

**Disaster Ready...prepared people,
resilient community**



**Citywide Emergency Management
Program Strategic Plan**

2020-2022



City of Seattle

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Separate Document: **Emergency Support Function (ESF) Work Plans**

RECORD OF REVIEW & ADOPTION

MEETING / EVENT	DATE	ACTION
Strategic Work Group (SWG)	June 17 th , 2013	SWG Day-long Retreat – Kickoff to Development of Strategic Plan
Strategic Work Group (SWG)	July 8 th , 2013	Development of Strategic Plan
Strategic Work Group (SWG)	July 15 th , 2013	Development of Strategic Plan
Strategic Work Group (SWG)	July 29 th , 2013	Development of Strategic Plan
Emergency Executive Board (EEB)	Aug. 16 th , 2013	Review of 'Draft' Strategic Plan; CBO to follow-up on any funding implications/commitments
Strategic Work Group (SWG)	Aug. 26 th , 2013	Development of Strategic Plan
Strategic Work Group (SWG)	Sept. 9 th , 2013	Development of Strategic Plan
Disaster Management Committee (DMC)	Oct. 24 th , 2013	Voted; Approved
Strategic Work Group (SWG) and Office of Emergency Management (OEM)	Jan. 6 th , 2014	Defining Scopes of Work
Strategic Work Group (SWG) and Office of Emergency Management (OEM)	Jan. 13 th , 2014	Defining Scopes of Work
Strategic Work Group (SWG)	June 9 th , 2014	Review Status of 2014 Action/ Task Items
Strategic Work Group (SWG)	June 16 th , 2014	Preparation for July 14 th Workshop
Office of Emergency Management	June 18 th , 2014	Review status of 2014 Action/ Task Items
Strategic Work Group (SWG)	June 30 th , 2014	Facilitator Lead Discussion on Goals and Objectives
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Retreat	July 14 th , 2014	Seattle EOC/ SWG Day-long Retreat – Discussion of implementation of Strategic Plan action items
Strategic Work Group (SWG) and Office of Emergency Management (OEM)	Aug. 2014	Reviewed draft comments, changes and suggestions from July 14 th Retreat incorporated into updated 2015-2017 draft
Office of Emergency Management	Dec. 17 th , 2014	Review overall Plan with specific focus on 2015 expectations
Strategic Work Group (SWG)	Jan. 12 & 26, 2015	Review overall Plan with specific focus on 2015 expectations
Disaster Management Committee (DMC)	Feb. 12 th , 2015	Confirmation on 'electronic' vote
Emergency Executive Board (EEB)	Feb. 18 th , 2015	Review and approval of Strategic Plan
Disaster Management Committee (DMC)	Feb. 26 th , 2015	Announced electronic approval and EEB approval
Office of Emergency Management	May 12 th , 2015	Status Check-in on 2015 Strategic Plan Action Items

Strategic Work Group (SWG)	June 1 st , 2015	Mid-Year Status Check-in on 2015 Strategic Plan Action Items
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Retreat	Nov. 2 nd , 2015	Seattle OEM/ SWG Half-Day Retreat – Discussion of updating and implementation of Strategic Plan for 2016-2018
Strategic Work Group (SWG)	Nov. 30 th , 2015	Continued work on updating Plan with specific focus on 2016 expectations
Strategic Work Group (SWG)	Dec. 7 th , 2015	Continued work on updating Plan with specific focus on 2016 expectations
Strategic Work Group (SWG)	Jan. 11 th , 2016	Continued work on finalizing updated Plan
Disaster Management Committee (DMC)	Jan. 28 th , 2016	Voted; Approved
Emergency Executive Board (EEB)	Feb. 19 th , 2016	Voted; Approved
Strategic Work Group (SWG)	March – December, 2016	Routine check-in and continued work and status updates provided; documented in SharePoint
Disaster Management Committee (DMC)	July 28 th , 2016	Mid-Year Status Report on 2016 Strategic Plan Action Items
Strategic Work Group (SWG)	Aug. 29 th , 2016	Reviewed current 2016 work items and status; addressed work on updating Plan with specific focus on 2017 expectations
Disaster Management Committee (DMC)	Sep. 22 nd , 2016	Engaged partners in strategic planning efforts (prune the tree activity – foundation items, short & long-term items)
Strategic Work Group (SWG)	Oct. 3 rd , 2016	Continued work on updating Plan with specific focus on 2017 expectations
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Oct. 10 th , 2016	Seattle OEM/ SWG Half-Day Workshop – Discussion of updating and implementation of Strategic Plan for 2017-2019
Strategic Work Group (SWG)	Nov. 7 th , 2016	Continued work on updating Plan with specific focus on 2017 expectations
Strategic Work Group (SWG)	Dec. 12 th , 2016	Continued work on updating Plan with specific focus on 2017 expectations
Office of Emergency Management	Jan. 3 rd , 2017	Review overall Plan with specific focus on 2017 expectations
Strategic Work Group (SWG)	Jan. 9 th , 2017	Continued work on finalizing updated Plan
Disaster Management Committee (DMC)	Jan. 26 th , 2017	Voted; Approved
Emergency Executive Board (EEB)	Feb. 15 th , 2017	Voted; Approved

Strategic Work Group (SWG)	Mar. – Dec., 2017	Routine check-in and continued work and status updates provided; documented in SharePoint
Disaster Management Committee (DMC)	July 27, 2017	Mid-Year Status Report on 2017 Strategic Plan Action Items
Strategic Work Group (SWG)	Aug. 21, 2017	Reviewed current 2017 work items and status; addressed work on updating Plan with specific focus on 2018 expectations
Strategic Work Group (SWG)	Sept. 18, 2017	Continued work on updating Plan with specific focus on 2018 expectations
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Oct. 2, 2017	Seattle OEM/ SWG Full-Day Workshop – Discussion of updating/implementation of Strategic Plan for 2018-2020
Strategic Work Group (SWG)	Nov. 6, 2017	Continued work on updating Plan with specific focus on 2018 expectations
Strategic Work Group (SWG)	Nov. 20, 2017	Continued work on updating Plan with specific focus on 2018 expectations
Disaster Management Committee (DMC)	Jan. 25, 2018	Voted; Approved
Emergency Executive Board (EEB)	Feb. 14, 2018	Voted; Approved
Disaster Management Committee (DMC)	July 26, 2018	Mid-Year Status Report on 2018 Strategic Plan Action Items
Strategic Work Group (SWG)	Sept. 20, 2018	Reviewed current 2018 work items and status; addressed work on updating Plan with specific focus on 2019 expectations
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Oct. 1, 2018	Seattle OEM/ SWG Full-Day Workshop – Discussion of updating/implementation of Strategic Plan for 2019-2021
Disaster Management Committee (DMC)	Dec. 20, 2018	Voted; Approved
Emergency Executive Board (EEB)	Jan. 8, 2019	Voted; Approved
Disaster Management Committee (DMC)	Aug. 22, 2019	Mid-Year Status Report on 2019 Strategic Plan Action Items
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Oct. 1, 2019	Seattle OEM/ SWG Full-Day Workshop – Discussion of updating and implementation of Strategic Plan for 2020-2022
Office of Emergency Management	Nov. 5, 2019	Review OEM specific work items within Strategic Plan and ESF 5 Work Plan
Strategic Work Group (SWG)	Nov. 14, 2019	Continued work on updating Plan
Disaster Management Committee (DMC)	Dec. 19, 2019	Voted; Approved
Emergency Executive Board (EEB)	Jan. 8, 2020	Voted; Approved

INTRODUCTION

The City of Seattle emergency management program's success is based on the collaboration and coordinated efforts of the designated Office of Emergency Management (OEM) and the cadre of city departments and community agencies and members who collaborate to create a comprehensive emergency management program.

Through strategic planning, the City's emergency management program is intended to improve the City's ability to 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. The *Citywide Emergency Management Program Multi-Year Strategic Plan* is reflective of the input, thoughtfulness, and expertise of stakeholders within government, public and private agencies, non-profit organizations, and the community.

Our Citywide Vision

Disaster ready...prepared people, resilient community.

Our Citywide Mission

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

Guiding Principles

- **Comprehensive**: We consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.
- **Progressive**: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
- **Risk-Driven**: We use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
- **Integrated**: We ensure unity of effort among all levels of government and all elements of the community.
- **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.
- **Flexible**: We use creative and innovative approaches in solving disaster challenges.
- **Professional**: We value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

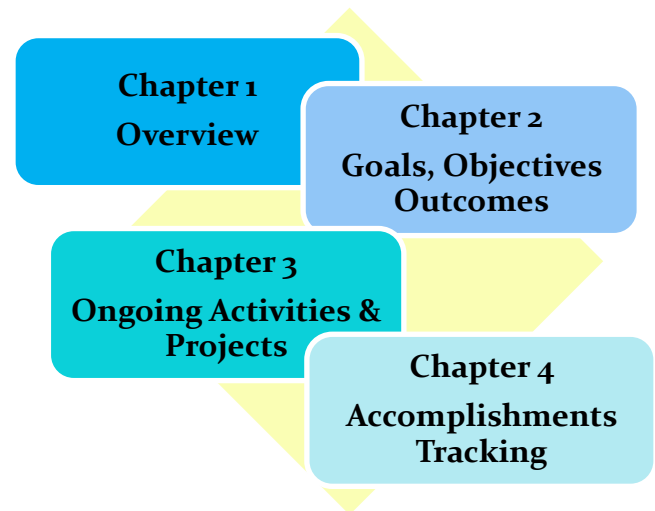
CHAPTER 1: OVERVIEW

ORIENTATION TO THE PLAN

The citywide emergency management Strategic Plan was established in 2013 and intended to meet the vision of the city-wide, comprehensive 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.

