

# INTRODUCTION

## CITY OF SEATTLE

### COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



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Curry Mayer (Jul 27, 2021 09:43 PDT)

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**Curry Mayer, Emergency Management Director**

07/27/21

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**Date**

Note: This document is part of the Comprehensive Emergency Management Plan and this version includes the 2021 revisions. Seattle Office of Emergency Management acts as the current owner and collaborated with many partners for respective updates.

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## PROMULGATION

This version of the City of Seattle Comprehensive Emergency Management Plan (CEMP) – Introduction supersedes and rescinds all previous versions of the Seattle Comprehensive Emergency Management Plan.

This plan has been formally approved by the City of Seattle Disaster Management Committee, Emergency Executive Board, Mayor of the City of Seattle, and approved by the City Council. It is approved for promulgation as a part of the City’s Comprehensive Emergency Management Plan.

In the event any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this plan.

The Director of the City of Seattle Office of Emergency Management may conduct reviews and updates on a regular basis subject to approval of the Seattle Disaster Management Committee. Major revisions and recertification of any part of this plan must be approved and signed by the Mayor of the City of Seattle and adopted by the Seattle City Council.

The CEMP – Introduction shall be electronically distributed to all stakeholders named in the suite of plans and be available to the public on the City of Seattle website.

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Jenny A. Durkan  
Mayor, City of Seattle

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Date

## 1. EXECUTIVE SUMMARY

Welcome to the City of Seattle of Comprehensive Emergency Management Plan (CEMP).

The CEMP's purpose is to unify a series of all-hazards documentation that holistically describes the doctrines, strategies, and responsibilities through which the City of Seattle's emergency management system is organized and managed. This enables the City to prepare for, mitigate against, respond to, and recover from any emergency that could adversely affect the health and safety of Seattle's residents, visitors, and the environment. Specifically, the CEMP identifies how City departments coordinate emergency management related actions, resources, and activities with other federal, state, county, regional, private-sector, nongovernmental organizations, and the broader community.

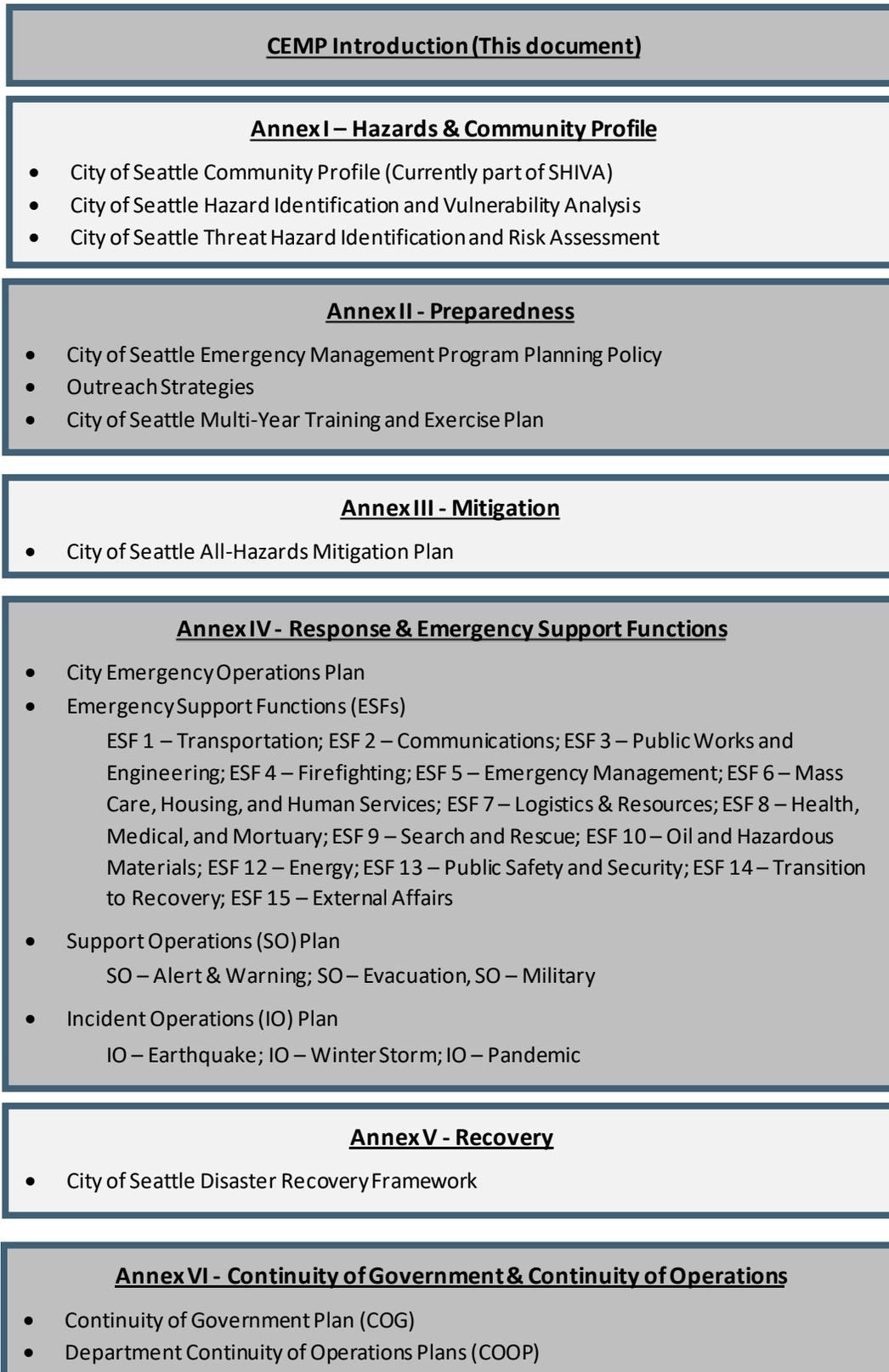
The CEMP is designed to meet the requirements for a comprehensive emergency management plan as described in Washington Administrative Code 118-30 and Revised Code of Washington 38.52. The CEMP is flexible, adaptable, and scalable to cover the broad range of emergency management functions necessary to address the impacts of the hazards the community faces. It includes the following elements: CEMP Introduction, Annex I-Hazards & Community Profile; Annex II-Preparedness; Annex III-Mitigation; Annex IV-Response & Emergency Support Functions, Annex V-Recovery, Annex VI-Continuity of Government & Continuity of Operations Plan.

