies to the departments, organizations or agencies with a lead or support role for this Emergency Support Function (ESF). It discusses the requirements, business approach, and objectives of ESF #12 Energy programs and operations before, during, and after a major emergency or disaster.

II. SITUATION

A. Situation

1. SCL is responsible for operating and maintaining the city's electrical infrastructure including:
    - Constructing, maintaining, and operating generation plants and electrical substations;
    - Planting and maintaining trees, vegetation, and landscaping in public rights of way;
    - Coordinating initiatives with other agencies

2. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. SCL is specified as lead agency for:
    - Power Failures
    - Breeches, breaks, or dangerous over-spilling at SCL-owned dams
    - Other energy-specific emergencies

3. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established according to the principles of the National Incident Management System.

B. Planning Assumptions

1. SCL will likely be an important participant in any major disaster affecting this city and will be the lead primary agency in responding to energy emergencies in the City of Seattle.

2. Accidents and natural events evolve in a generally predictable pattern whereas the effects of deliberate criminal acts are more difficult to predict and may include steps to hinder the response.

3. During a disaster or major incident, supplies and mutual assistance resources may have difficulty reaching the scene.

4. During periods of abnormal weather, or in the event of multiple unanticipated outages, there may be occasional times when generating capacity is limited or falls below customer demand.

5. There will likely be an urgent need for restoring power at critical facilities

6. While emergency responders may focus on a particular impacted area, the need remains for efficient use of the city's transportation system.

7. There may be widespread and prolonged electrical power failure. With no or little electrical power, communications will be effected and traffic lights will not operate, causing surface gridlock. Such outages will impact other public health and safety services, including the movement of petroleum products for transportation and emergency power generation.

III. CONCEPT OF OPERATIONS

1. When energy supplies, such as electric, natural gas, or liquid fuels, are disrupted or when there is an imminent possibility of curtailment, an appraisal of the situation is made by the

primary and support agencies within this ESF. Emergency organization personnel are notified and mobilized to coordinate relief efforts, to communicate with the public and appropriate government agencies and to restore normal service once the incident is over. These actions are executed to efficiently restore energy and minimize the effects of the habitants of the City of Seattle.

2. SCL is the primary agency and therefore assumes responsibility for ESF #12 activity. Every support organization has a predetermined emergency plan to follow depending on the type of incident and the amount of damage done to their respective facilities.

3. Upon activation of the EOC, the EOC Director will determine staffing levels and will notify the ESF #12 coordinators who will respond to their predetermined locations for activation of their individual emergency plans.

A. Organization

1. The EOC is organized using Incident Command System which emphasizes concepts such as unity of command/coordination, modular organization, management by objectives, manageable span of control, etc. Under EOC Operations are four branches; Police, Fire, Human Services, and Infrastructure.

2. The Seattle Department of Transportation normally provides leadership for the Infrastructure Branch Director position. SCL will staff the ESF #12 Energy position whenever the EOC is activated and establish contact with other energy providers.

3. ESF #12 works closely with the Washington State Department of Commerce, U.S. Department of Energy, and other organizations.

B. General Response

1. The initial strategy for damage assessment and repair will be determined as soon as possible during the first operational period of the EOC activation. ESF #12 will closely coordinate with King County and neighboring jurisdictions.

C. Direction and Control

1. Each ESF #12 agency is responsible for providing direction within their organization. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established according to the principles of the National Incident Management System.

D. Procedures

1. Position checklists, telephone lists, and other frequently changing information are maintained by SCL and available in hard copy in the EOC and on-line in SCL's cloud service.

IV. RESPONSIBILITES

A. Prevention and Mitigation Activities

1. SCL, as the ESF #12 lead, will coordinate annually with ESF #12 partners to update procedures and contact lists.

2. SCL will also review respective mitigation plans and determine potential strategies for inclusion in future ESF revisions.

B. Preparedness Activities

1. Support organizations will:
    - Prepare and update energy supply contingency plans for implementation in the event of energy shortages or emergencies.
    - Maintain alert rosters, restoration plans, and any standard operating plans necessary to implement this annex.
    - Insure all personnel that will be using WebEoc have had the proper level of training.
    - Conduct at least annually an exercise designed to validate this annex.
    - Identify, train, and assign personnel necessary to execute missions in support of this ESF.
    - Develop and maintain a complete directory of all utility services and products associated with this ESF.
    - Establish a liaison with all support activities identified in this annex.

C. Response Activities

1. SCL, as ESF #12 lead, will:
    - Apply as necessary, local, state and federal resources in accordance with established priorities.
    - Provide emergency information, education and conservation guidance to the public in coordination with the Public Information Officer (PIO).
    - If required, assist local, state and federal agencies with obtaining fuel for transportation in support of emergency operations.
    - Coordinate with law enforcement for security and protection of supplies.
    - Ensure that processes are in place to assess and prioritize restoration for those with functional needs.

2. Support organizations will:
    - Perform a size-up at the affected areas to determine operational priorities and emergency repair procedures with field personnel. Provide a status report to the EOC.
    - Prioritize utility restoration processes.
    - Implement any mutual assistance agreements in effect, as needed.
    - Coordinate the establishment of priorities to repair damaged energy services and coordinate the provisioning of temporary, alternate, or interim sources of portable generators and other utilities.
    - Coordinate energy infrastructure situational awareness by establishing a conduit for information sharing, specifically for instances of uncontrolled release of liquid/gas fuels and instances of electric supply disruptions or downed electric conductors, through the ESF #12 liaison.

D. Recovery Activities

1. SCL will
    - Monitor energy organizations and the repair and restoration of utility services.
    - Maintain coordination with all supporting agencies, departments, and organizations on the operational priorities of the repair and restoration.
    - Continue to provide emergency information, education, and conservation to the public in conjunction with the PIO.

2. Support Organizations

- Continue to conduct restoration operations until all utility services have been restored.
- Insure all documentation has been completed.
- Perform an After Action Review and revise existing plans or procedures.

V. RESOURCE REQUIREMENTS

A. Logistical Support

1. SCL maintains service facilities at:
    - South Service Center – 3613 4th AVE S. Seattle, WA. 98134
    - North Service Center – 1300 N. 97th Seattle, WA. 98103
    - System Control Center – 614 NW 46th Seattle, WA. 98107
    - Seattle Municipal Tower – 700 5th AVE. Seattle, WA 98124

B. Communications

1. SCL utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SCL dispatch operators.

2. SCL has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster.

3. SCL has direct phone lines to first responder agency dispatch centers for rapid bi-lateral notification of significant events.

VI. ADMINISTRATION

A. Cost Accounting and Cost Recovery

1. Departments, organizations, or agencies with a lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and, if provided, will likely not cover all costs incurred.

B. Annex Maintenance –

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained at least annually on the information contained within this annex.

2. The Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

Terms and definitions related to this ESF/Annex.

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

EMERGENCY SUPPORT FUNCTION #13 - *Public Safety and Security*

ESF COORDINATOR:
Seattle Police Department

PRIMARY DEPARTMENT:
Seattle Police Department

SUPPORT ORGANIZATIONS:
Department of Information Technology
Finance and Administrative Services
Seattle Fire Department
Seattle Department of Transportation
Washington State County and City Law Enforcement Agencies
Washington State Patrol
Federal Bureau of Investigation Seattle Field Office

13. I. Introduction

A. Purpose

This annex describes law enforcement roles and responsibilities during a disaster or major emergency, which include but are not limited to: Threat Mitigation, Security, Investigation, Intelligence, Logistics, Emergency Operations Center Operation, Seattle Police Operations Center (SPOC) operations, Department Operating Center (DOC) Coordination, and Information management within the Police Department and among other government agencies.

B. Scope

1. This annex applies to all members of the Seattle Police Department, sworn and civilian.
2. It serves as department guidance for situations that require the department to become the lead agency in managing a major emergency or disaster, or when the department supports another City department in a major emergency or disaster.

C. Mission

Prevent crime, enforce the law and support quality public safety by delivering respectful, professional, and dependable police services.

14. References

1. City of Seattle Disaster Readiness and Response Plan, Vol. I. and II.
2. Seattle Terrorism Annex
3. Seattle Police Department Manual
4. Seattle Police Department Training Manual
5. Seattle Police Department Emergency Operations Manual
6. Seattle Municipal Code
7. Revised Code of Washington Title 9A
8. National Response Plan

II. DEFINITIONS

Seattle Police Operations Center (SPOC): Department Operating Center used in disasters, unusual occurrences and special events to coordinate planning, strategy and resources. The SPOC communicates directly with the City EOC, and other City DOCs.

Duty Commander: The Duty Commander is the senior law enforcement commander on duty during nights and weekends.

III. SITUATION

A. Overview

1. The Seattle Police Department is the primary law enforcement agency in the City, providing services on a 24/7 basis. The 2000 Census lists the population of Seattle at 563,374. During the day commuters increase the population to one million. In addition, the City hosts approximately 7 million tourists each year.

2. The Department responded to over 800,000 calls for service in 2010. These calls were for a wide variety of services ranging from in-progress emergencies, criminal investigations, and marine life safety response to searching for lost children.

3. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. In those emergencies where criminal acts are the cause the police department shall be the lead agency.

4. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established.

B. Assumptions

1. The Seattle Police Department will play a major role in any response to large-scale event, incident or disaster.

2. Calls for service may overwhelm the City's primary Public Safety Answering Point (PSAP) radio communication may be limited due to increase radio use.

3. Accidents and natural events evolve in a generally predictable pattern, whereas the effects of deliberate criminal acts, including terrorist acts are more difficult to predict and may include steps to hinder the response.

4. Due to an already overwhelmed road network, during a disaster or major incident, rapid access will be severely limited, supplies and mutual aid may have difficulty reaching the scene and patients and evacuees may have difficulty moving to hospitals or shelters.