Over the last several updates of the Strategic Plan, the Strategic Work Group (SWG) along with the Office of Emergency Management (OEM) worked to streamline and pay close attention to the implementation process of each Goal and Objective. The Plan has naturally evolved to ensure outcomes are clearly defined and ongoing emergency management activities are taken into consideration when managing workloads and prioritization.

This Plan will be continually reviewed and 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. 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).



STRATEGIC PLAN DEVELOPMENT PROCESS

This Plan's development and ongoing updating efforts involve the participation of key essential functions, stakeholders, and community partners at varying levels within several Work Groups and Committees. As a citywide strategic plan, it reflects a roadmap to accomplish our goals and objectives meeting the vision for the entire citywide emergency management program. The development process took into consideration event and exercise 'After Action Reports' and 'Improvement Plans,' feedback from activities conducted by OEM and other departments, Department of Homeland Security Core Capabilities, and the Emergency Management Accreditation Program.

The Stakeholders were integral in addressing: Identification of gaps; Development of Goals & Objectives; Prioritization; Implementation Tasks & Actions; and Performance Outcomes. There continues to be three strategic priority areas for the 2020-2022 update:

- Priority 1: Strengthen our comprehensive citywide emergency management capabilities
- Priority 2: Encourage/Inspire our community to be prepared

- Priority 3: Support/Facilitate a more resilient community through innovative mitigation and recovery efforts

Objectives, Timelines, and Outcomes were documented to successfully accomplish the overall goals. Key Emergency Support Function (ESF) departments delineate their work plans that contain activities and focus on the three strategic priority areas. Additionally, it should be acknowledged the existence of many ongoing and routine bodies of work which are needed to sustain and maintain a comprehensive emergency management program.

IMPLEMENTATION AND MAINTENANCE

Section 10.02.060 of the Seattle Municipal Code (SMC) assigns the responsibility for review of the City's emergency management program on a day-to-day basis to the Disaster Management Committee (DMC). The Office of Emergency Management (OEM) Director chairs the DMC. The duties of the DMC, as paraphrased from Section 10.02.060 of the SMC, are to:

1. Advise the Mayor and City Council on all matters pertaining to disaster readiness and response capabilities within the City;
2. Periodically review and make recommendations for the revision and/or maintenance of up-to-date disaster plans for the City consistent with Chapter 38.52 RCW and WAC 118-30;
3. Provide cooperation and coordination with the disaster response plans of other local organizations and agencies;
4. Prepare and recommend to the Mayor plans for mutual aid operations;
5. Strategically plan and build capabilities for city-wide emergency preparedness;

The Office of Emergency Management will convene subcommittees of the Disaster Management Committee as necessary to focus greater attention to any specific emergency management initiatives.

Maintenance Cycle

Through OEM's leadership, the Strategic Work Group (SWG) and the Disaster Management Committee (DMC) will use the Strategic Plan as the roadmap to accomplish the respective goals and objectives throughout the year. As implementation proceeds throughout the year, stakeholders with 'lead' and/or 'support' roles will monitor their progress and participate in the annual review and update of the Strategic Plan. All the respective work program items that are found to be acceptable will become the DMC's overall Work Plan.

The OEM, SWG, DMC and overarching insight through the Emergency Executive Board (EEB), routinely review, discuss, adapt, and evaluate the Strategic Plan work items and priorities. The SWG and OEM are the primary entities who manage the work, progression and completion of the identified goals. If high priority projects need to be adapted due to emergency response demands and/or workload adjustments, the SWG, DMC and EEB are involved, as needed. Monthly SWG and DMC are utilized to engage stakeholders in planning activities for preparedness, mitigation, response and recovery.

Every Fall the SWG and OEM convene in a day-long strategic planning workshop. Participants review the current goals, project status, AARs and outstanding IPs, address any Mayoral and EEB direction or

guidance, and assess where and how the Strategic Plan should be updated, revised and/or enhanced for the coming year and following two years. Through multiple SWG, OEM and as needed, DMC meetings, the Strategic Plan is updated with stakeholder input for the coming year cycle.

Typically, at the DMC December or January meeting, the stakeholders are provided the updated Strategic Plan for their review and subsequent adoption. From there the EEB also reviews and adopts the updated Strategic Plan at their first quarter of the year meeting. For general awareness, the OEM Director will typically brief the City Council and the EEB adopted Strategic Plan is posted the OEM's webpage.

1st Quarter of Year

- At the initial DMC meeting of each calendar year, OEM will review the respective Strategic Plan deliverables identified for the upcoming year with the DMC membership. Implementation of the respective actions will be the responsibility of the coordinating 'lead' entity.
- By no later than the end of March, the DMC adopted plan will be submitted to the Mayor and the Emergency Executive Board for review and adoption.

2nd Quarter of Year

- During the mid-year timeframe, OEM will convene key stakeholders and partners to review the existing Strategic Plan, evaluate the progress and modify and/or adjust the remaining year priorities into the following years, as needed and identified in the Plan.

3rd Quarter of Year

- A mid-year status briefing is provided to the DMC.
- OEM and stakeholders continue to work on existing Strategic Plan items, evaluate the progress and modify and/or adjust the remaining year priorities into the following years, as needed and identified in the Plan.

4th Quarter of Year

- During the fourth quarter, OEM begins the process of documenting the Strategic Plan accomplishments for the given year and updating goals for the next cycle.
- Any updates to the Strategic Plan will be brought back to the DMC for review and adoption.

STAKEHOLDERS

2-1-1 Crisis Connections
Alliance for People with DisAbilities
American Red Cross
Amtrak
Building Owners & Managers Association
Business/Private Sector
Chicken Soup Brigade
Cybersecurity and Infrastructure Security Agency
City Attorney's Office
City Budget Office
City Clerk's Office
City Council
City Light
City of Seattle
Commission for People with disAbilities
Community groups
Consulates
Disability Advocacy Group
Deaf Blind Services
Department of Construction & Inspections
Department of Education & Early Learning
Department of Human Resources
Department of Neighborhoods
Department of Transportation
Enwave Seattle
Federal Bureau of Investigations
Federal Emergency Management Agency
Finance & Administrative Services
Fire Department
Human Services Department
King County Metro Transit
King County Office of Emergency Management
King County Sheriff's Office
King County Zone 1 Coordination Communities
King County Zone 3 Coordination Communities
Lifelong AIDS Alliance
Lighthouse for the Blind
Mayor's Office
Municipal Courts
National Guard
Northwest Healthcare Response Network
Office of Civil Rights
Office of Economic Development
Office of Emergency Management
Office of Foreign Missions
Office of Housing
Office of Immigrant & Refugee Affairs
Office of Intergovernmental Relations
Office of Planning & Community Development
Office of Sustainability & Environment
Pacific Northwest Economic Region
Parks & Recreation Department
Police Department
Port of Seattle
Public Health – Seattle & King County
Public Utilities
Puget Sound Energy
Seattle Animal Shelter
Seattle Center
Seattle Chambers of Commerce
Seattle Channel 21
Seattle Colleges
Seattle Housing Authority
Seattle Information Technology
Seattle Pacific University
Seattle Public Libraries
Seattle Public Schools
Seattle University
Secret Service
Sound Transit
The Salvation Army
United States Coast Guard
United Way
University of Washington
University of Washington Autism Center
Veteran's Administration
Visit Seattle
Washington State Department of Health
Washington State Emergency Management Division
Washington State Fusion Center
Washington State Patrol

PRIMARY EMERGENCY MANAGEMENT PLANS

The table below summarizes the City's major emergency management plans and anticipated update cycle.