The City of Seattle Citywide Emergency Management Program Strategic Plan, published separately, is designed to advance progress toward the vision of the citywide, comprehensive emergency management effort. It is an annual roadmap guiding actions needed 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. Further details can be found in the City of Seattle Citywide Emergency Management Strategic Plan for 2020-2022.

The CEMP is intended to be used in a modular fashion. Annexes I-II represent core Program information that are utilized to enhance concepts and practices in the other Annexes III-VI. For example, data from Annex I – Hazards & Community Profile and Annex II - Preparedness is utilized to enhance the practices and processes documented in our mitigation efforts, response efforts, recovery efforts, and continuity efforts. The intent of this organization is to enhance the effectiveness of the CEMP for the City of Seattle by abiding by the Principles (listed below) of being comprehensive, progressive, risk-driven, and professional.

A high-level outline of each CEMP element is provided below in Figure 1.

Figure 1



## 2. SCOPE

This CEMP establishes a mutual understanding of authority, responsibilities, and functions of the City and provides a basis for incorporating essential non-governmental agencies and organizations into the emergency management organization. All directions contained in this Plan apply to preparedness and emergency activities undertaken by the City and supporting organizations required to minimize the effects of incidents and facilitate recovery activities.

The CEMP supports and is compatible with the National Incident Management System, King County and Washington State emergency plans, the National Response Framework, National Disaster Recovery Framework, and the King County Regional Disaster Coordination Framework. Any conflicts will be handled on a case-by-case basis.

### 2.1 Guiding Vision, Mission, and Principles

The Seattle emergency management program is based on a core set of values that are defined through a vision statement, a mission statement, and guiding principles, see Table 1.

**Table 1**

| <u>Vision</u>  | <u>Mission</u>   |
|--|--|
| Disaster ready...prepared people,<br>resilient community   | We partner with the community to<br>prepare for, respond to, mitigate the<br>impacts of, and recover from disasters. |
| <u>Principles</u>  |  |
| <ul style="list-style-type: none"> <li>• <u>Comprehensive</u>: We consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.</li> <li>• <u>Progressive</u>: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.</li> <li>• <u>Risk-Driven</u>: We use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.</li> <li>• <u>Integrated</u>: We ensure unity of effort among all levels of government and all elements of the community.</li> <li>• <u>Collaborative</u>: We create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.</li> <li>• <u>Flexible</u>: We use creative and innovative approaches in solving disaster challenges.</li> <li>• <u>Professional</u>: We value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.</li> </ul> |  |

## 2.2 Limitations

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

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

The content in the CEMP supersedes any previous versions; specific updates and revisions can be found in the supporting annexes and documentation.