IV. Operations

A. Organization

1. The Seattle Police Department is organized to effectively respond to emergencies each day. Unformed patrol officers are assigned to precincts which are organized into five geographic areas throughout the City, called precincts. In addition, a Harbor Patrol provides continuous emergency and routine marine patrol on the waterways throughout and surrounding the City.

2. The Police Chief reports directly to the Mayor. Deputy Chiefs, Assistant Chiefs, Captains, Directors, Lieutenants, Sergeants and Officers constitute the rank structure of the department.

3. Command rank officers are assigned each day to specific emergency positions to represent the department and provide immediate command response.

4. Critical to the organization are the civilian employees who fill the remainder of the emergency organizational structure, they are highlighted within the unit or section plan

B. Normal Operations

1. Response Priorities
    a. Life Safety
    b. Incident Stabilization
    c. Property Conservation
    d. Environmental Protection

2. Patrol
    a. Uniformed patrol staffing is deployed over three, nine-hour shifts. Staffing is reduced during the start of First Watch and increases throughout the day.
    b. Patrol officers are generally deployed in one-officer units. These units are organized into Squads and the Squads into Watches. Each Squad is commanded by a Sergeant and each Watch by a Lieutenant.(Unit, Squad, Watch, Precinct)
    c. Although each Precinct generally is responsible for calls for service in its response area during emergencies, a patrol Strike Team can be rapidly assembled.

3. Investigations
    a. Investigative units are generally at work during normal business hours. During emergencies, and following pre-established protocols, investigative resources can respond to the field using on-call personnel.

4. Specialty Units

    a. Special Weapons and Tactics (SWAT): The SWAT team provides coverage during days, nights and weekends. The team provides tactical support to patrol, responds to barricade/hostage incidents, deploys in support of crowd control situations, high risk emphasis & arrests and provides security for dignitaries. The SWAT team is Personal Protective Equipment (PPE) Level B capable.

    b. Arson Bomb Squad (ABS): The ABS is responsible for the response and investigation of arson and bomb incidents. The squad can deploy to simultaneous bomb incidents. The ABS is PPE Level A capable.

c. CBRNE Support Squad (CSS): The CSS is responsible for the operation of the SPD Communications Vehicle, which, as a regional resource, is capable of enhanced communications at the scene using satellite, mobile gateway, and microwave technologies. It also is capable of providing and monitoring remote radiation and chemical sensors, and transmitting live video transmission from the scene. In addition the CSS maintains the Mobile Unified Command Vehicle, and maintains the PPE Cache for the police department and the Seattle/King County Public Health Department. The CSS is PPE Level B capable.

d. Crime Scene Investigation Squad (CSI): CSI supports criminal investigation by providing evidence collection and documentation. CSI typically is assigned under the Investigation Team at the scene. CSI personnel are PPE Level B capable.

e. Intelligence Operation Center (IOC): The IOC is responsible for the collection, analysis and dissemination of intelligence related to an incident and serves as the point of contact with other intelligence agencies outside of the City. The IOC is activated as needed to support the response to an incident, disaster or special event. When activated, all City Departments are expected to send intelligence information to the IOC.

f. Harbor Patrol: The Harbor Patrol Unit provides law enforcement, rescue, recovery and firefighting services in the waters in around the City. Harbor Patrol personnel are qualified in dive rescue and recovery, firefighting and emergency medical care. The unit is a member of the regional law enforcement dive team and can deploy a remotely operated vehicle (ROV) to search or patrol critical infrastructure and high value locations.

g. Mounted Patrol Unit: The Mounted Patrol Unit provides horse patrol throughout the City. Mounted Patrol officers are often assigned to assist with crowd control duty.

h. Rapid Deployment Force : A team of patrol officers who have received additional training, and equipment supporting an All-Hazards Law Enforcement approach to manmade and natural disaster incidents and events.

i. Prisoner Processing Team: The Prisoner Processing Team is responsible for processing all arrests in support of an Incident Command. The team can deploy van and bus teams to pick-up and transport prisoners. A Precinct team provides for processing and transport to the jail

j. Emergency Support Function 13 Team (ESF-13): ESF-13 personnel are responsible for providing the law enforcement function at the City Emergency Operations Center (EOC) during emergency activations.

k. Seattle Police Operations Center (SPOC): The SPOC is the Operations Center for the Department. When activated the SPOC has command and control over all department resources. When activated, all law enforcement mutual aid requests are coordinated through the SPOC.

5. Response

a. The response to disasters, incidents, and special events will follow the National Incident Management System (NIMS) Incident Command System (ICS), and maintain the capacity to effectively receive, integrate and support supplemental and outside assistance from other jurisdictions, in addition to the state and federal governments.

b. In addition to responding to patrol emergencies the Department also is responsible for proactive crime prevention, evaluating threats and developing a response strategy.

c. All City originated 9-1-1 calls for service are first received through the Seattle Police Department Communications Center. Those that relate to fire, hazardous materials (HAZMAT) releases, and emergency medical calls are routed to the Fire Alarm Center (FAC), the City's secondary PSAP. Law enforcement calls are classified by priority and referred to a dispatcher who will coordinate a response by patrol officers.

d. Each Precinct has an assigned dispatcher.

e. The Seattle Police Department has numerous procedures that guide the response to an emergency. These include when to request supervisory personnel and when to activate specialty and investigative units.

f. The Chief Dispatcher supervises the response activity throughout the City and is authorized to activate additional command personnel, request mutual aid, and mobilize on-duty resources and specialty units.

g. During normal business hours the Precinct Captain or Watch Commander will be the law enforcement Incident Commander at incidents. During non-business hours the Duty Commander is responsible for commanding the police response with the support of the Watch Commander.

h. For most SPD responses, a Single Command will be formed with Command and General Staff functions staffed to match the requirements of the incident.

i. Whenever there are overlapping jurisdictional issues to contend with in a multi-agency incident, the senior on-scene officials from those departments or agencies that are part of the initial response will jointly decide if and when a Unified Command will be established.

j. The SPOC may be activated as part of daily response emergencies.

C. Disaster Response

1. Overview

    a. The Seattle Police Department has three Stages of Alert. Each Stage has detailed procedures for Department personnel to follow.

        I. Stage I Alert

D. Normal Operations

        II. Stage II Alert

        In a Stage II Alert either:

        - The City has received a threat that is assessed as credible or

- The Department has modified normal dispatch protocol in response to a special event or incident, heavily impacting a single precinct or involving two or more Precincts

III. Stage III Alert

In a State III Alert:

- The Mayor has declared at State of Civil Emergency or
- To meet the needs of the Department an emergency mobilization of Department personnel is needed

2. Command Assignments
    a. The Police Department maintains a roster (day and night shifts) of law enforcement command personnel for the following assignments:
        - SPOC Assistant Chief
        - ESF-13 Captain
        - EOC Director
        - DHS OPS Captain
        - Intelligence/JTTF Liaison
        - Duty Commander

3. Threats
    a. The Criminal Intelligence Section will be responsible for evaluating and notifying command personnel of any threats.

    b. The Police Department will coordinate the response to threats. The Chief of Police or the Homeland Security Bureau Assistant Chief will determine which city department(s) will be notified. Notification may be limited to protect the investigation.

    c. For significant threats the SPOC will be activated and an Incident Action Plan written.

    d. Potential strategies for addressing a threat:
        - Increasing security at likely targets;
        - Conducting an investigation;
        - Increasing intelligence collection, analysis and dissemination;
        - Staging key resources;
        - Activating command centers;
        - Redeployment of departmental resources
        - Close coordination with other response partners;
        - Dispersal of key resources;
        - Closure or limitation of access to certain critical infrastructure;
        - Provide direct communication, prevention or mitigation information or engagement with affected sites or venues
        - Modification of the transportation network security measures;
        - Closure of schools;
        - Cancellation of public events;
        - Activation of mutual aid;
        - Requests for state or federal resources;
        - Public information.

4. Notification of Seattle Police Department Personnel
    a. Seattle Police Department SPOC personnel are authorized to respond during disasters and large-scale incidents.
    b. Off-duty department employees are to monitor television and radio for activation instructions.
    c. If the television and radio are inoperative sworn personnel have instructions on how to report.

5. SPOC Operations
When activated, the SPOC will:
    a. Monitor resources;
    b. Coordinate mobilization of on-duty and off-duty resources;
    c. Arrange for mutual aid;
    d. Provide command and field incident commanders with situational awareness i.e. Common Operating Picture.
    e. Provide logistical support to incident commands and patrol operations;
    f. Provide documentation for actions taken during the activation
    g. Implement deliberate plans;
    h. Organize communications;
    i. Coordinate with other department Control Centers;
    j. Provide updates to EOC via ESF-13;
    k. Arrange for protection of critical infrastructure as needed.

6. Mass Fatality Incidents
    a. No human remains, personal items or other evidence will be removed from the scene.
    b. The Medical Examiners Office will, in coordination with the Seattle Police Investigation, be responsible for processing fatalities.

7. Response
The response to a major incident or disaster will build on the initial response listed above in normal operations, Options for response may include;.
    a. Law enforcement will secure the incident scene.
    b. Establish ingress and egress routes for responders.
    c. Operate a credentialing system.
    d. Protect critical infrastructure.
    e. Evacuate involved areas.
    f. Conduct an investigation.
    g. Provide bomb sweeps and render safe procedures.
    h. Coordinate public information.
    i. Provide traffic control.
    j. Provide interdication capabilities in and around the affected areas
    k. Provide security “Overwatch” for first responders within and around the affected area.
    l. in conjunction with ESF1, ESF4, ESF5, and ESF15, ensure that when performing door-to-door notifications during evacuations, officers understand the process for accommodating persons without transportation.

15. V . Logistics

A. Logistical Support

1. The Department maintains a Quartermaster supply system based out of the Park 90/5 complex. The Quartermaster is responsible for supplying all operational activities.