Plan Revision Cycle	Current Version	2020**	2021**	2022**	Plan Owner
Strategic Plan-3 Yr.	2018	Revision	Revision	Revision	OEM
CEMP Introduction-3 Yr.	2018	Update	Update	Revision	OEM
Annex I-Seattle Community Profile-3 Yr.	2018	Update	Update	Revision	OEM
Annex I-Seattle Hazard Identification & Vulnerability Analysis-3 Yr.	2018	Update	Update	Revision	OEM
Annex I-Seattle Threat Hazard Identification & Risk Assessment-3 Yr.	2013	Update	Revision	Update	OEM
Annex II-Seattle Training and Exercise Plan-3 Yr.	2018	Update	Update	Revision	OEM
Annex II-Emergency Management Planning Policy-3 Yr.	2019	Revision	Update	Update	OEM
Annex II-Emergency Management Outreach Strategies-3 Yr.	2019	Update	Update	Update	OEM
Annex III-All-Hazards Mitigation Plan-5 Yr.	2015	Revision	Update	Update	OEM
Annex IV-Emergency Operations Plan-3 Yr.	2018	Update	Revision	Update	OEM
Annex IV-ESFs-3 Yr. (Varies)	2018	Update	Update	Revision	ESF Coordinators
Annex IV-Support Operations Plan Evacuation-3 Yr. Military Support-3 Yr. Alert and Warning-3 Yr.	2015 2020 2019	Update Update Update	Revision Update Update	Update Update Update	OEM
Annex IV-Incident Operations Plan Winter Storm (Existing)-3 Yr. Earthquake (Existing)-3 Yr. Pandemic (Existing)-3 Yr.	2018 2020 2014	Update Update Revision	Revision Update Update	Update Update Update	Operations Plan Leads
Annex V-Disaster Recovery Framework (RSFs)-5 Yr.	2015	Update	Revision	Update	OEM
Annex V-Debris Management Plan-5 Yr.	2014	Update	Update	Update	SPU
Annex VI-Seattle Continuity of Government Plan-3 Yr.	2018	Update	Revision	Update	OEM
Annex VI-Seattle Continuity of Operation Plans-3 Yr. (Varies)* - Revision in 2022	varies	Update	Revision	Update	COOP Points of Contact

****NOTE:**

UPDATE - 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. Updates are not required to go through formal council adoption.

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

CHAPTER 2: GOALS, OBJECTIVES & OUTCOMES

There are three (3) targeted strategic priority areas.

Strategic Priority #1:	Strengthen our comprehensive citywide emergency management capabilities
Strategic Priority #2:	Encourage/Inspire our community to be prepared
Strategic Priority #3:	Support/Facilitate a more resilient community through innovative mitigation and recovery efforts

*****See 'APPENDIX – 2020-2022 Priority Areas' on pages 22-35.**

*****A separate ESF Work Plan document provides department-level intended work for 2020-2022.**

ALL CITY DEPARTMENT COMMON RESPONSIBILITIES

All city departments play roles in the emergency management program. Common responsibilities required for departments are:

- 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 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.
- Appropriately address the access and functional needs of populations served by departments.
- 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 State and Federal compliance reports.
- Maintain callout lists and schedules and provide copies to Seattle OEM to ensure rapid and efficient notification of department personnel and responders even when regular Communication systems are interrupted.
- Ensure all staff assigned to the City's EOC have completed required EOC training.
- Coordinate all public information through the Joint Information Center/System when directed.
- When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.
- Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the CEMP.
- Provide situation updates, damage assessment information, and updates on operations as defined the EOC Consolidated Action Plan.
- 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 personnel understand their emergency roles and responsibilities.
- Develop and maintain Continuity of Operations Plans for sustaining their departments' essential functions and services.
- Maintain a "Line of Succession" for department leadership and provide those designations monthly to Seattle OEM.
- Assign staff to contribute information to the citywide damage assessment and impact analysis to determine eligibility for federal and state assistance as well as the staff necessary to manage projects that receive public assistance for repair, reimbursement, or recovery.
- Ensure assigned improvement plan items are completed, addressed, and or resolved and documented according to schedule.

CHAPTER 3: ONGOING ACTIVITIES & PROJECTS

There are many activities, tasks, and projects that occur on an ongoing basis. These are elements that all contribute to a holistic and comprehensive emergency management program. Thus, this Chapter will be continually updated.

STRATEGIC PRIORITY #1:	STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES
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- OEM staff participates in the Emergency Management Accreditation Program (EMAP) contributing to the emergency management profession across the nation and collaborates with City departments to maintain accreditation of Seattle’s emergency management program.
- OEM Director and staff participate in regional and state-wide activities and programs (Washington State Emergency Management Association, Partners in Preparedness, Washington Mutual Aid System, King County Emergency Management Advisory Committee, etc.).
- OEM Director participates in the Big Cities Emergency Managers.
- Participate in the State’s ongoing effort to develop a State-wide Catastrophic Framework.
- Review all scheduled plans for accuracy once a year.
- Annual updates and maintenance of COOPs for city departments that have an identified role in disaster response and recovery as delineated in the Comprehensive Emergency Management Plan.
- Identify corporations/businesses that provide operational services and engage them in planning. Examples: Enwave Seattle, Argosy Cruises, telecommunication, banking, food distribution etc.
- Address the disaster needs of Access and Functional Needs (AFN) individuals before, during and after a major event.
- OEM facilitates meetings of the city-wide Disaster Management Committee, Strategic Work Group, Mayor’s Emergency Executive Board, and Seattle OEM Duty Officers to train, plan, and learn how to best respond to events/incidents.
- Implement and hold accountable the strategies, approaches and deliverables delineated in the current version of the Training and Exercise Plan.
- Inventory training needs and conduct a gap analysis based on what is provided versus needed.
- Track improvement plans items to ensure changes are incorporated into plans, training, etc.
- Participate in regional planning groups.
- Departments maintain adherence to the guidance regarding the National Incident Management System.
- Seattle provides all documentation regarding NIMS compliance as requested by the State to ensure compliance with State and Federal requirements.
- Maintain, manage, and plan for improvements to the EOC audio-visual and information technology systems.
- Test all City emergency generators at full load capacity every other year via load bank. In off years, test generators using actual building load.
- Clarify the roles and responsibilities of Public Health, WA State Department of Health, and Seattle Public Utilities for public messaging during water contamination incidents.

STRATEGIC PRIORITY #2:	ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED
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- In 2019 OEM partnered with SDHR to conduct 2 citywide Stop the Bleed trainings and installed 30 bleed control kits in SPR community centers. These trainings will be routinely provided.

- In 2019 OEM sponsored and conducted a field exercise with Auxiliary Communication Services and neighborhood hub groups in June. These field exercises are held on an annual basis.
- Participate in regional and national campaigns to bring greater exposure to emergency preparedness, mitigation, response, and recovery.
- Work with organization and community groups to enhance their ability to deliver preparedness public education programs to their community.
- Conduct training for and partnership with community events involving non-profit and faith-based organizations who reach vulnerable communities.
- Provide basic personal preparedness training to city employees. Several formats have been used to make the basic content accessible to as many employees as possible. Interactive video, translated materials, on-line preparedness materials and in-person classroom training have been the most consistently implemented and accessed. Seattle OEM staff teaches personal emergency preparedness as part of New Employee Orientation offered six to eight times a year through the Seattle Department of Human Resources training division.
- Promote Alert Seattle (the city’s emergency notification and alert system) by encouraging the community to ‘opt-in’ on receiving alerts and warnings.
- Identify ways to increase participation and engagement of underrepresented parts of the city, vulnerable populations, and portions of the population not reached to date.
- Use community safety advocates to train limited English proficient (LEP) audiences in emergency preparedness.

STRATEGIC PRIORITY #3:	SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS
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- In 2019 the City successfully negotiated the contract with the Oak View Group who are renovating Key Arena to ensure the facility will continue to be available as an emergency shelter. Partners are OEM, Mayors Office, City Attorney Office, OED and FAS.
- In 2019 the City took several measures to address poor air quality associated with wildfire smoke. The subsequent plans and procedures will be implemented when conditions warrant.
- Annually provide an overview of the roles and responsibilities for information collection, analysis, and dissemination by the SPD Criminal Intelligence Section, Washington State Fusion Center, and Public Health Seattle-King County.
- Annually provide an overview of programs/mechanisms in place to share/report suspicious activity and security information across City Departments and the region, including WSFC Fusion Liaison Officer and SPD Seattle Shield.
- Annually provide briefing on the ability of the City to detect and act on Cyber-threats and hazards.
- Incorporate critical infrastructure planning into city-wide Capital Improvement Plan process to mitigate risk identified in SHIVA/THIRA.
- Continue teaching ‘Home Retrofit Program’ supported by plan sets managed and maintained by the Department of Construction & Inspection. OEM routinely delivers workshops for residents who are interested in retrofitting their homes for an earthquake.
- Provide training to the Disaster Management Committee on the hazards identified in this SHIVA.
- Conduct annual updates and scheduled major revisions to the Seattle All Hazards Mitigation Plan (current version).
- Provide annual training to key personnel in each department on FEMA Public Assistance policies, protocols, and administrative systems.
- Identify procedures and additional planning issues to enhance the Seattle Recovery Framework.

CHAPTER 4: ACCOMPLISHMENTS TRACKING

As the various actions, tasks and performance metrics are completed or met in the timeframe of this plan, this Chapter provides the documentation and summary of what was accomplished in relation to each identified goal.