## 2.3 Assumptions

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

- An incident could happen at any time.
- In some scenarios, the impacts could be catastrophic, with local governments in the region, including the City, struggling to provide even the most basic of services or maintain some measure of local government authority.
- The City uses an “all-hazards” approach in strategic incident management and development of plans. This recognizes that different emergency situations can use similar information collection processes, communications, resource coordination, and public information.
- The current impacts of institutional and structural racism combine to restrict opportunities for people of color, including immigrant and refugee communities. City preparedness, mitigation, response, and recovery efforts will consider ways to help reduce potential incident impacts on these elements of our community.
- Vulnerable populations, including individuals with access and functional needs, are at risk of being disproportionately impacted by an incident.
- Due to a large number of residential pets, City preparedness, mitigation, response, and recovery efforts will consider ways to help reduce potential incident impacts to the pets and their owners.
- The level of preparedness in the community makes a difference in the City’s ability to respond and recover. The more prepared the community the less demand on response capabilities.
- All community members may need to utilize their own resources and be self-sufficient following an emergency for as long as two weeks.
- Some incidents, due to their scope and complexity, could result in a recovery effort that could take years to complete.
- The amount of information regarding the emergency impacts response operations can quickly overwhelm even the most organized emergency operations center.

## 3. EMERGENCY MANAGEMENT PROGRAM

### 3.1 Authority

The mandate for political subdivisions in Washington State to establish a local organization for an emergency management program and plan is in the Revised Code of Washington Section 38.52.070. The City's enabling legislation to comply with this mandate is Seattle Municipal Code 10.02.050 – Comprehensive Emergency Management Plan:

“Plans and programs for executing emergency powers including a Comprehensive Emergency Management Plan shall be prepared and kept current under the direction of the Mayor who shall submit plans and programs for executing emergency powers, and proposed amendments to these plans and programs, to the City Council for review and approval by resolution. Upon the City Council's approval the Mayor shall be authorized to exercise the powers provided by and in accordance with plans and programs for executing emergency powers.

The Comprehensive Emergency Management Plan will assign roles and responsibilities to City Departments and establish the operational, planning, training, and exercise doctrine for the City's emergency management program to improve readiness for natural, technological, and human-caused disasters. The major components of the Comprehensive Emergency Management Plan will, at minimum, include a hazard and consequence analysis, an emergency operations plan, a mitigation plan, a disaster recovery framework, and any other plans or programs necessary to comply with state and federal laws and regulations.”

In addition to the Washington State law, the City CEMP elements are developed under the authority of multiple local, state, and federal statutes and regulations:

- Seattle Municipal Code
  - Chapter 10.02: Civil Emergencies
  - Chapter 10.06: Emergency Control of Drainage Problems, Earth Movement...
- Washington State
  - Revised Code of Washington
    - 35.33.081: Emergency Expenditures – Non-debatable Emergencies
    - 35A.38.010: Emergency Services - Local Organizations (Code Cities)
    - 38.52: Emergency Management
    - 38.56: Intrastate Mutual Aid System
    - 42.14: Continuity of Government Act
  - Washington Administrative Code
    - 118-04: Emergency Worker Program
    - 118-30: Local Emergency Management/ Services Organizations, Plans and Programs
    - 296-62: General Occupational Health Standards
- Federal (Public Law)
  - 93-288: Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
  - 96-342: Improved Civil Defense Act of 1980, as amended
  - 99-499: Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right to Know
  - Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)

## 3.2 Organization

A broad range of partners make up the Seattle emergency management program and each has influence on the CEMP. Some of the partners are identified in Figure 2 and described below.

It is important to acknowledge, that though several groups are described below in detail, there are emergency management coordinators in departments that are intimately involved in the program and are not part of the Office of Emergency Management (OEM). This is a broader reflection that the emergency management program is a whole community effort and not just the product or action of one group of individuals.

The Emergency Management Program coordinates activities among all personnel with an emergency response role including higher, lateral and subordinate elements. OEM defines these stakeholders as the following: higher elements include the Mayor, Deputy Mayors, and Senior Staff; lateral elements include all City Department Directors and EOC Department Representatives; and subordinate elements include Department Operations Centers (DOC) and other City response personnel.