2. Each Precinct has an assigned Stationmaster who coordinates all support activity at their precinct.

3. When the SPOC is activated the Quartermaster and Stationmasters report to the Logistics Section in the SPOC.

4. In support of Incident Command, mobile Logistic Support Teams provide delivery of batteries, beverages and snacks.

5. The SPOC maintains a cache of essential supplies capable of supporting two platoons in an emergency.

6. The Logistics Section regularly provides hot meals, snacks and beverages to officers deployed at emergencies and special events.

B. Communications

1. The Police Department Communications Center is the Primary PSAP for the City.

2. The 800 MHz radio system is the primary communication system for operations. This system can be patched to other communication networks through a fixed gateway installed in the dispatch console.

    a. The Telecommunication Interoperability Communications Plan governs the patching of radio systems in King, Snohomish and Pierce Counties.

3. The Police Department Communications Vehicle has a mobile gateway to patch radio systems.

4. The Community Notification System (CNS) can be used to notify either the public or responders over telephone lines.
    a. The CNS will be deployed in late 2006.
    b. The Police Communication Center will be able to access this system for activating Police Department personnel.

5. Alternate Communications:
    a. Blackberry
    b. Pagers
    c. Text Message
    d. Cell Phones
    e. Satellite Phones
    f. Military Communication Systems

C. Information Technology Support (IT)

1. The City Department of Technology maintains the CNS and assists with Cyber threat response.

2. The Police Department Information Technology Section maintains a department wide computer network that includes desktop and portable computers.
    a. IT personnel assist the CBRNE Support Squad with the Communication Vehicle.

EMERGENCY SUPPORT FUNCTION #14 - *Long Term Recovery*

PRIMARY DEPARTMENT:
Office of Emergency Management

ESF COORDINATOR:
Office of Emergency Management

SUPPORT DEPARTMENTS AND AGENCIES:
Budget Office, and all City Departments.

I. INTRODUCTION

A. Overview of Recovery

The focus of the Long-Term Community Recovery and Mitigation Annex is to build a framework for decision-making to manage the disaster recovery process effectively. Elements include anticipating resources needs, establishing procedures, and identifying a range of strategies and policies to guide recovery activities during the chaotic environment of disaster recovery.

The concept of recovery is often understood as the process of returning to pre-disaster or improved levels with reference to buildings and homes, life-line services and infrastructure, as well as economic and community vitality. Disaster recovery requires a broader expectation, including attention to a range of human needs and recognition of the vital role communications capability plays in the recovery process.

Recovery is a complex process, requiring a systems-approach. No problem exists in isolation; for example, housing restoration, economic rebuilding and infrastructure repair are all intrinsically interrelated. The recovery process inevitably takes much longer than anticipated, possibly years longer, costs much more than expected, and can involve more staff time. As an agency or community makes decisions to accomplish recovery activities, elected officials and department administrators experience public pressure to expedite decisions and quickly return to pre-disaster status, though that may be undesirable or impossible. Significant disasters may forever alter the community, creating a "new" normal.

This plan is designed around three recovery functional areas that encompass many of the expected problems and issues that may arise:

- **Economic Recovery** involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning;
- **Infrastructure Recovery** includes repair and reconstruction of the physical plant – facilities, infrastructure, utilities, communications and other life-line services;
- **Human Needs Recovery** encompasses disaster-related community outreach, long-term housing, health (physical and mental), human services, assistance to non-profit agencies, and problem-solving to address unusual circumstances generated by the disaster for which no existing programs provide assistance.

B. Concepts & Definitions

1. **Short-term recovery** involves

Immediate restoration of services and government functions as well as

- Assistance to residents in resuming essential life activities.
- Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.
- There can be no definitive time period for short or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality.

2. Long-term recovery involves:

- Permanent repair and reconstruction of infrastructure, facilities, or property
- Area-specific or city-wide redevelopment planning.
- Economic and business recovery, and 4) social/community restoration.
- Long-term recovery topics include temporary and permanent housing, transportation, economic development, historic preservation, and community revitalization.
- Due to the nature of restorative activities involved, long term recovery often requires years. A typical timeframe would be 1 – 10 years.

3. Mitigation

- Refers to a range of both structural and non-structural strategies designed to reduce exposure to disaster damage. Mitigation actions taken before disaster moderate damage, and thus reduce the recovery burden on a community. Post disaster, the recovery period often offers unique opportunities to protect against future damage and save lives by integrating mitigation, e.g. through seismic retrofits or building codes/zoning, into repair and reconstruction plans.

C. Purpose

This Recovery Annex is designed for the following:

1. To describe a framework in which the City can facilitate disaster recovery city-wide, reduce the burden of disaster, and return to normal operations as soon as possible.

2. To describe the roles and responsibilities of the City Finance Department, Seattle Police Department's Emergency Management Division, and other supporting departments in Emergency Support Functions (ESFs) in both short and long term recovery activities.

3. To guide interactions with external partners in recovery, including other jurisdictions, county, state and federal agencies, as well as community organizations and citizens.

   It is not the intent of this document to anticipate all possible contingencies resulting from potential disasters. Rather, the purpose is to establish a flexible framework from which, at the time of a disaster, City managers will assess recovery needs and develop a recovery strategy, based on the nature and scope of the event.

D. Scope

This annex applies to the departments, organizations or agencies with a lead or support role for this ESF. It discusses the requirements, business approach, and objectives of Long-Term Community Recovery and Mitigation programs and operations before, during, and after a major emergency or disaster.

II. SITUATION

A. Emergency/Disaster Conditions and Hazards

1. Seattle faces a range of natural and human-induced hazards that can create disaster conditions. The most common recovery issues include those resulting from the primary disasters likely to occur in Seattle. According to the Seattle Hazard Identification and Vulnerability Annex (SHIVA), the highest risk hazards, considering both frequency and potential impact, the City faces are:
    - Earthquakes
    - Snow & Ice Storms
    - Windstorms

2. Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities, but should be also be prepared to respond to a-typical events and unexpected impacts.

3. Many frequent events (winter storms, localized urban flooding, power failures, etc.) may result in interruption of utilities, communication, and traffic without affecting underlying service provision capabilities or causing extensive damage. Landslides, often a secondary hazard to winter storms, can damage buildings and infrastructure, block roads, and can create city-wide problems if there are numerous, simultaneous ground failures.

4. Earthquakes are the most destructive hazard Seattle is likely to encounter. Earthquakes can generate widespread structural and non-structural damage to buildings and infrastructure, and may result in injury and death. Extensive damage assessment is required, and even so, hidden damage may be found years later.

5. Terrorist incidents may or may not cause significant physical damage, but can result in prolonged psychological and social impacts on the individual and community levels. Civil disorder may precipitate limited damage to the built environment but require law enforcement intervention or raise political concerns that delay recovery.

B. Planning Assumptions

1. As a result of a disaster event, there may be long-term economic, physical, and social/psychological impacts and other hardships that face the City government, individuals, businesses and non-profits;

2. Short-term recovery begins immediately following a disaster event; long-term recovery may take several years;

3. The extent and type of recovery activities will be driven by the impacts of the disaster event. Appropriate city departments and external organizations will be involved at different times and at different levels in the recovery process;

4. Decisions impacting recovery will be made under great pressure of competing priorities, limited resources and the desire to bring the community quickly back to "normal";

5. Personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required;

6. Extent of damage to surrounding jurisdictions may affect availability of response phase mutual aid resources. This can, in turn, delay the City's recovery operations;

7. Depending on the extent of damage to infrastructure, housing stock, and business centers, the long-term recovery phase may provide opportunities to implement economic or redevelopment strategies that enhance portions of the City;

8. The City of Seattle leads recovery activities for its jurisdiction. Support from neighboring jurisdictions and from State and Federal agencies will be requested as needed. Some city agencies with infrastructure outside the City of Seattle boundaries may be required to work with other entities to restore service and receive the full benefit of recovery funding;

9. During disasters, government facilities can be damaged or destroyed. When altering or rebuilding after a disaster, the City will consider alterations to facilities and the design and construction of new or replacement facilities which comply with all applicable federal accessibility requirements, including Title II of the Americans with Disabilities Act (ADA);

10. The State of Washington Emergency Management Division (EMD) and the Federal Emergency Management Agency (FEMA) offer grant assistance programs to help offset the burden of disaster recovery of public and private interests following appropriate disaster declaration procedures. It is recognized that the terms and funding levels may change; and,

11. The City is qualified as a state "recognized separate emergency management organization," and applies directly to State/FEMA for disaster assistance without going through King County.

12. The City will be guided by the National Disaster Recovery Framework (NDRF) in its interactions with state and federal agencies during the recovery process.

13. This ESF annex will serve as primary guidance on recovery operations until a full city-wide disaster recovery plan is developed.

III. CONCEPT OF OPERATIONS

A. Organization

1. General

a. Recovery operations begin immediately after a disaster event, concurrent with response operations. ESF-14 will be activated to the level required by the incident. It will be expanded into the Interdepartmental Recovery Team for large incidents, as determined by the ESF lead.

b. Initial Recovery operations will be structured around National Incident Management System (NIMS) principles where possible. Although recovery differs significantly from

response in many respects, the organizational structure can be adapted to serve the recovery process.

c. Recovery operations will take place within the EOC as space permits. It is assumed that as response operations scale down, recovery operations will scale up. The EOC will remain open for recovery operations as long as necessary and as agreed to by the ESF-14 lead and the EOC Director.

d. This same organization will be used to address short term recovery, and expanded to address long-term recovery and redevelopment.