STRATEGIC PRIORITY #1:	STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES
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- In 2019, OEM coordinated 3 weeks of interagency conference calls for viaduct closure.
- In 2019 City operations departments and OEM formed an ICS instructor cadre to expand training opportunities and deliver an integrated learning experience.
- In 2019 the City’s emergency purchasing ordinance was approved by City Council.
- In 2019 SDHR and IT created a process in the HRIS for city employees to put emergency contact info into AlertSeattle so employees can be effectively notified during emergencies.
- In 2019 OEM provided daily coordinated briefings with MOS and Cabinet during the winter storm to keep partners and stakeholders updated.
- In 2019 OEM, with the assistance of a loaned Communications Specialist from SPU, identified and trained new JIC supervisors (raising the number of 2 to 12). The Communications Specialist also identified and trained more than 100 City employees with public information skills who can respond and staff the JIC for multiple shifts.
- In 2019 the Seattle Information Department revised the cybersecurity incident response plan.
- In 2019 SDOT in partnership with SDHR mapped where all SDOT are physically located.
- In 2019 the City coordinated with regional transportation and safety departments to accommodate the traffic impacts of Seattle Squeeze.
- In 2019 SPU and City Light conducted a TTX based on a failure of the Tolt Dam.
- In 2019 the city developed a regional comprehensive medical transportation plan during the AMR ambulance strike.
- In 2019 OEM and SDHR authorized the use of Seattle Shares to allow employees to donate the cash equivalent of unused vacation leave to help people impacted by Hurricane Dorian.
- In 2019 the Fire Department updated their Earthquake Incident annex.
- In 2019 OEM staff in conjunction with other big city emergency managers got Regional Catastrophic Planning Grant reauthorized.
- In 2019 OEM completed a new resource request board for State of WA that will tie together all cities and counties using the same WebEOC board.
- In 2019 Mayors office and public information officers established a protocol to utilize social media accounts during an emergency.
- In 2019 SDOT IMT activated 4 times in 2019 to support Seattle Squeeze operations and for winter storm response.
- In 2019 PHSKC activated Health and Medical Area Command to prevent spread of measles and hepatitis A.
- In 2019 SPR hosted, sponsored a multi- jurisdictional team homeless encampment training at the Joint Training Facility.
- In 2019 the City stood up extended shelter system for people experiencing homelessness in cooperation with King County, SPR, Seattle Center during the February snowstorm
- In 2019 SDCI updated the building code.

- In 2019 HSD participated in a King County workgroup to begin establishing a King County FAST (Functional Assessment Services Team). HSD did outreach to recruit KC volunteers for the 2018 FAST Training in Pierce County; HSD staff was part of the FAST training team.
- In 2019 HSD purchased 10 sets of sensory equipment for use in emergency shelters to support people for whom the chaotic shelter environment will pose a barrier to health/safety
- In 2019 HSD purchased 8 sets of ADA assessment equipment (level, door pressure gauge, tape measure, and hardcopy of Emergency Shelter ADA Checklist, stored in duffle bag). 4 sets are stored in each of the Emergency Shelter Caches, and for distribution geographically to potential SPR CC shelter sites.
- In 2019 The Alert and Warning Plan was revised to be inclusive of ADA, Access and Functional Need, and Limited English Proficiency requirements and procedures.
- In 2019 HSD's Navigation Team worked 24-hour shifts over several days to bring in people living unsheltered into emergency shelters – saving lives – and put together a resource fair connecting those shelter guests with needed resources.
- In 2019 conducted CEMP training for Emergency Executive Board.
- In 2019 updated the Training and Exercise Plan.
- In 2019 Department of Transportation conducted a Regional Traffic Incident Management Response Tabletop significantly improving communication and coordination amongst key traffic partners.
- In 2019 Department of Transportation completed a series of training with their Incident Management Team (IMT).
- In 2019 Information Technology Department produced an application listing for each department to help in department COOP efforts.
- In 2019 Public Utilities implemented a multi-year exercise cycle to focus on skills development of Incident Management staff.
- In 2019 OEM and FAS worked together to incorporate new statewide resource request form into EOC processes to include coding into WebEOC.
- In 2019 OEM hosted the Post-disaster Housing Recovery Seminar with the City of Houston and Texas General Land Office to learn from their Hurricane Harvey experience regarding how to house people after disaster.
- In 2019 FAS replaced 200 cots and blankets from the emergency caches used in the shelters during the winter storm response.
- In 2019 SPR operated two community centers as winter storm shelters for over 10 days for people experiencing homelessness.
- In 2018 upgraded all PCs in the Emergency Operations Center.
- Acquired vendor supported WebEOC mapping module.
- Developed partnership with OneConcern to pilot new state of the art damage assessment modelling software.
- Public Health conducted several activities to update procedures, forms, and processes.
- Completed first draft of a concepts of operations procedure for a multi-county Family Assistance Center (FAC).
- Phase III of the EOC technology project was completed and involved \$1M+ in upgrading audio-visual and computer equipment in the EOC.
- HSD purchased lockable medicine cabinets and lockable, refrigerated medicine storage; a set of Assistive Listening Devices; and hardcopy Emergency Shelter Communications Toolkit Manuals for all Priority 1 & 2 shelter locations.

- HSD developed a Graphics Communications Card, printed 1,500 of the Cards, and distributed them to groups serving vulnerable populations such as first responders, emergency management personnel, and regional and community emergency response partners.
- HSD provided training to over 230 representatives in 2017 from CBO's, FBO's, social services professions, and essential personnel response partners in emergency planning, Access and Functional Needs, and ADA Standards.
- HSD partnered with the Emergency Communication Hubs to test communications with vulnerable populations in 2017. The exercise included Community Safety Ambassadors and community members with disabilities.
- From 2015 to 2017, the Emergency Operations Center audio-visual and computers systems were replaced and updated using grant and city budgeted funds.
- City of Seattle participated in the Cascadia Rising Earthquake exercise involving local, county, state, federal and Department of Defense collaboration. OEM lead the citywide exercise design process and several trainings and drills were conducted to prepare players. Over 300+ responders were in the EOC during the two days of exercise play.
- Emergency Management Accreditation granted to City of Seattle in April 2016.
- A memorandum of understanding is in place with Airbnb.
- An emergency management planning strategy is in place guiding overall process and considerations when city departments are developing a plan.
- Departments conducted their annual review and any updates to continuity of operations plans.
- FAS Emergency Fuel Plan tested during Cascadia exercise.
- Planning Coordinator position established and funded in OEM.
- Integrated the Northwest Healthcare Response Network into existing concept of operations.
- Partnerships have been formed with multiple private sector and non-governmental entities to integrate preparedness, response, and recovery efforts.
- A maintenance/replacement account has been established in the Office of Emergency Management budget for EOC technology.
- Office of Economic Development staffs a position in the Emergency Operations Center to represent the needs and impacts of disasters on business sector.
- All planning, training, and exercise obligations of the federally funded Regional Catastrophic Planning effort have been met. Several initiatives will continue past the sunset of the grant. For instance, assisted living facility mutual aid, regional public information system, continuing partnerships among the coordination planning group, etc.
- Seattle is represented on several regional and state planning committees (e.g. State Senior Advisory Committee, King County Emergency Management Advisory Committee/Region 6 Homeland Security Council, Training and Exercise, Regional Disaster Coordination Framework, Cyber Security, Mass Care, Resource Management and Logistics, Public Education, Critical Infrastructure, Multi-disciplinary Equipment Group, etc.).
- The City of Seattle (aka Zone 5) supports the Homeland Security grant funded positions of Zone 1 and Zone 3 Coordinators to make more efficient conversation, planning, and response with the other 38 cities within King County.
- Initial planning efforts are underway to form a local/regional consortium of K-20 emergency managers to develop policies and processes on how public and private schools and institutions of higher education could support and coordinate with each other during disasters and crisis situations. One planning meeting took place in 2014, with the next set for early 2015.
- Expanded program that provides emergency pharmaceuticals to police and fire personnel and their families to OEM staff and ESF representatives and their families.