### 3.2.1 OEM and Director

The emergency management program is administered by the Office of Emergency Management, which is a part of the Executive Department. The day-to-day responsibility for the emergency management program is assigned to the OEM Director. The Director is an appointed position and has direct reporting responsibilities to the Mayor.

The OEM Director also serves on the Mayor's Cabinet and facilitates the Mayor's Emergency Executive Board. The OEM Director is responsible for developing the OEM biennium budget, along with accompanying performance measures.

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

- Ensuring that the City's Emergency Operations Center (EOC) is ready at all times to be activated for any situation.
- Managing plans and planning exercises.
- Preparing the community, including the maintenance and building of new partnerships.
- Ensuring all technical systems are maintained and tested regularly; plans are kept updated; EOC personnel are trained; and procedures and checklists are used when the EOC is activated.
- Maintaining an on-call (24/7) Staff Duty Officer (SDO) who monitors event and incidents, disseminates information, acts as an emergency management liaison to incident commanders, assists responders with locating resources and processes any request to activate the EOC.
- Providing the staff for Mayoral appointment to serve as the City's Applicant Agent during and following emergencies that trigger the Robert T. Stafford Act for public and individual assistance.

Figure 2



### 3 2.2 All City Departments

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

- 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 EOC departmental designated staff have completed required EOC training.
- Coordinate all public information through the Joint Information Center/System Supervisor 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 on a monthly basis 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.

Further details on department specific responsibilities related to supporting Emergency Support Functions (ESF), Recovery Support Functions (RSF), and Continuity of Operation Plans (COOP) are outlined in the Annex IV - Response & Emergency Support Functions; Annex V – Recovery; and Annex VI – Continuity of Government & Continuity of Operations.

### 3 2.3 Emergency Management Groups

There are three groups that provide input direction and support to the emergency management program: Mayor's Emergency Executive Board (EEB); Disaster Management Committee (DMC); and Strategic Work Group (SWG).

### **Mayor's Emergency Executive Board**

The EEB provides policy advice to the Mayor in all phases of preparedness, mitigation, response, and recovery. The EEB is chaired by the Mayor or the Mayor's designee and consists of Mayor's Office senior staff and the directors of City departments who have a key role or responsibility in emergency mitigation, prevention, protection, preparedness, response, or recovery as identified throughout the CEMP.

This group is convened at least quarterly to review policy issues as they relate to emergency management and practice their role. It is expected that members of the EEB will report to the Mayor's Policy Room in the EOC or the Mayor's Office conference room at the invitation of the Mayor to provide mission support and policy advice on any necessary aspect of emergency response. This complements the operational and coordinating nature of the work being performed by departments or ESF representatives on the main EOC operations floor. The Mayor also has the option to convene the group via teleconference.

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

### **Disaster Management Committee**

The citywide DMC provides interdepartmental and interagency coordination of city planning, training, exercise, and response to incidents. The DMC is chaired by the OEM Director and consists of senior level managers that have authority over their departments' or agencies' resources and experience in inter-agency cooperation, two key characteristics in the success of any EOC mission.

The DMC meets monthly, and many of these DMC members are the people who represent their departments during EOC activations. They coordinate the operational aspects of all-hazard preparedness, response, and recovery including integrating plans and procedures with vital external agencies. A summary of the roles is identified below:

- Advise the Mayor on all matters pertaining to emergency and disaster readiness and response capabilities within the City, including City efforts directed at preparedness, mitigation, response, and recovery.
- Provide cooperation and coordination with the CEMP of other local organizations and agencies.
- Review and recommend to the Mayor requests and associated plans for mutual aid operations.
- Recommend expenditures for disaster preparations and training on a citywide basis.
- Periodically review and make recommendations for the revision and/or maintenance of up-to-date comprehensive emergency management plan elements for the City consistent with RCW Chapter 38.52 and WAC Section 118-30-060, including:
  - Preparations for and the carrying out of executive emergency powers;
  - The delegation and sub-delegation of administrative authority by the Mayor;
  - The performance of emergency functions including firefighting, police, medical and health, welfare, rescue, engineering, transportation, communications and warning services, evacuation of persons from danger, restoration of utility services, and other functions relating to civilian protection together with all activities necessary or incidental to the preparation for and carrying out of such functions; and

- Requirements for department operation including management succession, procedures for providing twenty-four-hour capability, staff and resource mobilization procedures, special disaster response procedures, plans for records protection, personnel procedures, finance plans, and training procedures for disaster response.

