



# 2017

## ANNUAL REPORT



**Seattle**  
Office of Emergency  
Management

COMPREHENSIVE • PROGRESSIVE • RISK-DRIVEN • INTEGRATED • COLLABORATIVE • FLEXIBLE • PROFESSIONAL

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# DIRECTOR'S NOTE

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2017 will go down in our record books as the Seattle Emergency Operations Center (EOC) hosted its longest ever activation - 37 weeks for several hours per day. A team of more than 4 dozen agencies met in the EOC February through October to increase coordination and cooperation to address some of the harshest and unhealthy conditions associated with homelessness. The tools and mechanisms developed and honed through much practice at the EOC over the years were put into play: clear leadership roles, multi-agency cooperation, focus on specific goals, use of well-defined operational periods, measurement and reporting of progress, and consolidated action planning. This experience also gave our own staff an appreciation of what an extended response requires of us all.

Some of our emergency plans are taken for granted and rarely exercised in real world conditions. But this year, we used our Continuity of Government Plan through 3 Mayoral transitions over the course of 77 days. In addition to having updated that plan, we also refreshed our Comprehensive Emergency Management Plan, our Emergency Operations Plan, and our Transition to Recovery Plan.

The Policy Committee advising the City on what to do about the more than 1,150 Unreinforced Masonry Buildings finished their years of work and our Office, in partnership with the Department of Construction and Inspections, delivered the Committee's recommendations to City Council. The next steps in this process are to update the proposed retrofit standard to the 2015 building code, brief our new Mayor, write a Director's Rule and an ordinance, research and assemble financial and other incentives, and bring a final proposal to City Council.

I have said many times that emergency management is the ultimate team sport. In addition to the joys and benefits of teamwork there is sometimes the sorrow of loss. This year, our emergency management community mourned the loss of Mike Maloy, one of our most enthusiastic and dedicated ham radio operators, and Tony Holder, who for decades taught hundreds of people how to seismically retrofit their single-family homes. Both men made our community stronger and we will forever be grateful for their extraordinary service.

Teamwork also means there is always room for new partners. We look forward to 2018 with Mayor Durkan taking the helm at City Hall - she understands both the importance of emergency preparedness and necessity of everyone doing their part. As they say ... no one can do everything, but everyone can do something.

Sincerely,

**Director Barb Graff**  
Seattle Office of Emergency Management

# A FOCUS ON HOMELESSNESS

At the invitation of the Mayor, the tools and mechanisms developed by the Office of Emergency Management (OEM) for Emergency Operations Center (EOC) activations were used to address conditions associated with unauthorized homeless encampments. Dozens of agencies met daily in the Emergency Operations Center to achieve a higher level of inter-agency coordination focused on nine specific missions:

- 1) Make an additional 200+ safer living spaces available
- 2) Reduce trash
- 3) Connect people with services and mitigate the most hazardous encampments
- 4) Implement revised multi-department administrative rules
- 5) Incubate the Housing Resource Center to increase access to housing
- 6) Engage the public and mobilize community response
- 7) Measure the effectiveness of the City's approach
- 8) Train employees for interdepartmental missions
- 9) Communicate with stakeholders and the public



The 37-week activation benefited from the use of standard tools used in traditional EOC activations:

- Clear organizational structure with well-defined and engaged leadership team
- Use of weekly operational periods and consolidated action plans
- Face to face problem resolution
- Establishment of a joint information system
- Tracking of progress on goals and objectives
- Sharing status and progress with stakeholders
- Clearly communicating with the public about the situation
- Creation of task checklists

The activation was supported by at least one OEM Staff Duty Officer (SDO) per daily shift. It was a good lesson for OEM for what an extended activation will feel like during and following earthquakes and other hazards. It was also an affirmation that the coordination systems for more traditional hazards are successful in other inter-agency missions.



# UNREINFORCED MASONRY BUILDING POLICY COMMITTEE

Over the last several years, Seattle OEM has been a partner with the Seattle Department of Construction and Inspection (SDCI) to explore policy options to address the hazards posed by Unreinforced Masonry Buildings (URMs). URMs are typically multiple-story, redbrick structures found in many of the city's oldest neighborhoods and commercial centers. URM buildings are known to be unsafe in an earthquake as they are built without steel reinforcement or sufficient structural connections between the building's walls and other structural elements. In 2017, OEM Director Barb Graff, SDCI Director Nathan Torgelson, Principal Building Official Jon Siu, and Structural Engineer Nancy Devine briefed City Council on the issue. The URM Policy Committee recommended a mandatory retrofit ordinance for over 1,150 buildings within the City limits.