- Incorporate emergency management considerations such as risk reduction mitigation, and hazard analysis and planning into the City’s Comprehensive Plan
- OEM conducted two exercises designed to practice the ability to relocate and establish operations and an alternate Emergency Operations Center. The first exercise conducted in April 2014 provided OEM staff to practice their roles in relocating the EOC to the alternate location. A second exercise in September 2014 tested communication processes and provided key EOC responders the opportunity to familiarize themselves with one of the three alternate EOC relocation sites.
- Developed a strategy for convening a community focus group to solicit information from underrepresented communities on City plans and programs. The group included individuals who have experienced poverty, limited English, representatives from the immigrant and refugee community and people who are deaf and have limited mobility. The group met twice in 2014 and provided input on outreach strategies and informed the development of the Community Resiliency Plan.
- Attended monthly Seattle Commission for People with disAbilities Safety Committee meeting to increase understanding, build relationships, discuss disaster and safety related concerns, new ideas, and emergent issues around people with disabilities. Received in put on multiple program initiatives as well as the Comprehensive Emergency Management Plan (CEMP).
- Initiated development of a Community Resiliency Plan which lays out strategies the City will use to work in partnership with the community through non-profits and faith-based organizations, Hubs, and individual community members to increase their ability to prepare for, respond to and recover from a disaster event. The plan includes strategies for planning with the community inclusive of vulnerable populations, including people with access and functional needs and underrepresented communities into planning.
- Redevelopment of OEM Website includes a Resource Library that houses Citywide and Department specific plans.
- Received COOPs for all (but SPD) response departments. Identified areas that need additional work and communicated that to Department representatives. Working with departments to develop training and exercise opportunities to test COOPs.
- Updated the Evacuation Support Annex.
- Updated the ESF#2 Annex to include a comprehensive communication plan that incorporates concept of operations, regional relationships, governance, collaboration, identification of stakeholders, funding for capability improvements and recognition of risk.
- Researched, documented, and established protocols that adhere to “best practices” and Americans with Disabilities Act (ADA) practices for collaborating with vulnerable populations to ensure our planning efforts are inclusive.
- A 3-year training and exercise plan was developed in conjunction with SWG and other key departments. The plan was adopted by the City’s Disaster Management Committee in December 2013.
- Provided training to the Disaster Management Committee on the hazards identified in the SHIVA.
- Zone 5 representatives were provided training on their roles and responsibilities in 2013 and were provided the opportunity to practice their roles during King County Emergency Coordination Center Oil Train Exercise in July 2014.
- Training was provided to the Strategic Work Group and Disaster Management Committee on the new King County Regional Disaster Framework in March 2014.

- Language was included in the CEMP to address the need for completion of after-action reports following EOC activations or major coordinated events. That language includes the requirement that OEM follow a documented process to track and implement corrective actions that are identified in After-Action Reports.
- Redevelopment of OEM Website includes Resource Library that houses After Action Reports (AARs).
- Developed mini tabletop exercises for incorporation into agendas of city-wide regular staff meetings.
- Developed city-wide procedure for processing state-to-state Emergency Management Assistance Compact or intra-state Washington Mutual Aid Compact requests for assistance.
- Trained on new Washington Mutual Aid Compact (WAMAC) program which can be used for exercises, response and/or recovery.
- Jointly developed a regional catastrophic feeding plan exercise in 2013/2014 with Pierce County Office of Emergency Management.
- Participated in review and exercise of King County’s ESF-6 Plan occurring in fall/winter 2013/2014.
- Briefed King County, and Zone 1, 3, and 5 representatives on this City-wide Strategic Plan.
- Procedures were developed and training conducted on the regional ISnap reporting system. The Seattle EOC has a login to Washington State’s WebEOC system which includes the ISnap regional situation report. Seattle will use ISnap to report its status and learn the status of other jurisdictions.
- Completed mapping plugin for WebEOC using Leaflet mapping library. System allows EOC Planning Section to create points, lines, and polygons to represent incidents and response resources. All WebEOC users can view and interact with the situation map. The system pulls in data from City of Seattle and outside sources. These sources include traffic cameras, hazardous areas (e.g., landslide prone areas) and weather.
- SPR has done an engineering study for all the priority one and two shelters.
- Updated City process and procedures for developing situational awareness and common operating picture to align with regional approach.
- Assessed the number and need for departmentally based Incident Management Teams.
- Developed proficiency in dynamic mapping during EOC activations.
- Develop key initial messages for specific scenarios, to include pre-recorded videos, with translation and closed captioning, for major disasters such as earthquakes
- Implemented the new City Emergency Notification and Alert System to include strategies, policies, and procedures to enable the rapid launch of notifications, alerts, and warnings to responders and/or public 24/7 (promotion of opt-in).
- Mission ready packages have been completed for base camps and points of distribution. Binders located in the EOC and ESF-7 SharePoint site

STRATEGIC PRIORITY #2:	ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED
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- In 2019 HSD, working with the Emergency Communication Hubs, designed and tested a set of Disaster Self-Help Posters for community distribution; Hubs will use them for education and support of sheltering in place (Communications, Food, Water, Utilities, and Sanitation.)
- HSD, working with RARET, designed and carried out a TTX to build upon learning from the 2019 winter weather; bringing together regional partners, coordination of emergency transport for vulnerable populations was discussed.

- In 2019 HSD printed, laminated, and distributed 75 City of Seattle maps to community groups and social service agency partners to aid in situational awareness in the event of an emergency.
- In 2019 135 locations designated as ‘emergency gathering places’ including all P-Patch Community Gardens.
- OEM has 11 community volunteers who assist with outreach activities and programs.
- 16 new Community Emergency Hubs designated in 2016 bringing the total number to 68.
- A Consular workshop was hosted in September 2016 with attendance of 30 different countries.
- In 2016, OEM established partnerships with Amazon.
- Completed a strategic public engagement plan for South Seattle (Seattle communities south of E. Yesler Way) which outlines approaches being utilized to achieve broader participation of south Seattle communities in public conversations, activities, trainings, planning and decisions around disaster management.
- In 2014, the website for the Seattle Office of Emergency Management redesigned the web site and included a section for businesses to learn about business continuity planning. Included on the web site are links to industry standard websites that have free toolkits to for business to use in developing their plans.
- Trained approximately 1200 representatives from non-profit and faith-based organizations
- Held five community events in partnership with faith-based organizations to reach underrepresented and vulnerable populations
- Leveraged faith-based partnerships to nominate and select a faith based representative and alternate for the King County Emergency Management Advisory Council (EMAC).
- Developed and implemented a research program to assess needs, knowledge, and interests around emergency preparedness.
- Completed in April 2015, OEM developed and launched an interactive tool, the Seattle Emergency NeighborLink Map, which allows community members to self-identify as neighborhood Hubs, SNAP groups, Block Watch groups, and CERT-trained individuals.

STRATEGIC PRIORITY #3:	SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS
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- In 2019 HSD participated in a multi-disciplinary workgroup to develop policies, communications, and a checklist for a wildfire smoke response.
- In 2019 URM Policy Committee submitted final report to Department of Construction and Inspections.
- In 2019 OEM leading effort in collaboration with Department of Construction and Inspections to research and identify funding assistance avenues and options for URM seismic retrofitting.
- In 2019 OEM continues to work with Department of Construction and Inspection on unreinforced masonry building efforts.
- In 2019 ESF 14 was revised to synchronize with the Disaster Recovery Framework.
- In 2019 SDOT completed a seismic retrofit mitigation of the Columbia area way.
- In 2019 the viaduct was demolished, and its replacement tunnel opened.
- OEM applied for two HMPG grants for seismic mitigation work.
- OEM applied for two HMPG grants for seismic mitigation work. One project – SDOT’s Columbia Street Areaway Seismic Retrofit Project - was approved for grant funding and the second one is in final stages of funding review.
- Hosted annual FEMA Public Assistance training for City staff.

- Substantiated City response and repair costs for January/February 2017 winter storm as part of FEMA Preliminary Damage Assessment process. The event received a Presidential Disaster Declaration, making state and federal reimbursement available to impacted City departments.
- Three open FEMA disaster declarations were closed out in 2016 (DR 1817, DR 4056, DR 4186).
- Incorporated the concept of “See something – Say something” into public education campaigns.
- Supported Public Health Seattle-King County’s efforts to minimize the impacts of infectious diseases and other threats to our most vulnerable populations through regulatory actions and policy development.
- Completed 5-year update of All Hazards Mitigation Plan and received FEMA approval.
- The Disaster Case Management (DCM) stakeholder group is actively meeting and is facilitated by HSD. Participation includes non-profit DCM providers, American Red Cross, city, county, state, and federal representatives.
- Participants in this group are providing the Disaster Case Management (DCM) response for SR 530 mudslide. Work done previously by the DCM stakeholder group was leveraged for the SR 530 mudslide. The group is now assessing how elements of this response can be applied towards the creation of regional integrated DCM system.
- A decision-making framework has been developed for the Recovery Framework process.
- With the creation of a Recovery Office structure in the Recovery Framework, there is now a more robust way to surge the City’s capacity to manage post-disaster assistance and funding programs.
- Approximately 100 different public, private and non-profit organizations have been involved in the recovery planning process to date. Outreach for planning events has included community organizations such as HUB members, the Church Council of Greater Washington, the Seattle Commission for People with Disabilities, etc.
- Oriented Emergency Executive Board and conducted TTX based on recovery plan.
- Established a Lead Agency that will ensure close coordination and integration with the Insurance Commissioner’s Office during recovery efforts.
- Wrote a Donation Management Plan.