2. ESF-14 Organization

a. Lead: City Budget Office
   i. The City Budget Office serves as the lead agency for ESF-14. This department is central to financing repair and recovery of City of Seattle facilities and services, and is a primary link for cross-departmental decision making.

b. Support: Seattle Police Department, Emergency Management, Recovery Program staff, and all Departments listed below depending on specific needs.
   i. Emergency Management staffs ESF-14. Emergency Management Recovery Programs staff play the Applicant Agent role for State/FEMA recovery grant assistance, and links to professional expertise on all phases of emergency management: preparedness, response, recovery and mitigation.

   ii. Driven by the specific needs of the recovery process, representatives from key departments form part of the ESF-14 structure organized around three elements: Economic, Infrastructure and Human Needs. All city departments potentially play a support role. (See Assignment of Responsibilities section.)

   iii. *Depending on the severity of the disaster, department staff as well as external organizations may be called to serve on two main recovery teams that may be activated:*
      - Interdepartmental Recovery Team – expansion of ESF-14 core team (see below for further details)

III. RECOVERY ORGANIZATION

A. Purpose

1. To facilitate short-term recovery, including prioritization and problem-solving to bring about the orderly restoration and normalization of all City sectors (public and private) that sustained serious disaster damage.

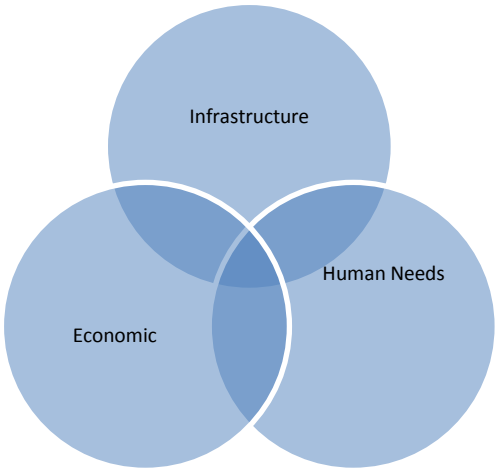
2. To facilitate long-term recovery and reconstruction, including formulating recommendations for strategic resolution of issues related to economic, infrastructure (repair, reconstruction as well as redevelopment), and human needs that emerge.

3. This is the core city-department structure that can be expanded into the Interdepartmental Recovery Team for larger and or/longer term recovery processes.

B. Recovery Task Areas

Recovery operations will be organized into three overlapping task areas to address anticipated disaster-related issues:

- **economic**
- **Infrastructure**
- **Human needs**



1. **Economic:**
   Economic recovery and business assistance, with an emphasis on facilitating small business resumption.
   Tasks include:
   - Financial impact assessment and revenue forecasting
   - Economic impact assessment to the business community
   - Small business outreach & support
   - Federal/State public assistance, financial recovery
   - Federal/State assistance to businesses, e.g. SBA
   - Re-entry and "open for business" support
   - Liaison with major industries and employers
   - Economic revitalization planning
   - Tourism promotion

2. **Infrastructure:**
   Physical repairs and restoration to buildings, infrastructure, utilities, life-line systems and the environment.
   Tasks include:
   - Damage assessment (continued from response)
   - Building inspection and permitting
   - Debris management
   - Threat abatement
   - Restoring government facility functions;
   - Utility and transportation service restoration
   - Information technology and communications restoration
   - Historic Preservation
   - Environmental impacts

3. **Human Needs**:
   Addresses individual and community needs in areas including human services, housing, community recovery events, mental health, and special needs of vulnerable populations.
   Tasks include:
   - Social and community impacts
   - Temporary and permanent housing assistance
   - Service to vulnerable populations
   - Assistance to Human Service providers
   - Public Health, including mental health, issues
   - Community Recovery Events
   - FEMA Individual Assistance Program

C. Structure

1. NIMS. Recovery operations will be modeled on National Incident Management System (NIMS) principles, where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.

2. Following is a brief description of the responsibilities of each section of the organization when activated.

   [See ESF-14 Recovery Operations Organizational Chart at end of document]

3. **ESF-14 Recovery Lead Position** will be staffed by the current lead, or a Mayoral appointee, as determined by the Mayor. The lead serves as the strategic manager of recovery operations and reports to the Mayor. Prioritizes recovery actions and advises on policy. Policy guidance will be issued by the Mayor or a **Policy Group**, as needed, constituted of Department Directors or their designees.

4. The **Law function** will be staffed by a City attorney who will advise on contracting, purchasing, public works, code enforcement, civil lawsuits, recovery ordinance development, etc. (See Law Dept. responsibilities section)

5. The **Public Information function** will be staffed by ESF 15, Public Information/External Affairs to manage press releases, media interactions, etc., to support all aspects of recovery (See Public Information responsibilities section.)

6. The **Intergovernmental Liaison** function will be staff by the Office of Intergovernmental Relations (OIR), to advise on: interactions with local, state and federal entities outside to complement established department contacts, e.g. Emergency Management and State/FEMA. (See OIR responsibilities section.)

D. Recovery Operations Section:

Manages short and long-term recovery operations to restore the City around the three major task areas:
- Economic;
- Infrastructure; and
- Human Needs

Uses integrated problem-solving to address disaster-related problems. Essentially, this section is responsible for operations that restore the jurisdiction back to normal day-to-day operations. Tasks may include:

The Recovery lead may appoint managers for these three areas at his/her discretion. Additional point-people will be added for special issues, geographic areas (e.g. heavily impacted neighborhoods) and/or as liaisons to major partner agencies and institutions.

E. Recovery Planning Section:

Responsible for information analysis to support recovery decision-making by Recovery Lead. Tasks may include:

- Collect, evaluate and analyze information;
- Develop impact assessments;
- Incident action planning;
- Documentation of recovery process;
- Situation and status reports;
- Assist with long-term recovery plan development; and
- After-action reports

F. Recovery Logistics Section:

Assists/fills needs for space, labor, equipment, supplies and services needed for recovery. Specific procurement issues include:

- Emergency contracting for government operations;
- Disaster Recovery Centers set up;
- Volunteer management coordination;
- Donations management operations;
- Utilizing mutual aid, including state-to-state Emergency Management Assistance Compact (EMAC);
- Sourcing recovery supplies and equipment; and
- Sourcing vehicles and personnel.

G. Recovery Finance and Administration Section:

Financial and administrative support critical to the funding of recovery operations city-wide. "Money" issues include:

- Emergency funding and budgeting
- FEMA Public Assistance Program – application and documentation
- Other state/federal grant sources, e.g. Federal Highway Administration
- Tracking on risk management & insurance settlements

H. Core Recovery Team Membership:

ESF 14 is led by the City Budget Office. Core membership includes:

- Seattle City Light (SCL);
- Office of Economic Development (OED);
- Office of Emergency Management Section (OEM/SPD);

- City Budget Office (CBO);
- Department of Finance and Administrative Services (FAS);
- Office of Housing (OH);
- Human Services Department (HSD);
- Department of Information Technology (DoIT);
- Office of Intergovernmental Relations (OIR);
- City Attorney's Office (LAW);
- The Seattle Public Library (SPL);
- Department of Neighborhoods (DON);
- Department of Parks and Recreation (DPR);
- Human Resources Department (PER);
- Department of Planning and Development (DPD);
- Seattle Public Utilities (SPU),
- Seattle Department of Transportation (SDOT);

I. Core ESFs include:

ESF-15 Public Information, ESF-7 Resource Support.
Other departments to be involved depending on the situation:

- Seattle Fire Department, Seattle Police Department (besides Emergency Management) – for on-going security and public safety issues;
- Public Health -- Seattle/King County – for health issues;
- DPD Comprehensive and Neighborhood Plans Staff, Office of Sustainability and Environment – for long-term recovery and redevelopment planning.

J. Core External Partner Agencies (not including county / state / federal partners) with liaison function to ESF-14, depending on issue:

- Port of Seattle;
- Seattle Public Schools (SPS) and private school organizations;
- Seattle Housing Authority (SHA) and other housing organizations;
- University of Washington (UW);
- Seattle Community Colleges;
- Public Development Authorities;
- American Red Cross;
- Salvation Army, United Way and other human service organizations;
- Non-profit organizations.

K. Interdepartmental Recovery Team

1. Purpose:
   Expansion of core ESF-14 structure to manage a more extensive recovery process involving more partners. Same purpose as ESF-14: to coordinate city activity on short and long-term recovery.

2. Membership:
   Chaired by ESF-14 Lead and staffed by core ESF team and additional departments as needed. If severity of event escalates, Executive Department appointee may replace ESF-14 Lead, who will then serve as staff to the appointed chairperson.

L. Community Recovery Team

1. Purpose:
   An advisory team coordinated by the City to harness the ideas and resources of the wider community into the recovery effort. This team provides a way to engage participation and an avenue for stakeholders to give input into the post-disaster recovery plan. Convened by ESF-14 lead or Mayor's Office.

   Topics on which the advisory group might provide input include:
   - Long-term community recovery goals & actions
   - Policy development
   - Identification of unmet and/or special needs
   - Community and private sector resources available
   - Neighborhood/district-level impacts
   - Homeowner & renter issues
   - Business issues

   The group remains viable and meets as long as the Mayor deems useful and necessary.

2. Membership:
   Chaired by ESF-14 Recovery Lead or Mayor's appointee
   Suggested Community Representatives:
   - Seattle City Council
   - Chamber of Commerce/Business Associations
   - Private sector
   - Building Council/Real Estate
   - Environmental Organization
   - Community Disability Organization
   - Community Cultural Organization
   - Neighborhood or community representatives
   - Neighborhood District Councils
   - Urban League and/or similar community-based organization
   - Community Recovery Task Force -- public/private group lead by Mayoral appointee (see below for further details)

3. **General Response**
   ESF-14 may be activated concurrent with disaster response, and may remain activated long after response operations are concluded and at a level appropriate to the event.

4. **Direction and Control**
   Recovery Operations will be managed out of the Seattle Emergency Operations Center (EOC) unless or until another facility is identified. ESF-14 may be activated by the ESF lead in the City Budget Office, the EOC Director, or as instructed by the Mayor.

5. **Procedures**
   Written procedures for several recovery-related tasks are in draft, but not included with this document.

IV. RESPONSIBILITIES

A. Responsibilities of City Departments

All Departments

1. Department heads will ensure department designated personnel are ready and able to assume ESF-14 responsibilities when requested by the ESF-14 Coordinator. Where possible, response and recovery phase responsibilities will be assigned to different employees in order to avoid burn-out.