The committee recognized the need for a balanced policy that preserves human life and historic character, while making the policy fair for private and non-profit building owners. The recommendations attempt to achieve that balance.

## AWARDS & RECOGNITION



The FEMA Individual and Community Preparedness Awards recognize innovative local practices and achievements by honoring individuals, organizations, and jurisdictions that have made outstanding contributions toward strengthening their community to prepare for, respond to, and recover from a disaster.

Seattle OEM received an Honorable Mention for 2017's Individual and Community Preparedness Awards in the category of Awareness to Action. The award was received for the publishing of the "Be Prepared" infographic in 2016.

Additionally, OEM partner and Community Emergency Hub organizer, Cindi Barker, was awarded FEMA's 2017 Community Preparedness Champions Award for her work with Seattle Community Emergency Hubs.



# TRAINING & EXERCISE PLAN

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## OPERATIONS

The City of Seattle's Emergency Management Program Training and Exercise Plan was revised and shared. The plan defines the Emergency Management Program's training and exercise priorities for 2018 through 2019. This plan was developed to support the City of Seattle Office of Emergency Management training doctrine. Key customers were identified as needing National Incident Management System training, orientation to the City's various emergency plans, and instruction on use of EOC systems and procedures.

Development of training and exercise priorities were based on the following:

- Data, analyses, and outcomes of the Seattle Hazards Identification and Vulnerabilities Assessment (SHIVA) and the Threat and Hazards Identification and Risk Analysis (THIRA).
- Areas for improvement captured from real-world or exercise corrective actions, identified and/or perceived areas for improvement.
- Training and exercise planning workshops.
- Internal and external sources that include local, regional, state, and federal plans, strategies, or reports.
- Input from key stakeholders including the Strategic Workgroup (SWG) and Disaster Management Committee (DMC).
- Standards and regulations that include requirements for grants, accreditation, and/or regulations.

# CORRECTIVE ACTION DATABASE

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A database was developed to capture and report on corrective actions and improvement plans, and to ensure that such plans are implemented, managed, and monitored. The database allows for access and reporting on lessons learned from exercises and actual events in various ways and centralizes findings in one location. This builds efficiencies for managing the progress of intentions to continually improve the City's response to emergencies.

# PLAN UPDATES

The City's emergency management program has been guided over the years by a series of major plans which are reviewed and updated on a regular cycle. The Comprehensive Emergency Management Plan (CEMP) was reshaped into the following major elements: A CEMP Introduction; Annex I - Hazard and Community Profile; Annex II - Preparedness; Annex III - Mitigation; Annex IV - Response & Emergency Support Functions; Annex V - Recovery; and Annex VI Continuity of Government & Continuity of Operations.

This year, OEM completed revisions to four of these CEMP documents:

## CEMP Introduction (This document)

### Annex I – Hazards & Community Profile

- City of Seattle Community Profile (Currently part of SHIVA)
- City of Seattle Hazard Identification and Vulnerability Analysis
- City of Seattle Threat Hazard Identification and Risk Assessment

### Annex II - Preparedness

- Planning Guide
- Outreach Strategies
- City of Seattle Multi-Year Training and Exercise Plan

### Annex III - Mitigation

- City of Seattle All-Hazards Mitigation Plan

### Annex IV - Response & Emergency Support Functions

- City Emergency Operations Plan
- Emergency Support Functions (ESFs)
  - ESF #1 – Transportation; ESF #2 – Communications; ESF #3 – Public Works and Engineering; ESF #4 – Firefighting; ESF #5 – Emergency Management; ESF #6 – Mass Care, Housing, and Human Services; ESF #7 – Logistics & Resources; ESF #8 – Health, Medical, and Mortuary; ESF #9 – Search and Rescue; ESF #10 – Oil and Hazardous Materials; ESF #12 – Energy; ESF #13 – Public Safety and Security; ESF #14 – Transition to Recovery; ESF #15 – External Affairs
- Support Operations (SO) Plan
  - SO - Alert & Warning; SO – Evacuation, SO – Military
- Incident Operations (IO) Plan
  - IO – Earthquake; IO - Winter Storm; IO - Pandemic

### Annex V - Recovery

- City of Seattle Disaster Recovery Framework

### Annex VI - Continuity of Government & Continuity of Operations

- Continuity of Government Plan (COG)
- Department Continuity of Operations Plans (COOPs)

## **Comprehensive Emergency Management Plan (CEMP) Introduction**

The CEMP Introduction provides an overview of emergency planning and introduces the City emergency management program, functions, and doctrine.