APPENDIX – PRIORITY AREAS 2020-2022

STRATEGIC PRIORITY #1: STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES					
GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Update and assemble the documentation to achieve EMAP re-accreditation</p>	<p>The citywide emergency management program is successfully re-accredited for another 5 years, starting in 2021.</p>	<ol style="list-style-type: none"> 1. Review the identified gaps from the Fall 2019 initial assessment and identify timelines for completion. 2. Standard staff leads will review initial assessment and focus efforts to ensure documentation/processes are compliant. 3. Onboard the temporary staffer who will assist with related plans and procedures documentation. 4. Complete all updating, revision and/or approval work. 5. Upload proofs of compliance into EMAP tool to be ready for onsite assessment. 6. Host the onsite assessment team. 7. Address any noncompliant findings potentially in the 30-day supplemental. 8. Present to the EMAP Commission during their Spring 2021 meeting. 	<p>Nov 2019</p> <p>Nov 2019- June 2020</p> <p>Jan 2020</p> <p>June 2020</p> <p>July 2020</p> <p>Oct 5-9, 2020 Nov 15, 2020</p> <p>March 2021</p>	<p>OEM</p>	<p>OEM, FAS, HSD, SPR, SDOT, WSFC, PHSKC</p>
<p>Design, conduct, and learn from a city-specific earthquake exercise in 2021 in preparation for participation in Cascadia Rising II in 2022.</p>	<p>The City of Seattle will be better equipped to participate in the regional Cascadia Rising II exercise in 2022.</p>	<ol style="list-style-type: none"> 1. Select and organize a planning team. 2. Develop training and exercise series. 3. Deliver training and exercise series. 4. Determine exercise scope, objectives, conops, and evaluation criteria; draft exercise documentation (Ex Plan, MSEL, EEGs, C&E Plan); and coordinate exercise logistics (resources, presentations, briefings, facilities, and equipment) Conduct the citywide exercise. 5. Complete a draft after-action report. 	<p>Jan 2020</p> <p>May 2020</p> <p>Aug-Dec 2020</p> <p>Feb 2021</p> <p>May 2021</p>	<p>OEM</p>	<p>Police, Fire, SDOT, SPU, SCL, FAS, HSD, SPR, PHSKC, CBO, OED, OIRA, DON, SDHR, SDCl, Seattle Center, SeaIT</p>

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>GOAL STATEMENT: Define and establish a citywide credentialing system and integrate into statewide/regional credentialing system efforts.</p>	<p>The citywide adopted process enables departments to share qualified personnel resources with one another and enables the city to effectively integrate into the eventual statewide system to provide properly trained mutual aid personnel statewide and nationally.</p>	1. Meet with the core operational departments who have existing IMTs and DOC capabilities to discuss project intent and scope.	Q1 2020	OEM	SDOT, SPU, SCL, ITD, FAS, SPR
		2. Review the National Qualifications System and assess how it can be used to address qualifications.	Q1 2020		
		3. Assess using the existing Mission Ready Package (MRP) work and the Emergency Management Assistance Compact (EMAC) system as a basis for qualifications collection.	Q1 2020		
		4. Develop the project scope, timeline, implementation intent to include related policy and training needs.	Q3 2020		
		5. Participate in regional and statewide credentialing meetings.	2020-2021		
<p>GOAL STATEMENT: Create a consolidated citywide (public & private entities) damage and impact assessment plan that includes clear expectations of department responsibilities.</p>	<p>During a significant emergency, the Emergency Operations Center has a documented process for gathering, consolidating, and sharing a citywide damage and impact summary to enable effective prioritization, resource deployment, and decision making. A plan will be finalized, trained to, and exercised.</p>	1. Identify and document existing department procedures for damage assessment.	DONE	OEM	SDOT, SFD, SPD, FAS, SPU, SCL, PHSKC, NWHRN, SPR, SDCI, ITD, DON, SPL, OED, SPS, HSD
		2. Initiate partnerships to explore technical solutions to improve damage assessment information sharing	DONE		
		3. Identify essential elements of information for information sharing regarding damage assessment.	Q1 2020		
		4. Meet with community organizations to discuss ways to incorporate community input on impacts into damage assessment/situational awareness	Q2 2020		
		5. Select and implement technical solutions to improve data sharing, including sharing data in common ArcGIS layers and incorporating mobile apps.	Q2 2020		
		6. Incorporate OEM, ACS, and SPD into annual Fire Department windshield survey.	Q3 2020		

		<ul style="list-style-type: none"> 7. Develop an unmanned aircraft capability to support damage and impact assessments. 9. Develop and deliver training 10. Develop process for coordinating damage cost tracking and documenting/tracking federal damage assessment results. 	<p>2021</p> <p>2021</p> <p>2021</p>		
<p>GOAL STATEMENT: Within 2 hours of a major earthquake, appropriate departments and leadership establish interoperable communications. (i.e. Fire Department, Police Department, Department of Transportation, Seattle Public Utilities, Seattle City Light, Seattle Information Technology, Office of Emergency Management, SPR, Construction & Inspection, Public Health – Seattle & King County).</p> <p>SOURCE: 2020-2022 Training & Exercise Plan</p>	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	A citywide operational communications core capability.	<ul style="list-style-type: none"> 1. Do a thorough analysis and documentation of PACE (Primary Alternate Contingency in Emergency) communication systems in all depts. 2. Document which depts can already talk to each other – i.e., specific depts, systems, channels, divisions, etc. 3. Pursue additional qualifications for COMLs and COMTs. 4. Provide training on existing plans and procedures for how systems will be operated and maintained. Include communications protocols. Identify what systems would be used in what situation(s). 5. Develop a regular (annual functional, bi-annual tabletop, quarterly equipment drills exercises) to ensure familiarity with comms systems, i.e., 800 Mhz tests, and take an appropriate action. 6. Develop realistic understanding and expectations about the communication systems and protocols used by emergency responders and how priority information would be relayed to an RMC, EOC, DOC, 7. Develop department strategies for alternate communications in the event radio and internet is not functional. 8. Train non-emergency responders on appropriate radio protocol. 	<p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q1 2021</p> <p>Q2 2021</p> <p>Q4 2021</p> <p>Q1 2022</p> <p>Q2 2022</p>	ITD	SFD, SPD, SDOT, SPU, SCL, OEM, PHSKC, SPR, FAS, SDCI

<p>GOAL STATEMENT: Within 4 hours of a major earthquake, City of Seattle Unified Commands, Department Operating Centers and Emergency Operations Center are operational (open, staffed, communications in place) and able to maintain coordination over multiple operational periods. Additionally, the Mayor and Emergency Executive Board are convened (on conference call and/or in person and/or virtually) within 4 hours of a major earthquake.</p> <p>SOURCE: 2020-2022 Training & Exercise Plan</p>	<p>Outcome</p> <p>City departments during response can effectively establish unified command and citywide coordination is maintain from field to leadership levels.</p>	<p>Objective(s)</p> <ol style="list-style-type: none"> 1. Conduct EOC Series of training. 2. Conduct EOC Section trainings including but not limited to Logistics Section and Health and Human Services Branch. 3. Conduct an exercise unifying command with and among multiple city departments (Fire, Police, Public Utilities, City Light, Transportation). 4. Conduct coordination exercise among area commands, department operating centers, and the EOC. 5. Conduct Line of Succession notification tests. 6. Conduct policy-level decision-making and coordination exercises with the Emergency Executive Board. 7. Participate in regional exercises of local EOCs with King County validating the Regional Coordination Plan and protocols as they are scheduled. 8. Conduct notification tests with EOC department representatives. 	<p>Timeline</p> <p>Semiannually Annually TBD TBD Quarterly Semiannually at EEB varies Semiannually</p>	<p>Lead Dept/Agency</p> <p>OEM</p>	<p>Supporting Dept/Agency</p> <p>SPD, SFD, SCL, SPU, SDOT, ITD, FAS, HSD, SPR</p>
<p>GOAL STATEMENT: Within 96 hours of a major earthquake, City of Seattle in conjunction with the community can provide basic shelter for up to 30,000 displaced community members</p> <p>SOURCE: 2020-2022 Training & Exercise Plan</p>	<p>Outcome</p> <p>30,000 displaced community members have shelter in the first three days following a major earthquake.</p>	<p>Objective(s)</p> <ol style="list-style-type: none"> 1. Develop shelter training curricula including AFN and behavioral health elements. 2. Expand training audience to include all city departments and community organizations 3. Develop just-in-time shelter staff training. 4. Identify and train 4 shelter managers per City shelter site. 5. Establish community partnerships to explore community-based solutions for post-disaster displacement of people. 6. Develop community shelter guides. 	<p>Timeline</p> <p>Done Q2 2020 Q2 2020 Q4 2020 Q4 2020 Q4 2020</p>	<p>Lead Dept/Agency</p> <p>SPR</p>	<p>Supporting Dept/Agency</p> <p>HSD, FAS, OEM, PHSKC</p>