2. Each department that incurs disaster damage in an event that triggers a Presidential Disaster Declaration will assign a recovery coordinator. This person(s) will serve as a departmental point person for Emergency Management/ESF-14 on state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.

3. Each department will ensure employees are encouraged to develop a family preparedness plan including considerations for children, seniors, pets, school, and people with disabilities, as needed and assemble disaster supplies for home and vehicles. This will help employees feel assured that family members are taken care of, and encourage their availability for government continuity during the response and recovery phases of emergencies.

B. Specific Responsibilities by Department

1. City Budget Office
   - Serves as lead for ESF-14.
   - Serves as lead for decision making on financing disaster response and repair costs incurred by the City as part of their overall responsibility for developing and monitoring the budget, issuing and managing debt, establishing financial policies and plans, and implementing overall financial controls for the City.
   - Budget analysts assist departments to refine departmental post-disaster repair estimates, prioritize projects, determine funding, etc., as needed.
   - Assesses financial impact of disaster on city government, forecasts, and advises on strategic decisions related to funding and prioritization of short and long-terms recovery expenditures.
   - A City economist provides economic impact analyses of disaster events, including projected revenue losses, at request of the ESF-14 Coordinator, the City Interdepartmental Recovery Team leader, or the Mayor's Office.

2. Seattle City Light
   - Oversees restoration of electric power services and repairs to generation and distribution facilities and systems.
   - As part of ESF 3 – Public Works – assists with debris clearance
   - Activates mutual aid agreements with neighboring jurisdictions as needed.
   - Tracks service provision to special needs customers who rely on electricity for home health needs.

3. Office of Emergency Management – Police Department
   - Emergency Management staff support ESF-14 lead in City Budget Office

- At the behest of the Mayor, an Emergency Management staff person serves as City's Applicant Agent for State/FEMA Public Assistance and Human Services Programs.
- Coordinates with all impacted city departments to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
- Coordinates with the Department of Planning and Development (DPD) and other sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Human Services program available to assist private individuals, businesses and non-profit agencies.
- The Emergency Management Director will participate in or chair meetings or other discussions that relate to the City's recovery efforts, as necessary.

a. State/FEMA Public Assistance

- As Applicant Agent, provides long-term management of State/FEMA Public Assistance process to recover eligible reimbursement for disaster damage.
- Coordinates with identified recovery leads in impacted departments.
  Advises departments on cost-tracking and project management practices necessary to maximize State and FEMA reimbursement.
- Works with departments and State/FEMA to incorporate mitigation elements into disaster repairs reimbursed under FEMA Public Assistance Program.

b. State/FEMA Human Services

- As Applicant Agent, coordinates between State/FEMA and Fleets & Facilities on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary facilities where private citizens and business owners can get information about state and federal recovery assistance available, as well as city services, as needed.
- Works with ESF-5 Public Information to develop messaging on assistance available.
- Works with Neighborhoods, DPD, Libraries, OED, etc., to implement distribution plan for "Getting Help After Disaster" brochure through city facilities & services.
- Tracks and trouble-shoots on unmet needs, i.e. individuals, businesses and non-profit agencies with disaster needs not met through normal assistance programs.
- Coordinates, as needed, with the U.S. Small Business Administration (USBA) on low interest loans available as the first form of assistance in the FEMA Human Services Program.

c. Community Recovery Forums

- Emergency Management staff organize special public recovery events, such as Community Recovery Forums, as requested by the Emergency Management director or ESF-14 lead, with the support of other city departments. These events serve as a source of information on various topics, such as assistance available, city services, mental health, etc.

4. Department of Finance and Administrative Services (FAS)
   - In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) as needed following a Presidential Disaster Declaration. DRCs serve as information and application centers for state, federal and local recovery assistance available.
   - Acquire and assign temporary back-up facilities. Maintain list of potential sites for temporary and long-term alternate facilities to ensure continuity of key government functions.

- Lead management of donated goods. Citizens who wish to donate to recovery effort will be encouraged to make cash donations to non-profit aid agencies rather than send food, clothing and household goods, unless specific needs are identified. Large scale donations of goods will be managed by local non-profit agencies in coordination with State Emergency Management (if donations management function activated).
- Ensures availability of fuel supply for city fleet of vehicles.
- Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles operating continuously for up to 72 hours.
- Develop pre-scripted messages to direct donations appropriately.

a. Central Accounting

- In coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.

b. Contracting

- Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.

c. Purchasing

- Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.

d. Risk Management

- Negotiates insurance policies to cover City facilities, contents, machinery, fine arts, etc. from disaster damage.
- Manages insurance reimbursement process following a disaster that causes property damage.

5. Seattle Fire Department
   - During flooding and following fires, assists neighborhoods with sand bagging by providing location for distribution of sand and bags.
   - Provides input on debris management plans and procedures relative to hazardous materials.
   - Serves as lead on decontamination of hazardous materials, except biological.
   - Serves as subject matter expert on hazardous materials abatement, clean up and related recovery issues.
   - Conducts fire code inspections in concert with DPD as basis for issuing re-entry building permits.

6. Human Services Department
   - Coordinate recovery efforts with Human Services (ESF-6) Mass Care Group
   - Serves as a liaison on recovery needs for special and functional needs populations, including children, physically and disabled, non-English speakers**.**
   - Serves as a submit matter expert on needs of elderly.
   - Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community: Assist non-profit service providers find alternate sites to continue operations (e.g. Compass Center); refer to technical assistance and recovery funding available.
   - Through Aging and Disability Services division, conducts post-disaster check-in with clients.

- Sources foreign-language interpreters and translators and American Sign Language translators for Community Recovery events and language lines.
  - Determine viability of Crisis Clinic as central location for translation. Also Red Cross, 2-1-1, 9-1-1, speech and Deafness Center, Harborview Hospital, Non-profit Assistance Center
  - Work with Emergency Management and Public Information (ESF-5) to establish protocols and training.

7. Department of Information Technology
   - Ensures impacted city information systems are brought back into service as soon as possible following a disaster event.
   - Serves as subject matter expert on damage assessment and recovery for cyber-terrorism incidents.
   - Assesses increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.

8. City Attorney's Office
   - Advises the City on legal issues including: enforcement of limited access to damaged buildings, civil lawsuits, takings, personal injury or property damage as related to failure of City infrastructure or property.
   - Advises Applicant Agent/Emergency Management on issues related to interpretation of state and federal policy and procedures related to FEMA Public and Individual Assistance Programs, including audits.
   - Takes part in recovery-related contracting, purchasing, public works, ordinance review and development.

9. Office of Economic Development
   - Serves as lead for assisting local business community recovery
   - Provides information for the State EMD Preliminary Damage Assessment (PDA) form related to economic activities and populations adversely affected by the loss of public facilities or damage.
   - Works with cross-departmental teams community-wide to revitalize neighborhoods and various business sectors economically post-disasters.
   - During EOC activation, distributes information about disaster assistance available to private business.
   - Serves as central point for businesses to direct questions regarding response and recovery.
   - Uses surveying means (e.g. contract with U of W or other organizations) to assess indirect economic damage and revenue loss to local business communities.
   - Collects business impact data to support request for U.S. Small Business Administration (SBA) Economic Disaster Declaration, as requested by ESF-14 or Emergency Management, particularly when event does not meet threshold for presidential disaster declaration.
   - Distributes "Getting Help After Disaster" brochure and/or other information pieces to impacted business district.
   - Liaises with neighborhood business districts, Chamber of Commerce and other business or civic organizations on business recovery issues.
   - Promotes business retention and short and long-term business recovery through new and existing grants and programs

- Maintain a list of recovery strategies, audiences, and identify problems that impede business resumption for immediate reference during disasters.

10. Office of Housing
    - As part of Human Services (ESF-6) Mass Care Group, takes part in planning for temporary and permanent housing of displaced people.
    - Supports Economic Development in providing training & advocacy for impacted non-profit organizations and Public Development Authorities that provide quasi-governmental housing services on getting recovery assistance.

11. Office of Intergovernmental Relations
    - Manages interactions with other state and federal entities aside from normal procedures for requesting recovery assistance.
    - Reports status and needs of City to State and Federal Congressional delegates.
    - Works with Emergency Management and ESF-14 to coordinate dignitary visits, field offers of donations and volunteers from other jurisdictions, and manage special FEMA coordination issues, such as agreement on oversight, scope, timing of FEMA staff deployment in the community, FEMA research requests, etc.
    - Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
    - In events involving deaths, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals, assists foreign governments aid survivors and families of deceased, and manages post-event dignitary visits and follow-ups.
    - Refers international offers of volunteers and donations to relevant city departments.

12. Office of the Mayor
    - Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
    - Appoints head for City Interdepartmental Recovery Team and/or Community Recovery Team, as needed, depending on scale and impact of event.
    - Manages public information needs for recovery through Communications Director. (See Public Information below)
    - Serves as lead for special congressional funding requests for disaster damage to city infrastructure or private property, as needed.

13. Office of Sustainability and Environment
    - Serves on City Interdepartmental Recovery Team as requested to advise on long-term recovery and redevelopment planning relevant to the City's Environmental Action Agenda (EEA), as needed.
    - Advises on EEA action plan issues: reduce human and environmental risks and lower City operating costs through increased resource efficiency and waste reduction; protect and seek opportunities to restore ecological function through more sustainable approaches to managing the built environment, urban forest, and green spaces; and improve mobility, environmental quality, and social equity through smart transportation services and solutions.

14. Department of Neighborhoods
    - Takes part as needed in City Interdepartmental Recovery Team as a liaison with impacted neighborhoods.