## **Emergency Operations Plan (EOP)**

The EOP provides the strategies and guidance for how the City responds to and manages emergencies and disasters. It identifies the City's concept of operations for response and coordination during emergencies and disasters; explains the role of the City emergency operations center; outlines the relationship between department and field level operations and how the City emergency operations center supports them; and identifies the lead agency by incident type and emergency support function.

## Continuity of Government (COG) Plan

The COG represents the City's primary policy guidance for continuity of government and continuity of operations under circumstances that necessitate extraordinary measures. It serves several major purposes: establishing guidance that will enable the Mayor and City Council to continue to effectively govern in times of an incident; identifying City departments that need to maintain essential services and operations during times of an incident; and identifying elements of continuity plans that should be addressed by City departments.

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed	Distribution
Personnel Accountability	Account for continuity personnel	OEM Deputy Director	Sign out roster Sign in roster  WebEOC sign in/out	Upon arrival at, or exit from, facility	Director
Operational Status	Status of primary facility and continuity facility	OEM Staff Duty Officer or EOC Planning Section Chief	Snapshot Report  Situation Reports	Within 1 <sup>st</sup> Hour	All OEM distribution groups
Hazard Information	Overview of known and potential threats to operations and continuity	OEM Staff Duty Officer or EOC Planning Section Chief	Situation Briefings  Situation Report	As directed	All OEM distribution groups
OEM Communications Systems	List of essential systems impacted	OEM Technology Coordinator or ESF-2	Situation Report	As directed	All OEM distribution groups
OEM Information Technology	List of essential systems impacted	OEM Technology Coordinator Or ESF-2	Situation Report	As directed	OEM Staff
Reconstitution	Plan	OEM Deputy Director	Reconstitution Status Update	As directed	All continuity personnel

## Emergency Support Function #14 - Transition to Recovery

The Emergency Support Function #14 - Transition to Recovery makes the City better prepared to quickly and efficiently launch short term recovery efforts in the immediate aftermath of an event that may ultimately scale up to a formal use of the Recovery Framework.

# COLUMBIA STREET AREAWAY HAZARD MITIGATION PROJECT GRANT

In June, Seattle Office of Emergency Management was informed that the City of Seattle had been awarded a FEMA Hazard Mitigation Grant for the Columbia Street Areaway Project. During the project, Seattle Department of Transportation (SDOT) will use engineered fill to strengthen the areaway (underground open spaces prevalent in the Pioneer Square area) to protect adjacent sidewalks, street walls, and utilities from earthquake damage. The grant, which is competitive statewide, will reimburse SDOT 87.5% of costs up to the approved project total of just over \$1.7million. OEM serves as the Applicant Agent for all FEMA funding and assisted with the grant application development.

# ACTIVATIONS

## **Inauguration Day & Womxn's March - January 20, 21**

A number of events had been scheduled to coincide with the inauguration of President-elect Donald Trump as well as over the inauguration weekend. Given the level of interest and anticipated crowds, the Seattle EOC activated to provide support to the Seattle Police Department and ensure safe and efficient movement of transportation in and around rallies and other events.

## **Homelessness Activation Begins - February 22**

## **Fiber Optic Cable Cut - March 8**

A fiber optic cable conduit was damaged causing fiber cuts. The fiber cuts resulted in broad and varying impacts throughout City of Seattle facilities. Both voice and data were affected resulting in phone service outages. Services were restored approximately 7 hours later.

## **Winter Weather - February 6 - 7**

The National Weather Service forecasted a widespread snow event for the Puget Sound Region. Widespread accumulations of 3-6 inches of snow occurred in Seattle and lowland areas.

## **Overtaken Tanker - February 27**

A tanker truck containing 9,500 gallons of highly flammable liquid propane overturned on a collector/distributor lane off of I-5. Both North and Southbound lanes of I-5 were closed between I-90 and the West Seattle Bridge.