### **Strategic Work Group**

The SWG is a subcommittee of the DMC that provides input on the development of all elements of the CEMP including all annexes, procedures, and other supporting documentation. The SWG has emergency personnel from several core city partners: City Light, Finance and Administrative Services, Fire, Police, Public Health, Human Services, Parks and Recreation, Public Utilities, Transportation, Information Technology, Economic Development, Human Resources, Mayor’s Office, and Emergency Management.

The SWG meets twice a month to delve into specific citywide emergency management planning and preparedness efforts. The SWG is encouraged to distribute the documentation, and solicit input, to any committees they serve on and all regional partners they work with.

### **3.2.4 Regional Partnerships**

A cornerstone to the success of the emergency management program is its relationships with stakeholder groups inside and outside of the City. These groups are extensions of the program and provide support and input that is critical to the overall success of the program. The program works with the following groups to ensure that their input is incorporated into all areas: business community including private utilities; faith based; schools including colleges and universities; community leaders and activists within the various ethnic and disability communities within Seattle; and non-governmental organizations.

Through many efforts, committees, and activities, the program actively works with King County Office of Emergency Management, Washington State Emergency Management Division, regional partners (jurisdictions, counties, etc.), and Federal Emergency Management Agency Region X.

Key groups or committees that facilitate regional and statewide coordination include: King County Emergency Management Advisory Council, which doubles as the Region 6 Homeland Security Council, and quarterly emergency manager meetings; Washington State Emergency Management Advisory Group; Washington State Emergency Management Council; Washington Statewide Catastrophic Incident Planning Team; Washington State Fusion Center; the Seattle Urban Area Security Initiative; Pacific Northwest National Laboratory; Pacific NorthWest Economic Region; and Northwest Healthcare Response Network.

## 4. EMERGENCY MANAGEMENT FUNCTIONS AND DOCTRINE

The emergency management program is defined by a number of functions that cover the broad spectrum of emergency management activities to support the whole community. The Program uses the Emergency Management Standard by the Emergency Management Accreditation Program (EMAP) to help measure and document these functions.

The 2019 Emergency Management Standard covers 66 standards in the following areas: program administration and evaluation; program coordination; advisory committee; administration and finance; laws and authorities; hazard identification, risk assessment, and consequence analysis; hazard mitigation; prevention; operational planning and procedures; incident management; resource management, mutual aid, and logistics; communications and warning, facilities, training; exercises, evaluations, and correction action; and emergency public information and education.



In April 2016, the Seattle Emergency Management program achieved accreditation through the EMAP and was granted a five-year accreditation. The program conducts ongoing maintenance and management to sustain EMAP compliance.

To guide these functions, the program has identified doctrines and principles to support an all hazard approach to preparedness, mitigation, response, and recovery. These doctrines and principles include: Federal and City Americans with Disabilities Act (ADA) requirements; City Race and Social Justice Initiative, and City Equity & Environment Initiative. In each of the emergency management program functions these efforts are being incorporated daily.

### 4.1 Hazards

The emergency management program planning, organizing, equipping, training, exercise, and outreach efforts are based on the hazards, both natural and human-caused, identified in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA).

The SHIVA identifies Seattle's threats and hazards and examines their consequences. It provides information regarding potential impacts of threats and hazards to the community profile (people, economy, and built and natural environments) of the City of Seattle. The SHIVA addresses the following hazards: Geophysical Hazards (Earthquakes; Landslides; Volcanic Hazards; Tsunami); Biological Hazards (Disease); Intentional Hazards (Social Unrest; Terrorism; Active Shooter Incidents); Transportation and Infrastructure Hazards (Transportation Incidents; Fires; Hazardous Materials Incidents; Infrastructure Failures; Power Outages); and Weather and Climate Hazards (Excessive Heat; Flooding; Snow, Ice, and Extreme Cold; Water Shortages; Windstorms).

The City of Seattle defines an "incident" as any occurrence or event, natural or human-caused that requires action to protect life, property, and the environment. Incidents can include major disasters, emergencies, or a product of any of the City's identified hazards in the SHIVA. Throughout the CEMP, the term "incident" is used broadly to avoid confusion between other terms such as disaster, emergencies, or events.

Further details can be found in Annex I – Hazards & Community Profile (Seattle Hazard Identification and Vulnerability Analysis).

## 4.2 Planning

The City of Seattle emergency management program uses an emergency planning process supported by policies, plans, and procedures. Each identified document is sustained through a planning life cycle that includes development, updates, revisions, approvals, and socialization. The *City of Seattle Emergency Management Program Planning Policy* outlines the planning process, which specifies the process and frequency of updates. The schedule for updates and revisions is found in the *Citywide Emergency Management Program Strategic Plan*, which is coordinated by the Seattle OEM and includes input from all stakeholders in the Emergency Management Program.