		7. Inventory and update shelter caches. 8. Conduct a shelter operation exercise to include notification, mobilization/set up, and demobilization.	2021 2021		
GOAL STATEMENT: Within 4 hours of a major earthquake, City departments and the Emergency Operations Center have implemented and are able to maintain situational assessment processes including the ability to provide updates on a 2-hour cycle thereafter. SOURCE: 2020-2022 Training & Exercise Plan	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	City responders, leadership and key partners have situational awareness in a timely manner following a major earthquake.	1. Practice use of ISnap form and information collecting with regional partners. 2. Integrate damage assessment processes into existing EOC report forms, structure and decision making. 3. Practice sharing of information from community, business sector, stakeholders and DOC's into the EOC. 4. Orient and train to situational assessment processes.	2021 2021 2021 2021	OEM	SPD, SFD, SCL, SPU, SDOT, ITD, FAS, HSD, SPR, OED, DEEL, PHSKC, NWRN, DoN, SPL, SDHR, SDCI, CEN, SHA, OIRA, KCOEM, State EMD, Community Emergency Hubs, Business Partners
GOAL STATEMENT: Within 96 hours of a major earthquake, City departments, Department Operating Centers and the Emergency Operations Center have identified, mobilized, and surged life-sustaining commodities, resources, personnel, services and facilities. SOURCE: 2020-2022 Training & Exercise Plan	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	Life-sustaining resources are mobilized by the City to assist in response and support the community in the first four days of a major earthquake.	1. Continue to identify staff from city departments to operate and staff EOC Logistics Section. 2. Provide two EOC Logistics Section Training and resource request drills. 3. Conduct resource request escalation drill with King County and WA State. 4. Based on site layout and operating requirements, improve logistics staging area mission ready package to receive and distribute critical resources. 5. Participate in the WA Statewide Fuel Planning Workgroup by attending quarterly meetings, completing the Fuel Needs Assessment, and identifying mobile fueling sites.	2020 Q4 2020 Q4 2020 Q4 2020 Q4 2020	FAS	OEM, KCOEM, State EMD

		6. Conduct overview training on blanket contracts and mutual aid agreements. 7. Identify city department staff to deploy and operate logistics staging area and conduct training. 8. Further develop the Community Points of Distribution Plan and conduct site assessments. 9. Identify city department staff to deploy and operate CPODS and conduct CPOD management training.	2021 2021 2022 2022		
GOAL STATEMENT: Within 4 hours of a major earthquake, SDOT will provide transportation infrastructure response services to begin inspecting transportation assets (roads, traffic signals, bridges) in an order of precedence consistent with citywide response priority objectives as established by OEM. SOURCE: 2020-2022 Training & Exercise Plan	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	SDOT will self-deploy immediately following a major earthquake to begin a transportation infrastructure damage assessment according to department emergency plans until given specific objectives by OEM.	1. Execute a contract for private sector engineers to assist with post-earthquake bridge damage assessment (including adding drone capability) 2. Assign all employees to a mission essential function, reporting location, and reporting time frame (immediately, 12 hours, 24 hours, 36 hours, 48 hours, when re-called) for self-deployment 3. Create a Street Use Division response plan for post-earthquake arterial street assessment 4. Conduct a department-wide earthquake drill to prepare for City's 2021 Exercise 5. Departmentwide participation in City's 2021 Exercise to test COOP 6. Multiple day participation in Cascadia Rising 2022 to build on lessons learned from SDOT and City of Seattle's earthquake exercises	Q2 2020 Q3 2020 Q4 2020 Q4 2020 Q1 2021 Q3 2022	SDOT	OEM, WA State Emergency Management Division
GOAL STATEMENT: Within 96 hours of a major earthquake, stabilize electrical and water infrastructure for critical operations and	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	Electrical and water infrastructure critical operations are stabilized in the first four days of a major earthquake.	1. SCL to execute a mutual aid agreement with American Public Power Association. 2. Deliver SCL Damage Assessment IMT training.	Q1 2020 Q2 2020	SPU and SCL	

<p>response priority objective.</p> <p>SOURCE: 2020-2022 Training & Exercise Plan</p>		<ol style="list-style-type: none"> 3. Conduct SCL Damage Assessment IMT functional exercise. 4. Deliver SPU damage assessment training and drill to teams. 5. SPU EQ action plan to be completed. 6. SCL All-Hazards Response and Restoration Plan to be updated. 7. Conduct ICS training and exercises regarding seismic impacts for wholesale customers. 8. Update Debris Management Plan contracts. 9. Exercise WAWARN mutual aid system. 	<p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q4 2020</p> <p>Q4 2020 (continuous)</p> <p>2021</p> <p>Q1 2021</p>		
<p>GOAL STATEMENT: Develop a plan on how the City will get emergency messaging to community members with Limited English Proficiency (LEP).</p>	<p>Outcome</p> <p>The City can effectively communicate life safety information in a manner that can be understood by significant population segments of the community in languages other than English during an emergency.</p>	<p>Objective(s)</p> <ol style="list-style-type: none"> 1. Outreach and enroll language leaders into the Trusted Partner Network (TPN) database for Alert King County. 2. Determine process on how to operationalize use of TPN, pre-scripted database and other translation/dissemination resources. 3. Socialize and train city PIOs and JIC Supervisors on TPN and updated translation database process. 4. Identify internal and external ASL and translation services available in an emergency. Examples of services include translations on camera and in-personal services in shelters and assistance centers. 5. Ensure protocols and processes are appropriately incorporated into Incident Command/field operational guides. 	<p>Timeline</p> <p>Q1-2 2020</p> <p>Q1-2 2020</p> <p>Q2-3 2020</p> <p>Q3-4 2020</p> <p>2021</p>	<p>Lead Dept/Agency</p> <p>OEM</p>	<p>Supporting Dept/Agency</p> <p>DON, Fire, Police, SPR, OIRA, Libraries, HSD, Civil Rights, Public Health, ITD</p>
<p>GOAL STATEMENT: Revise following plans:</p> <ul style="list-style-type: none"> • Emergency Management Planning Policy 	<p>Outcome</p> <p>The Planning Policy establishes common practices and maintenance schedule to guide the City's development of emergency plans.</p>	<p>Objective(s)</p> <p>The 2020 update of the Planning Guide will focus on defining a method and schedule for evaluating and revising plans and procedures.</p>	<p>Timeline</p> <p>Q1 2020</p>	<p>Lead Dept/Agency</p> <p>OEM</p>	<p>Supporting Dept/Agency</p>

<ul style="list-style-type: none"> • Pandemic Plan • All Hazards Mitigation Plan 	<p>The Pandemic Plan guide’s non-medical actions to ensure that the City can continue to provide essential services during a pandemic.</p>	<p>This update of the Pandemic plan will focus on deconfliction with the PHSKC plan and updating to reflect City policy updates, such as alternative work arrangements.</p>	Q4 2020		SDHR, PHSKC, SFD, NWHRN
	<p>The Mitigation Plan addresses the City’s intentions and strategies to take steps to lessen a hazards impact on infrastructure and City capabilities.</p>	<p>The Mitigation Plan is a FEMA approved document and is required to be updated every 5 years.</p>	Q3 2020		SDCI, FAS, SPR, IT, SDOT, SFD, SPU, SCL, PHSKC, OED, SPL, DON, PCF, CBO,
<p>GOAL STATEMENT: Rewrite the existing Feeding Plan.</p>	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	<p>During a catastrophic incident, the City of Seattle has a strategy for access to food.</p>	<ol style="list-style-type: none"> 1. Complete rewrite of the existing Feeding Plan. 2. Hold training and exercise on the Feeding Plan with key stakeholders. 	<p>Q1 2020</p> <p>Q2 2020</p>	HSD	<p>FAS, SPR, OED, PHSKC, OSE, DSHS, Seattle Public Schools, ESF #6 governmental and non-governmental support agencies with a feeding role (grocers - Supply Chain project).</p>
<p>GOAL STATEMENT: Ensure the City’s transportation and sheltering emergency plans identify processes and procedures for how the City provides services during a disaster in compliance with the Americans with Disabilities Act.</p>	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	<p>The City will have adequate plans in place for sheltering and transportation for people with access and functional needs.</p>	<ol style="list-style-type: none"> 1. Convene a planning team with staff from SPR, internal and external Subject Matter Experts, and other sheltering-related agencies/departments. 2. Convene a planning team with staff from Metro, SDOT, internal and external Subject Matter Experts, and other transportation-related agencies/departments. 3. Work with planning teams and Subject Matter Experts to collaboratively address 	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q2 & Q3 2020</p>	HSD	<p>OEM, SDOT, Metro/Access, SPR, City ADA Coordinators, OCR, OIRA. Community partners and stakeholders</p>