## **May Day - May 1**

A number of events are scheduled annually in conjunction with May Day in and around Seattle. Most events center around the celebration of immigration and/or worker's rights. These free speech events, held mostly in the afternoon, tend to be peaceful and well-attended. The EOC was activated to provide coordination and support to response operations by the Seattle Police Department and to ensure community members could freely exercise their first amendment rights while ensuring continuity of essential services throughout the City.



**Pride Parade - June 25**

The Seattle EOC activated to support activities surrounding the 43rd annual Seattle Pride Parade. The event ran along 4th Avenue in downtown Seattle.

**Homelessness  
Activation Ends -  
October 30**

**Torchlight Parade - July 29**

The Seattle EOC activated in support of activities surrounding the annual Seafair Torchlight Parade. This year's event had over 100 parade units and had an anticipated attendance of 300,000 people.

**New Year's Eve - December  
31**

The Seattle EOC activated in support of New Year's Eve activities at and around Seattle Center. Crowds gathered at midnight to watch a fireworks show.

Seattle OEM frequently assists other City departments in coordinating responses to emergency events that require collaboration among multiple departments, but don't reach the level of an EOC activation. In 2017, Seattle OEM helped monitor or coordinate events including winter storms, various marches and rallies, and power outages. Our Staff Duty Officers monitored a total of 48 events over the course of the year.

# OUTREACH

Seattle OEM's public outreach team uses a variety of methods to provide emergency preparedness and safety education to the community. Public Outreach Specialists and volunteers teach thousands of people at hundreds of events each year on emergency preparedness, home retrofit and general safety.



11,710

People reached through face-to-face interactions at programs and events.

Programs taught to the public.

232



518

People attended a Disaster Skills, Basic Aid, or Light Search & Rescue workshop.

People attended a home retrofit class.

236



90

New Community Emergency Hub locations identified.

## NEW STAFF - TEY THACH



Tey joined the OEM staff as the new Outreach and Training Specialist. She holds a Bachelors Degree in Secondary Social Studies Education from the University of South Florida and a Master's Degree in Social Work Administration and Policy from the University of Washington. Tey started her journey as an Economics teacher to primarily immigrant and English Language Learning (ELL) students in Florida. During her time at the UW, she conducted research in Phnom Penh, Cambodia, on access to healthcare in displaced and rural communities with

the non-profit MoPoTsyo. She then held the position of Student Leadership Advisor at the UW's Samuel E. Kelly Ethnic Cultural Center, working to build leadership skills in student organizations. She is passionate about working alongside marginalized populations, community organizing, and education as a way to increase civic engagement and global citizenship.

## CHILD CARE PROVIDER READINESS PROJECT

A 2016 article by KUOW (NPR) showed that most child care providers are not prepared for disasters and other emergencies. Utilizing the Race & Social Justice Initiative Toolkit, Seattle Office of Emergency Management is conducting a multi-stage project to determine the cause of gaps in readiness among child care providers.

Seattle OEM worked with stakeholders including the Department of Education & Early Learning, local child care providers, Community Safety Ambassadors, and other City agencies to draft and distribute a survey to a selected sample size to determine the cause of the lack of preparedness amongst child care providers. The survey also addressed how Seattle OEM could best provide outreach to providers in the future.

After the results of the survey were analyzed, Seattle OEM re-convened with stakeholders to draft a Child Care Provider Disaster Plan template and an in-class curriculum for providers. The disaster plan templates will be distributed to each child care provider in January of 2018.