- Utilizes neighborhood service centers to assist with recovery information distribution.
- As lead for ESF-3 Public Works Volunteer Agencies (VOLAG) Group, coordinates with Emergency Management and ESF-14 on humanitarian assistance programs available through the American Red Cross, United Way, Salvation Army, and other organizations.
- Supports community recovery events sponsored by the City.

a. Historic Preservation Program

- Serves as a subject matter expert on appropriate repair and reconstruction of historic objects, structures or districts, including compliance with local, State and Federal regulations.
- Works with Historic Seattle, a private non-profit, to advocate for and advise owners of historic properties on recovery funding sources or technical assistance available, e.g. Historic Seattle Loan fund.
- Advises ESF-14 or City Interdepartmental Recovery Team on pursuing discretionary state and federal funds for repair and restoration of historic structures or districts.
- Promotes resolution of differences between the City's Landmark's Preservation Board and owners regarding rehabilitation or demolition of historic properties to avoid protracted disputes.
- Assists, as needed, to promote rapid recovery in Seattle's seven identified historic districts, which serve as important business and cultural hubs: Ballard, Colombia City, Fort Lawton, Harvard-Belmont, International District, Pike Place Market and Pioneer Square.

15. Department of Parks & Recreation
    - Assists Personnel with the management of emergent volunteers in coordination with Personnel and Voluntary Agencies (VOLAGs) as needed by scale of event. Parks will work in advance with Volunteer Planning Group to identify need for volunteers and appropriate tasks emergent citizen volunteers as well as trained volunteers can perform.
    - Assists Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.

16. Human Resources Department
    - Lead for management of emergent volunteers.
    - Identifies major classifications of volunteers (skilled and unskilled) required for each department
    - Ensures adequate personnel guidance in place to accommodate need for essential employee designations, emergency information for employees, etc., relevant to short and long-term recovery processes.
    - Ensures essential record retrieval and safe storage of personnel documents.
    - Maintains redundant payroll system.
    - Addresses impacts of disaster on City personnel, e.g. health & safety concerns of working in a building that sustained damage, mental health issues, change in home & childcare needs.
    - Maximizes use of Employee Assistance Program (EAP) to provide assistance and referrals to employees in need.

17. Department of Planning & Development
    - Lead for post-disaster inspections and permitting.
    - Manages volunteer inspectors in coordination with King County program.

- Coordinates with Emergency Management and ESF-14 to provide private damage assessment information, including specific locations and associated cost data collected during building evaluations. Develops, where possible, method to identify damage to city, other public and private buildings.
- Coordinate forwarding of damage reports through ESF 3 to avoid submission of duplicate reports.
- Implements expedited permitting procedures on disaster repairs, as needed.
- Implements plan for large-scale building inspection efforts, including the use of contractors and mutual aid building inspectors from other jurisdictions.
- Procedures identified for reviewing qualifications, hiring, training and managing additional inspectors.
- Monitors "early re-entry" programs (whereby private entities conduct their emergency evaluations) to ensure compliance with safety procedures.
- Serves as information source to public on recovery activities such as building inspection, tagging, zoning and permit assistance, as well as event-specific issues (post-earthquake chimney inspection).
- Enforces policies on non-conforming structures with clear guidance on building codes.
- Posts policies on abandoned/unsafe structures. Works with SDOT regarding enforcement of threat abatement in public right of way.
- In cooperation with property owners and other city departments, expedites resolution of yellow and red tagged buildings.
- Comprehensive Planning and Neighborhood Planning staff will develop long-term recovery plans and strategies to ensure sound post-disaster redevelopment strategies dovetail with other city plans and policies.
- Will develop recovery tab containing canned media messages relative to planning and development issues.
- Will develop scenarios describing variety of challenges likely to arise for public and government agencies related to tagged buildings.

18. Seattle Police Department
    - Enforce limited and no-entry building tagging per DPD.
    - Homeland Security section serves as subject matter expert on affects of terrorist incidents.
    - Provide security for transport of strategic national stockpile (SNS) within city limits, provide external security at public health mass clinics
    - Enforce quarantine orders
    - Enforce laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
    - Anticipate increased incidence in domestic violence situations and child abuse that can occur following disasters.

19. Public Information (ESF-15)
    - Lead for public information activities in support of short and long-term community recovery.
    - Works with ESF-14 to develop staffing and funding for longer-term recovery public information function as needed, per request from ESF 5 Coordinator or Communications Director identifying need tied to specific project.
    - Works with ESF-14 to provide public information messaging related to recovery during the activation.

- Develops standard and specialized topic-specific messaging appropriate to the disaster event to include, among other topics: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available to the public and applications procedures, city services available, mental & public health issues, sheltering & housing, special community recovery events planned, volunteers & donations, etc. Phone number of residents to call (Citizens' Service Bureau, ERC), missing victims/family members
- Interfaces with the media on recovery issues, as requested by the Mayor's Office.
- Coordinate with OED to disseminate information regarding recovery assistance available to business community.
- Updates city web page with recovery-related information.

20. Public Health -- Seattle-King County
    - Serves as source of expert information for all health emergencies, such as epidemics.
    - Provides status of hospital/health system/medical examiner operational capabilities
    - Serves as lead for isolation and quarantine planning.
    - Serves as subject matter experts on post-disaster physical health-related issues, including: air, water & soil quality, food safety, animal & vector control, sanitation, and immunization & testing.
    - Assists to arrange for community mental health services/contracts through County Department of Community Services and regional support network for chronically mentally ill as requested by ESF-14 Coordinator.
    - Tracks damage to medical facilities city-wide, including private, non-profit and public clinic and hospitals.
    - Coordinates with King County on FEMA reimbursement process and status.

21. The Seattle Public Library
    - Coordinates with Emergency Management to distribute "Getting Help After Disaster" brochure and other recovery-related information pieces through branch libraries.
    - Provides meeting rooms for social service meetings
    - Provides computers for community access to on-line FEMA assistance

22. Seattle Public Utilities
    - Oversees restoration of water, drainage & wastewater, and solid waste services and repairs to related facilities and systems.
    - Operates the Emergency Resource Center (ERC) in times of disaster, which serves as a secondary source of damage assessment information
    - Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
    - SPU's Community Emergency Response Team (CERT) employees assist with distribution public information flyers and other community outreach tasks, where possible.
    - Supports other departments:
    - DPD. Serve as avenue for coordination with private utilities Providing Engineering Service assistance as required.
    - Lead for City's Debris Management Plan.
    - Activates mutual aid agreements with neighboring jurisdictions as needed. (E.g. Omnibus Agreement with Washington State and Vancouver, B.C. and contractual agreement with vendors)

- Review interim flood response plan for street-specific strategies and new mitigation technologies
- Sand bagging – advise on city actions relative to donated goods and volunteer management
- Tracks service provision to special needs customers who rely on SPU services for home health needs.

23. Seattle Department of Transportation
    - Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures.
    - Prioritizes traffic management restoration activities and infrastructure repairs.
    - Oversees traffic management and implements evacuation management measures.
    - Implements post-earthquake bridge inspection procedures.
    - As part of ESF 3 – Public Works – assist with debris clearance, including requesting geotechnical assessments and initiating capital improvement projects.
    - Activates mutual aid agreements with neighboring jurisdictions as needed.
    - Maximizes restoration of street access to business districts within confines of public safety and system integrity.
    - Maintains Charles Street customer service center, which fields customer calls
    - Manages failure of seawalls and retaining walls
    - Advise on private responsibility for sidewalk and private alley repairs
    - Applies for and manages Federal Highways Administration (FHWA) Emergency Relief Program, which provides reimbursement for response and repair efforts on arterials roadway structures.

C. Prevention and Mitigation Activities

Identify mitigation opportunities to reduce the burden of recovery. Coordinate recovery planning efforts with Seattle All-Hazards Mitigation Plan.

Apply for Hazard Mitigation Grant program and other sources of State/FEMA mitigation funding made available pre and post disaster.

D. Preparedness Activities

1. Planning
   Work with members of Disaster Management Committee (DMC) and the ESF-14 support departments to maintain the Long Term Recovery and Mitigation Annex.
2. Assist to incorporate recovery elements into other ESF annexes. Highlight transition points, staffing needs, and flag areas where response decisions may have a significant impact on long-term recovery.
3. Coordinate City's recovery planning efforts with emergency management planners in neighboring jurisdictions, as well as agencies in state and federal government.
4. Review and integrate relevant lessons learned from other disaster recovery experiences into ESF-14 annex.
5. Training & Conducting Exercises
6. Identify and train city department staff for ESF-14 core team, and for possible membership on the expanded Interdepartmental Recovery Team.
7. Conduct periodic training for department project management and fiscal staff on the FEMA Public Assistance Program process in order to maximize recovery grant funding.
8. Coordinate periodic disaster recovery exercises in order to test processes in place work effectively and efficiently.

E. Response Activities

1. Recovery begins immediately following a disaster event. Commencement of the recovery phase is defined for individual City departments by their initiation of respective recovery-related functions.
2. The Emergency Management Recovery Programs staff immediately takes actions needed to position the City to request state and federal recovery funding.
3. Finance Section Chief: The ESF-14 lead may play the Finance Section Chief role during an Emergency Operations Center (EOC) activation, as requested by EOC Director. This function includes monitoring costs related to an event and interface with appropriate departments on issues related to accounting, procurement, contracting, cost estimating, etc.

F. Multi-Departmental Recovery Phase

1. The ESF-14 lead in the Finance Department, in coordination with the Emergency Management Director, makes the decision to activate this support function.
2. The ESF-14 lead makes notification to appropriate team members. Limited ESF-14 team members may be requested to report to the EOC.

G. Scaling of Effort Based on Magnitude of Event

1. Only those elements of the recovery structure necessary to address damage and/or injuries incurred during a specific event will be activated.
2. The nature and scope of the event will define thresholds for activation and de-activation of recovery elements.
3. The Emergency Management Recovery Programs staff exists within an operational structure that enables management of small-scale events without requiring extensive involvement of department contacts or activation of ESF-14.