		<p>identified gaps and ensure the equal participation of both internal and external partners and stakeholders.</p> <p>4. Assist with the updating and/or revision of plans and operational procedures.</p> <p>5. Assist with socializing and validating plan(s) through trainings and exercises.</p>	<p>Q3 2020</p> <p>Q4 2020</p>		
<p>GOAL STATEMENT: Implement the recommended citywide policy draft directing the critical role of ALL city employees during and after a disaster.</p>	<p>Outcome</p>	<p>Objective(s)</p>	<p>Timeline</p>	<p>Lead Dept/Agency</p>	<p>Supporting Dept/Agency</p>
	<p>All City employees are informed of and trained in their roles during and after a citywide response effort.</p>	<p>1. Director approval of policy draft.</p> <p>2. Secure permanent staff resource to develop implementation plan.</p> <p>3. Stakeholder negotiations in partnership with Labor Relations.</p> <p>4. Draft implementation plan.</p> <p>5. Coordinate with OEM and department COOP partners in employee awareness and training.</p>	<p>Q2 2020</p> <p>Q3 2020</p> <p>Q2 2021</p> <p>Q4 2021</p> <p>2022</p>	<p>SDHR</p>	<p>OEM, CAO, SDHR Labor, City department HR Directors/ Coordinators</p>
<p>GOAL STATEMENT: Operationalize the existing plan for management of unsolicited donations.</p>	<p>Outcome</p>	<p>Objective(s)</p>	<p>Timeline</p>	<p>Lead Dept/Agency</p>	<p>Supporting Dept/Agency</p>
	<p>Unsolicited donations are effectively and appropriately managed and all partners are aware of the plan and their roles.</p>	<p>1. Form a coordination team to address city's approach to donation management.</p> <p>2. City Coordinator to attend donation management training, become familiar with the City's donation management strategy and understand support needs.</p> <p>3. Examine and/or inventory other organizations who can support monetary donations.</p> <p>4. Work with PIOs and Seattle IT to develop pre-canned messaging regarding effective donation strategies.</p> <p>5. Work with local Voluntary Organizations Active in Disaster (VOADs) to exchange plans, protocols and processes in place.</p> <p>6. Leverage homeless service organization expertise for lessons learned from their seasonal experience.</p>	<p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p>	<p>FAS</p>	<p>HSD, OEM, DON, Seattle IT, OED, City PIO Group, Salvation Army, Northwest Center, Chambers of Commerce, Red Cross, United Way</p>

		<ul style="list-style-type: none"> 7. Educate City and agency partners on existing plan via briefing and training. 8. Set up MOU between City and other VOAD and thrift stores outlining specific roles and responsibilities. 9. Validate plan in a tabletop exercise with City and agency partners. 10. Validate the existing plan in a functional exercise with City and agency partners. 	2020		
			2021		
			2021		
			2022		
GOAL STATEMENT: Develop emergent volunteer program (structure, policies, protocols, systems, etc.).	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	The City has a comprehensive city-wide plan and procedures for the management of emergent, unaffiliated volunteers to help with disaster response and recovery.	<ul style="list-style-type: none"> 1. Identify working group to develop the plan. 2. Review existing city plans and policies related to volunteers (including appendix in the Donations Management Plan) to identify gaps and determine ways to resolve gaps including identification of best practices. 3. Research and address any legal and liability concerns for emergent volunteers (see WAC 118 and or city liability coverages). 4. Identify mission areas where volunteers could be used (shelter operations, CPODS, staging area management, etc.). 5. Draft and operationalize the plan and procedures to include structure, policies, protocols, systems, skills assessment, etc. 6. Train on and exercise the plan. 	2021 2021 2021 2021 2022 2022	SDHR	SPD, SFD, SPR, FAS, Risk Management, HSD, Voluntary Organizations Active in Disaster, Legal Department, WA Emergency Management Division, SDCl, SDOT, WA Safe, King County OEM
GOAL STATEMENT: Develop a Reunification Plan	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
	The City is prepared to help disaster survivors become reunified with family and friends following a disaster that separates them.	<ul style="list-style-type: none"> 1. Solicit stakeholder input. 2. Research other metropolitan area plans to illicit insight and considerations. 3. Write the plan. 4. Hold orientation/training for stakeholders on the plan. 	2021 2021 2021 2022	HSD	OEM, Public Health, FAS, SPD, NWHRN, American Red Cross

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Complete Soft-sided Sheltering Plan	People displaced from their homes by disaster will be able to be sheltered in tents when there are not enough hard-walled facilities available or they elect not to take advantage of those shelters.	<ol style="list-style-type: none"> 1. Develop the layout for identified Parks sites. 2. Revise and complete the draft soft-sided sheltering. 3. Hold orientation/training for stakeholders on the revised plan. 	<p>2020</p> <p>2021</p> <p>2021</p>	<p>SPR</p> <p>HSD</p> <p>SPR/HSD</p>	<p>HSD, FAS, SFD, SPU, SDCI, OEM</p>

STRATEGIC PRIORITY #2: ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>OEM has a team of 14 public education volunteers with at least two volunteers in each Council district, who engage in proactive preparedness outreach and education in their own neighborhoods.</p>	<p>OEM more effectively engages the community on preparedness issues through tailored outreach by neighborhood-based volunteers.</p>	<ol style="list-style-type: none"> 1. Recruit neighborhood-specific volunteers to provide programming to their communities 2. Onboard and train new volunteers: <ul style="list-style-type: none"> • In-person training on public education materials, community outreach strategies, and messaging • Observing and co-teaching presentations 3. Create a reporting and tracking system for outreach events scheduled independently by volunteers 4. Train both new and existing volunteers in effective neighborhood outreach strategies and building community partnerships. 	<p>Q4 2019</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q1-Q2 2020</p>	<p>OEM</p>	<p>DON</p>
GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>OEM establishes MOU's with 2-3 Community Based Organizations (CBO) to provide outreach and education on Disaster Preparedness to vulnerable populations, including emerging immigrant and refugee communities in the Seattle – King County area.</p>	<p>OEM effectively reaches and engages newly arrived and emerging populations around disaster preparedness through trusted partnerships with Community Based Organizations (CBO's).</p>	<ol style="list-style-type: none"> 1. Research and outreach to CBOs that with. 2. Work with Seattle Police Grants & Contracts to develop MOUs with CBOs. 3. Hold train the trainer sessions for CBOs on Disaster Preparedness. 4. Actively engage with CBOs continuously throughout the year through training, support and site visits. 	<p>Q4 2019</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q1-Q2 2020</p> <p>Ongoing</p>	<p>OEM</p>	<p>OIRA, DON, OLS</p>

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Assess the current capacity of faith and community-based organizations to provide sheltering or other post-disaster services and work to build capacity based on identified strengths and needs.</p>	<p>A sheltering capacity exists beyond City or American Red Cross (ARC) resources, for faith or community-based organizations to open and operate independently after a catastrophic incident.</p> <p>*While the primary intent is to build a community-led sheltering capacity as identified in 2019 Isolation Workshops, this project will also identify other strengths and capacities that can be incorporated into future planning activities.</p>	<ol style="list-style-type: none"> 1. Determine the current capacity of faith-based organizations in the American Red Cross (ARC) sheltering database. (Number of locations, geographic distribution, size and type of facility) and identify any gaps. 2. Research and verify contact information for each location. 3. Outreach to targeted sites to gauge interest in developing an independent sheltering capacity or providing other post-disaster services. 4. Design a workshop to develop a faith-based network of independent sheltering operations and identify continuing training and support needs. 5. Host a workshop to develop a faith-based network of independent sheltering operations and identify continuing training and support needs. 	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q2-4 2020</p> <p>Q4 2020 or 2021</p> <p>2021</p>	<p>OEM</p>	<p>SPR, HSD, ARC, Church Council of Greater Seattle, Faith Action Network, Council on American Islamic Relations (CAIR).</p>

STRATEGIC PRIORITY #3: SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Operationalize the Disaster Recovery Framework thru establishment of the Community Recovery Task Force.	The City’s envisioned recovery structure is in place and ready for an earthquake or other catastrophic incident that requires long-term recovery and the Recovery Support Function (RSF) co-chairs and members are engaged in continued recovery planning.	<ol style="list-style-type: none"> 1. Orient Mayor on Disaster Recovery Framework. 2. Facilitate the identification and appointment of co-chairs for each of the seven RSFs identified. 3. Convene and orient entire 14-member Community Recovery Task Force. 4. Support RSFs co-chairs in identifying planning issues and subgroups needed; facilitate development of a consolidated work plan. 5. Design and conduct in-house tabletop exercise for training and planning purposes. 	2020	OEM	DON, OPCD, OED, DEEL, HSD, OH, SDOT, SPU, SCL, Arts & Culture; SPR & Rec, and SDCI
GOAL STATEMENT: Support the development and passage of an ordinance requiring retrofit of Unreinforced Masonry Buildings (URM) with an accompanying package of financing options.	The life safety risk posed by URM is reduced and building owners are aware and encouraged to take advantage of available funding resources to help pay for the work.	<ol style="list-style-type: none"> 1. Legislative education session in support of state financing tools, e.g. PACER. 2. Draft policy recommendations and technical standard 3. Brief Mayor 4. Technical code language developed and approved, and ordinance drafted that amends Seattle codes. 5. Complete Phase 2 of the URM consultant financing work – program development. 6. Submit proposed legislation via Legistar. 	Q1 2020 Q1 2020 Q1 2020 Q2 2020 Q2 2020 Q3 2020	OIR SDCI OEM & SDCI SDCI OEM & SDCI OEM & SDCI	OIR