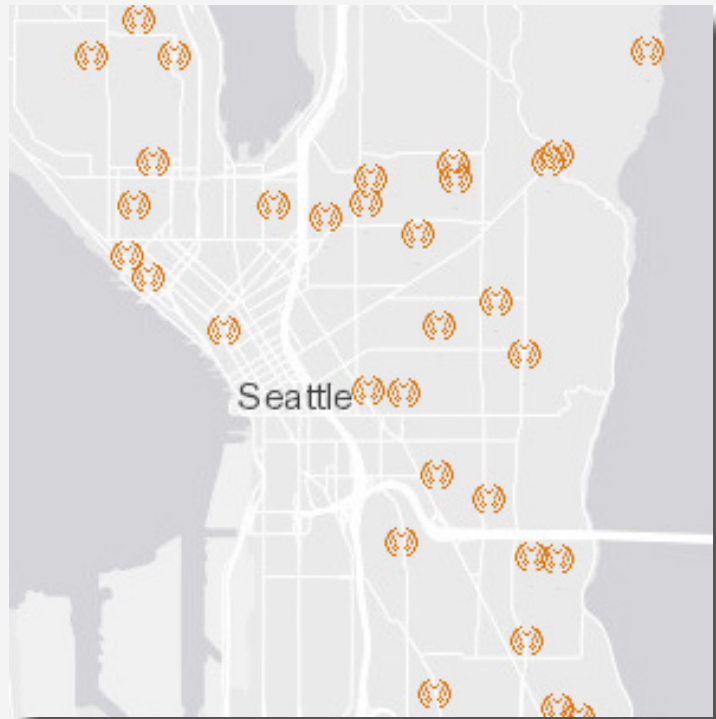


# COMMUNITY EMERGENCY HUBS & P-PATCH PARTNERSHIP

In early summer, Seattle OEM partnered with the Seattle Department of Neighborhoods to announce that nearly 90 P-Patch community gardens throughout Seattle could now be considered gathering places during an emergency, or Community Emergency Hubs.

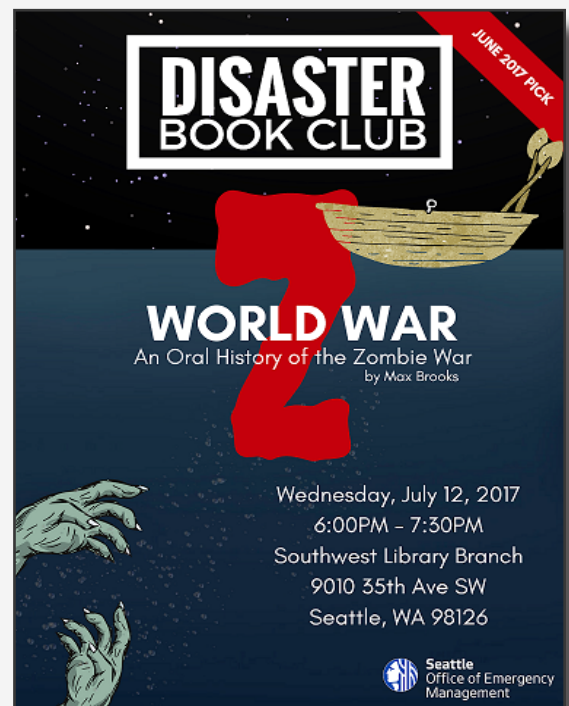
Community Emergency Hubs are places where people come together to help each other. As a central gathering place among neighbors in homes, apartments, and condominiums, spaces like the P-Patches, which are already natural gathering places, mean neighbors and community members now have about 135 pre-determined places in the City of Seattle to meet after a disaster.

Four garden orientations were held in 2017 to let neighborhood gardeners and community members know about emergency preparedness trainings, disaster skills classes and networking opportunities with community members from other hubs. Neighbors at some hub locations actively train together and practice how they would share information and resources.



## DISASTER BOOK CLUB

In 2017, the Outreach Team began hosting a monthly Disaster Book Club at libraries around Seattle. Each book club event hosts an author or speaker relevant to the theme of the book. Visiting authors included Sandi Doughton, Seattle Times science reporter and author and science writer Steve Olson. Guest speakers have included Alison Levy from Public Health - Seattle & King County and Aaron Resnick of the Northwest Healthcare Response Network. Disaster Book Club is set to continue in 2018.





## SEATTLE SENIOR HOUSING PROGRAM (SSHP) PARTNERSHIP

Seattle OEM completed its year-long partnership project with Seattle Housing Authority's Senior Housing Program in 2017. In total, OEM provided training for 22 senior housing buildings and trained over 400 residents. Residents were trained on the three phases of individual preparedness (make a plan, build a kit, help each other) and how to work together as a building to respond to and recover from disasters. The project sparked some of the senior housing communities to prepare further and purchase communal emergency supplies and create a building disaster plan with the help of Seattle Housing Authority.