H. Close of Activation

1. For some ESF-14 recovery functions, personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required.
2. The Emergency Management Recovery Programs staff serves as the long-term coordination point with State/FEMA on the Public Assistance Program. This recovery grant function may last several years following a major disaster.

V. RESOURCE REQUIREMENTS

ESF-14 activities take place in the EOC and\or available meeting space throughout the city.

VI. ADMINISTRATION

1. Cost Accounting and Cost Recovery

Departments, organizations or agencies with lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and if provided will likely not cover all costs incurred.

2. Annex Maintenance

ESF Coordinators will be responsible for updating their annex on an annual basis.
The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan

as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

EMERGENCY SUPPORT FUNCTION #15 - *External Affairs*

PRIMARY DEPARTMENT:
Mayor's Office

ESF COORDINATOR:
Mayor's Office Director of Communication

SUPPORT DEPARTMENTS AND AGENCIES:
All City Departments

I. INTRODUCTION

A. Purpose

This annex describes the roles and responsibilities of ESF-15 External Affairs. It explains how the City will manage and coordinate emergency public messaging during the response to and recovery from disasters. It supports efforts to maintain the community's trust by promoting openness and transparency in public messaging.

B. Scope

This annex applies to all City departments and their Public Information Officers (PIOs).

II. SITUATION

A. Situation

On a daily basis, the City engages in public messaging through PIOs assigned to individual departments. Routine coordination of messaging is done at the department level and through the Mayor's Office Director of Communication.

For no-notice, daily incidents which have limited impacts, several City departments have the capability to initiate public messaging within minutes, or during non-business hours, within a short period of time using on-call PIOs.

The following departments and offices have PIOs assigned:

Aquarium
City Clerk
City Council
City Light
Department of Finance & Administrative Services (FAS)
Department of Information Technology (DoIT)
Department of Neighborhoods
Department of Planning and Development (DPD)
Ethics and Elections Commission
Fire
Health
Human Services Department (HSD)
Law Department
Library
Mayor's Office
Municipal Court
Office for Civil Rights (OCR)
Office of Arts & Culture
Office of Economic Development (OED)
Office of Housing
Office of Immigrant & Refugee Affairs
Parks & Recreation
Human Resources Department
Police Department
Seattle Channel

Seattle Channel
Seattle Department of Transportation
Seattle Public Utilities (SPU)
Zoo

During an incident, emergency public messaging provides vital information that:

- The describes the incident, what caused it, and known or potential impacts
- Hazards and protective action information
- Status of response operations
- Instructions on how to obtain assistance
- How to volunteer or assist in the response and recovery

During larger incidents, such as earthquakes, this routine public messaging capability provides the foundation for a much larger public messaging response centered on a Joint Information Center (JIC) located in the City EOC.

B. Planning Assumptions

- During a disaster, given the potential for significant and extensive impacts, even a flawlessly executed response may be seen as a failure by the general public.

- During activation of the EOC, the City will disseminate information about the emergency through a variety of communications channels.

- Coordination of public messaging for the City of Seattle will be centralized in the Joint Information Center (JIC) of the Seattle EOC.

- It is assumed that many messages, once received, are then forwarded to other recipients.

- For incidents with direct or indirect regional impacts, public messaging is most effective when done in coordination with regional partners through a joint information system (JIS).

- During a significant incident, the Seattle area can expect local, national, and international media coverage with representatives from multiple news agencies arriving to report on what is happening.

- Communicating with the public through social media, such as Twitter, community blogs, and department blogs, is an essential component of the City public messaging strategy.

- The City strategy for public messaging is constantly modified throughout the incident to ensure the public's need for information is met.

- The public develops its own situational awareness by obtaining information from the City, a variety of social media outlets, crowd mapping, and through communication with trusted sources such as family, co-workers, and friends.

- Since trust is an essential component of public messaging, the City must be perceived as a source of reliable, timely, accurate, and comprehensive information.

- As many community members rely on non-verbal communication or have limited English skills, the City of Seattle will deliver key messages, in a timely manner, to as many language

groups as possible based on the City's Inclusive Outreach & Public Engagement (IOPE) practices and consistent with Title II of the Americans with Disability Act.

- The Mayor's Office maintains a roster of PIOs from all City departments who are prepared for emergencies and can be expected to report to the EOC, working under the direction of the ESF-15 Coordinator or his/her designee.

- Department directors are aware of, and support, reassignment of department PIOs to the JIC during incidents.

- PIOs are trained in External Affairs functions, including operation of the JIC at the EOC, and receive regular updates/training on related issues, e.g., hazards training, activation drills.

III. CONCEPT OF OPERATIONS

A. Organization

When the JIC is activated, a team of City PIOs, under the direction of the ESF-15 Coordinator, carry out all aspects of emergency messaging. The Mayor's Director of Communications is the City's designated ESF-15 Coordinator.

The Mayor's Director of Communications may appoint a JIC Supervisor to manage and lead operations in the Seattle JIC.

- ESF-15 Coordinator: the Mayor's Director of Communications is responsible for all emergency public messaging during an incident.

- JIC Supervisor: designated by the Mayor's Director of Communications; determines PIO roles, assigns tasks, interfaces with Mayor's staff and EOC leadership, determines dissemination methods and timelines, approves messages, and coordinates with other JICs and agencies on messaging.

- JIC Operations Manager: helps with equipment, passwords, technical details, coordination, staffing, documentation, and other JIC logistics.

- JIC Liaison to EOC: designated "runner" who confirms, clarifies and otherwise helps ensure a smooth flow of information between the JIC and the rest of the EOC. In a large scale incident, a PIO Liaison may be assigned to a particular EOC Branch or ESF in order to accommodate the workload.

- Media Response and Monitoring: answers media calls, researches, and follows the "community conversation" portrayed by media to ensure timely and accurate messaging. For some PIOs this might also include live TV or radio interviews.

- Social Media Development and Monitoring: writes blog posts, tweets, Facebook posts, and monitors blogs, tweets and Facebook for current/changing conditions and rumor control.

- Writing and Content Creation: writes news releases, talking points and blog posts. Also provide support to Social Media Development.

- Web Site Updating: updates City home page, RPIN, Alerts blog, other web site content, and alert box.

- Research: researches anything – confirms or denies media rumors, gathers more in-depth information on emerging issues, ensures credibility of sources/resources, looks up what other agencies are producing, etc.

B. General

Unless otherwise directed, the JIC, under ESF-15, will be activated whenever the EOC is activated. The JIC, staffed by PIOs from all City departments, is the primary site and source of public information to the community using a variety of communications channels. Leveraging their combined expertise, the PIO team provides timely, accurate, and comprehensive information to the public. Public messaging activities include:

- Developing and disseminating the City's public messages
- Integrating public messaging strategy with other response operations
- Coordinating messaging with regional counterparts
- Briefing EOC staff on how the City's messages are being received by the community
- Contributing to the development of EOC Snapshot and Situation Reports
- Maintaining direct contact with mainstream (TV, radio, newspapers), alternate (social, including blogs and on-line) and ethnic (as maintained by the Mayor's Office of Immigrant and Refugee Affairs (OIRA) media sources from local, regional and international organizations.
- Guided by the City's Inclusive Outreach and Public Engagement (IOPE) policy, ensuring emergency information gets out to as broad a base as possible using OIRA, the Community Communications Network (CCN), which is managed and maintained by Seattle-King County Public Health, and other available forums
- Ensuring that public messaging is accessible to all parts of the community, such as providing American Sign Language (ASL) interpreters, for any emergency news conference.

PIOs can use several outgoing communications channels to reach external audiences, including, but not limited, to, news releases; Seattle Channel; the City's public Web site; Emergency Alert System (EAS), the alerts.seattle.gov blog; social media, such as Twitter and Facebook; regional communications channels, such as King County Metro listservs and Govlink; and resident information lines.

Activation of the EOC can vary from a few hours up to a rotating 24-hour schedule. Depending on the level or severity of the emergency, the JIC may be activated and staffed at one of three levels: full-scale activation requiring three shifts; mid-scale activation requiring two shifts; or minimum activation, requiring one to two shifts.

There may often be times when JIC operations will not coincide with EOC shifts in the Operations Room. This is due to the JIC needing to stay responsive to daily news cycles and media requests. Media response work may be conducted remotely by JIC members using their mobile devices. These positions will be determined by the JIC Supervisor and JIC Operations Coordinator. They will ensure the EOC Director is notified.

C. Planned Incident or Event

When there is sufficient notice about a planned incident or event, such as a snow storm, messaging is initiated as soon as possible to give the public sufficient time to prepare.

The Mayor's Director of Communications, JIC Supervisor, OEM Director, the lead agency PIO (as defined in the CEMP), and PIOs representing other departments (as needed), develop an initial public messaging strategy for preparedness. The OEM Director may also choose to convene a multi-department planning meeting to further develop the response plan, which would include a public messaging strategy.

In the hours and/or days preceding activation of the EOC, the Mayor's Director of Communication and the JIC Supervisor coordinates the development and dissemination of pre-incident public messages. In this circumstance, the ESF-15 function is activated but without activating the JIC. The lead department PIO is generally responsible for carrying out most of the public messaging. Other department PIOs are activated as needed to support to the lead department and to disseminate public messaging within their area of responsibility. All content about the emergency (news releases, tweets, Facebook, and department blog posts) are posted to the City blog, alerts.seattle.gov, which provides one place for the public to get all information.

Concurrent with this effort, the JIC Supervisor prepares to activate the JIC which includes:

- Briefing department PIOs on the situation
- Establishing a schedule for staffing the EOC JIC
- Participating in planning meetings, facilitated by OEM, to develop the response plan
- Coordinating with partners at King County and the state as necessary
- Briefing the EOC Director on the plan for JIC operations

Based on a schedule defined in the response plan, the EOC and JIC activate. At that point, public messaging transitions over to the JIC.

D. No-Notice Incidents

For unplanned EOC activations, the Seattle OEM will notify all ESF representatives, including PIOs. For those incidents where communication systems may be out, PIOs are trained to respond to the EOC without waiting for instructions to do so. For those incidents with significant and widespread impacts, such as an earthquake, public messaging could be delayed until PIOs are able to report for duty.

While notifications are being made, and depending on the nature of the incident, departments responding to the incident may initiate public messaging from the incident command established at the incident scene or through other means.

PIOs arriving at the EOC follow established EOC check-in procedures for all responders.

The first PIO(s) to arrive at the EOC will designate a JIC Supervisor and begin setting up the JIC. These duties include: turning on equipment, readying the media lines, getting logged onto the computer systems, signing into WebEOC, and generally organizing the room to ensure the JIC is ready to support the external communication needs of the emergency.

If the incident occurs during the work day, more PIOs may report to the EOC than are needed for an initial shift. Based on the JIC staffing plan approved by the EOC Director, some PIOs may be sent home with instructions to report back to the EOC for a later shift.

E. JIC Operations

Planned or unplanned activations of the EOC begin with a briefing conducted by the EOC Director. The Mayor's Director of Communications and/or the JIC Supervisor participate in this briefing. In addition, the JIC Supervisor participates in briefings hosted by the EOC Operations Section Chief which are held periodically throughout the shift.

The JIC Supervisor will develop an initial public messaging strategy in coordination with the EOC Director. As the incident evolves, the JIC Supervisor and EOC Director continually adapt the public messaging strategy to meet the needs of the incident.

The JIC Supervisor and EOC Planning Section Chief jointly review Situation and Snapshot reports to ensure the information they contain is consistent with public messages the JIC is disseminating.

The Seattle JIC may also include PIOs representing Public Health Seattle and King County, Seattle Schools, King County Metro, and other agencies.

The Seattle JIC may interact with JICs in other jurisdictions, the King County ECC JIC, Washington State EOC JIC, and one at the federal level. When two or more JICs are activated for the same incident, they can form a virtual Joint Information System (JIS) where each continues to be responsible for messages within its jurisdiction and any joint, regional messages are coordinated among all of the JICs involved so as to:

- Eliminate or reduce conflicting or competing information
- Ensure communications come from the appropriate agencies
- Ensure accurate information is quickly and thoroughly disseminated to the target populations
- Strengthen public confidence by demonstrating cooperation among jurisdictions and public officials
- Share resources
- Correct misinformation and resolve rumors

Information most likely to be coordinated using a JIS approach include:

- News conferences
- News releases
- Fact sheets or instructions pertaining to such things as public health, road closures, public transportation, school closures, power outages, traffic re-routes, public safety, evacuations, public shelters, etc.
- Responses to questions from news media
- Emergency proclamations and orders

As a part of its regular operations, the JIC will ensure that press conferences can be accessed by all populations and information, terminology in press releases is appropriate for language translation, and that mapped information shared with the public is translated into text for the blind.

F. Remote Operations

There may be times when it is more practical for PIOs to work remotely from their home, field, office, or other designated site during activation. The JIC Supervisor and JIC Operations Coordinator manage and maintain all aspects of this activity in coordination with the EOC

Director. Remote operations will depend upon the availability of adequate and viable alternate power and communication channels.

G. Alternate EOC

In the event of a catastrophic incident, it is possible the Seattle EOC, including the JIC, may relocate to an alternate site. In that event, the Seattle JIC may operate virtually, with some PIOs working from their offices or homes.

H. Employee Messaging

The City is committed to keeping City employees informed about incidents. This employee messaging strategy assigns to department directors the responsibility for keeping employees properly informed. Every department is different; each has unique missions and responsibilities to carry out. As opposed to a "one size fits all" approach, directors are in the best position to convey information in a manner that fits the needs of their organization and employees. This approach also ensures that such messages support, and not conflict with, critical department operations.

Department PIOs can assist directors in gathering and disseminating information. Also, the City blog, alerts.seattle.gov consolidates all public information released by City departments. Seattle Office of Emergency Management assists by forwarding weather forecasts, situation reports, plans and other information to department directors.

When the EOC is activated, department directors remain responsible for keeping their employees informed. Directors can reference EOC snapshot reports, situation reports, press releases, and other reports when developing employee messages.

Upon request, the JIC can assist directors by crafting general employee messages which summarize information about the incident. After review by the Mayor's Office, these messages are sent to department directors for dissemination. The Human Resources Department supports department directors by providing information about personnel policies, rules, and procedures as needed.

In an emergency situation, when employees need to be notified immediately, the EOC Director may contact the Mayor for authorization to send an email to all employees. PIOs in the JIC and OEM Staff Duty Officers can send these types of emails.

I. Direction and Control

The Mayor's Director of Communication is responsible for citywide coordination of messaging during incidents. This coordination usually occurs at the JIC but it also can be accomplished "virtually" in the time preceding a planned incident. As the incident evolves, responsibility for some areas of public messaging may be delegated back to specific departments.

The City Emergency Executive Board (EEB), which is composed of all department directors, can be convened, as needed, to assist in the development of the public messaging strategy, related policies, and other support.

J. Procedures

- JIC policies and procedures are outlined in the JIC Quick Start Manual which is online and available in the JIC.

IV. RESPONSIBILITIES

A. Prevention and Mitigation Activities

The responsibility for prevention and mitigation activities related to emergencies falls to individual departments as part of their day-to-day operations. Examples include public outreach, customer newsletters, City Light and SPU bill inserts, and providing emergency preparedness information to citizens on the City's public web site.

B. Preparedness Activities

Seattle OEM ESF-15 Liaison

- Assist the JIC Supervisor in updates to the ESF-15 Annex
- Disseminate information about regional emergency communications seminars, workshops and trainings.
- Attend monthly PIO meetings
- Support twice yearly Seattle OEM training to City PIO on EOC operations, roles, responsibilities, and procedures
- Assist the JIC Supervisor in the development and delivery of training and exercises for department PIOs

JIC Supervisor/s

- Update the ESF-15 Annex annually
- Meet with other jurisdiction PIOs to share information and develop plans
- Train and develops new JIC Staff
- Participate in OEM trainings and workshops
- Attend Strategic Workgroup weekly meetings
- Stay current on public information best practices during disasters
- Maintain familiarity with City disaster plans
- Deliver twice yearly Seattle OEM training to City PIO team on EOC operations, roles, responsibilities, and procedures
- Develop and deliver PIO team training
- Conduct one annual JIC exercise (EOC activation may substitute)
- Participate in Seattle OEM sponsored EOC exercises
- Maintain JIC call-out list
- Update news media list.
- Update JIC procedures manual

City PIOs

- Maintain department news media lists
- Stay current on public information best practices during disasters
- Maintain familiarity with City disaster plans
- Participate in training and exercises as directed
- Attend FEMA Basic and Advanced PIO training courses as time permits

C. Response Activities (General)

- Define the public messaging strategy
- Issue press releases and social media updates
- Participate in the development of EOC plans
- Coordinate media interviews
- Assign PIOs to field incidents

- Prepare materials and site for news conferences
- Arrange for translation and interpreters
- Notify County and State JICs when Seattle JIC is activated
- Share information with other JICs
- Monitor regional and State web sites, provide links to other jurisdictions' web sites and/or post information on joint web sites
- Participate in local or regional webinars, video or telephone conference calls
- Contact public information officers of other jurisdictions to exchange information or coordinate other activities, i.e., visiting dignitaries
- Send a Seattle PIO to another jurisdiction's JIC to serve as a liaison.
- Develop and maintain JIC staffing plan
- Plan and coordinate visits by officials with the Office of Intergovernmental Relations.

D. Recovery Activities

Once the emergency has passed and the EOC is deactivated, the JIC will likely also deactivate, but, much like during pre-activation, public messaging may continue under the coordination of the Mayor's Director of Communication. In recovery, incoming calls to the EOC media line are redirected back to individual department PIOs for follow up.

V. RESOURCE REQUIREMENTS

C. Logistical Support

All JIC reference material, including City and PIO contact lists, employee directories, dictionaries, AP Stylebook, Thesaurus, City Annexes, Thomas Guides, media directories, other resource lists and the like, are accessible either on-line or hard copy in the JIC. See References in EOC Response folder.

GIS maps: designated GIS responders will be on-site during activation to produce maps for all sections and branches of the EOC, including the JIC.

Visuals other than maps, for use in press briefings. etc: See Seattle EOC Policy and Procedures Manual.

Language maps: A number of support materials are available on the City's InWeb at: http://inweb.ci.seattle.wa.us/neighborhoods/outreachguide/
Logistics/Admin Support: This branch and section will maintain computers throughout the EOC, help with system-wide voicemail and e-mail, set up the media briefing room, coordinate transportation as needed, and more. See Seattle EOC Policies and Procedures Manual.

Canned messages on selected topics, City department mitigation brochures, e.g., power outage, landslide, snow/ice, preparedness brochures, City's inclement weather policy and other information provided by departments, agencies and organizations.

D. Communications and Data

City PIOs maintain ready access to all standard communication tools used on a daily basis, i.e., email, cell phones, web, social media, landlines, as well as other operational communication tools inside the EOC, i.e., department hotlines, 800 MHz radios, department call centers, portables, etc. See Seattle EOC Policies and Procedures Manual.

VI. ADMINISTRATION

The JIC Operations Coordinator maintains all records regarding PIO operations. See Archived Activations/Public Information/Reference in the EOC Response folder. See Job Descriptions under Logistical Resources/Public Information/Reference in the EOC Response folder.

A. Cost Accounting and Cost Recovery

Departments are responsible for all costs related to the assignment of their PIOs to the JIC. All PIOs should track their costs and keep their department informed. After the incident is over, the Seattle OEM and City Budget Office will provide instructions to departments on reporting costs. Financial reimbursement is never guaranteed.

B. Annex Maintenance

The JIC Supervisor, with assistance from the OEM PIO Liaison, is responsible for maintaining the ESF-15 Annex.

VII. TERMS AND DEFINITIONS

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