## COMMUNITY SAFETY AMBASSADORS PROGRAM



The Community Safety Ambassador (CSA) program aims to support and work with traditionally hard to reach communities including Non-English speaking populations around emergency preparedness and CPR education. The Office of Emergency Management accomplishes this by providing CSAs with the skills and knowledge needed to deliver training to their communities. CSAs are trusted individuals from diverse

communities who are multilingual. Currently, we are in our 2nd year of the program, with 14 CSAs, fluent in the following languages: Amharic, Oromo, Tigrinya, Cantonese, Mandarin, Somali, Spanish, Thai, Lao, Khmer and Vietnamese. Their combined efforts resulted in outreach to over 60 community and organization events. CSAs are vital to the community fabric as they work to equip immigrants and refugees with the most up to date information on emergency preparedness.

**In 2017, Community Safety Ambassadors reached**

**3,400**

**people with preparedness and hands-only CPR education.**



The Seattle Office of Emergency Management offers rewarding opportunities for members of the community to become involved in the City's emergency preparedness, response, and recovery efforts. Current volunteer programs include Skills-Based volunteer placement, Public Education volunteers, and Seattle Auxiliary Communications Service. In 2017, volunteers contributed in a myriad of ways.

## SKILLS-BASED VOLUNTEERS

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Skills-based volunteers are specialized professionals who assist Emergency Management staff members with specific projects. In 2017, OEM recruited three skills-based volunteers who worked on an array of projects including planning, research, public education, and URM policy. In total, OEM's skills-based volunteers contributed a total of 686 hours in 2017.

## PUBLIC EDUCATION VOLUNTEERS

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Public Education volunteers help OEM reach thousands of people each year with disaster preparedness education. In 2017, OEM added two new Public Education volunteers to an existing team of four veteran volunteers. In June 2017, OEM held a summer Public Education Volunteer Training Weekend, where new and veteran volunteers learned the ins and outs of the Public Education and outreach program. In 2017, public education volunteers contributed a total of 111 hours and provided outreach to 1,438 people within the City of Seattle.

**VOLUNTEERS**

# SEATTLE ACS



Seattle Auxiliary Communications Service (ACS) was established in 1993 and is comprised of approximately 150 trained team members providing emergency communications and other support services to the City and its neighborhoods. Team members are licensed amateur radio operators that have undergone Seattle Police Department background checks, and are registered Washington State Emergency workers.

During 2017, the ACS team signed up 33 new members and contributed approximately 7500 hours of volunteer service in support of city departments and community organizations. This included: 8 EOC activations, 2 city wide field training exercises, 52 radio nets, and 7 radio system projects. Additionally, ACS supported multiple public services events which included: The Seattle Marathon, Fat Salmon Open-water Swim, Pride Parade, Torchlight Parade, Fremont Parade, RAMROD, and the Children's Hospital Charity Run. During EOC activations, ACS members support EOC operations by operating the audio-video display system, staffing positions in the Planning Section, and providing general administrative support to the EOC in addition to handling all of the radio communications.

## National Amateur Radio Field Day

Nationally, amateur radio operators conduct what is known as Field Day, a weekend where amateur radio operators throughout the country set up their stations in field environments and operate for at least 24 continuous hours performing local and long distance communications. This provides an

opportunity to demonstrate emergency communications in conditions similar to what would occur in a major disaster. Seattle ACS volunteers, along with members of the Puget Sound Repeater Group (PSRG) participate in the National Amateur Radio Field Day every year. The event provides an opportunity to showcase the science and skill of the Amateur Radio operations. During the 2017 exercise, ACS volunteers operated continuously off the utility grid for over 50 hours, depending primarily on solar energy.



## IN MEMORIAM

### Mike Maloy



Our friend and longtime team member Mike Maloy, KF7DTI passed away in September of 2017. Mike was a leader in both the Seattle ACS and Medical Services emergency communications teams. Mike had served as the Information Technology Manager for Crisis Clinic and regularly attended the meeting of the Disaster Management Committee. Mike was a very dedicated member of the Seattle/King County amateur radio community giving freely of his time and energy. He was a great contributor, a dedicated team member, a leader and a wonderful friend - we miss him.

### Robert 'Tony' Holder



Tony Holder taught OEM's earthquake home retrofit class for almost a decade. Tony graciously volunteered one Saturday per month to deliver information on the retrofitting process to the Seattle community. Tony owned his own business, Home Repair Services and was a graduate of UC Berkeley and University of Washington. He passed away in December of 2017. His community service will be remembered and his presence on our team will be missed.





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