A number of best practices and standards influence and inform the program planning documentation, including EMAP's *Emergency Management Standard*; the Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*; Federal and City ADA Requirements; Race and Social Justice Initiative; Equity & Environment Initiative; the Disaster Mitigation Act; and the Washington Administrative Code.

All stakeholders identified in the CEMP and supporting documents must develop procedures for implementing planning-related documentation. Departments may choose their own process and style based upon acceptable business practices for their area of specialty.

Further details can be found in Annex II – Preparedness (City of Seattle Emergency Management Program Planning Policy).

## 4.3 Outreach & Education

The program engages the entire community (public and private), in preparing for, mitigating against, responding to, and recovering from all hazards.

This approach stems from the fact that communities that are engaged prior to an incident will be vital to an overall effective response and have a much better chance of recovering quickly and wholly. As city services are stretched thin and some neighborhoods become isolated, the ability of neighbors to work together will be critical.

The program has undertaken several initiatives that aim to enhance the organizational capacity and skills of Seattle Neighborhoods and ensure an effective response during an incident. These include: Seattle Neighborhoods Actively Prepare (SNAP); Community Skills Training; Community Emergency Hubs; and Community Safety Ambassadors (CSAs).

Further details can be found in Annex II – Preparedness (Outreach Strategies).

## 4.4 Training & Exercise

The program's Training and Exercise Program builds and improves the competencies and capabilities of the City to prepare for, mitigate against, respond to, and recover from the potential impacts of emergencies. OEM conducts training & exercise planning workshops to review and establish priorities for training and exercises, and to develop a Multi-Year Training and Exercise Plan to address the priorities.

Training provides city employees, private and non-governmental partners, and other personnel with the knowledge, skills, and abilities needed to perform key tasks required by specific plans. Training decisions are based on information derived from After Action Reports, assessments, plans, current events, philosophy and strategic direction. The training program provides guidance and tools that address training design, development, delivery, and evaluation, as appropriate.

Exercises provide stakeholders from across the whole community with the opportunity to shape planning, to assess and validate plans, and to identify and address areas for improvement. Further, exercises familiarize personnel with roles and responsibilities, help to foster good working relationships, and to strengthen communication across organizations. The exercise program provides guidance and tools that address exercise design, development, conduct, evaluation, and improvement planning, as appropriate.

Further details can be found in Annex II – Preparedness (Training & Exercise Plan).

## 4.5 Mitigation

Hazard mitigation is any sustained action taken to reduce or eliminate the long-term risk to human life and property posed by hazards. Hazard mitigation activities may be implemented prior to, during, or after an incident. However, it has been demonstrated that mitigation is most effective when based on an inclusive, comprehensive, long-term plan that is developed before an emergency occurs.

The Program uses standards and best practices from the Disaster Mitigation Act of 2000 and the Emergency Management Standard by EMAP to maintain a planning document, the All-Hazard Seattle Hazard Mitigation Plan, that is the guide for the City's hazard mitigation program. The document strategically guides actions and investments in such a way as to reduce the impacts of natural and human-caused hazards on human life and property. Such hazards include but are not limited to seismic risk assessments, seismic retrofit projects, urban flooding hazard identification efforts, and public education efforts. The City has also focused on improving interdepartmental coordination in this update to ensure that the plan meets the needs of all City departments.

Further details can be found in Annex III – Mitigation (All-Hazards Mitigation Plan).

## 4.6 Response

The City uses the National Incident Management System (NIMS) and the National Response Framework doctrine to manage incident response. The City formally adopted the NIMS in 2005 as a multifaceted system that provides a national framework for preparing, mitigating against, responding to, and recovering from incidents. The City response efforts are flexible, adaptable, and scalable and help achieve unity of effort, manageable spans of control, a standard resource typing, and use of plain language. Per the adoption of NIMS and the Incident Command System (ICS), the City uses common terminology to define organizational functions, resource descriptions, incident facilities, and position titles.

A general response to a growing City incident is identified below.

- Response coordination always begins in the field where departments and agencies have identified incident specific and emergency support function roles and responsibilities. The field can be any physical or virtual location.
- As the incident becomes complex, an agency or department may establish an incident command or unified command to support operations. A unified command is generally the preferred approach for a complex incident because it supports the establishment of common objectives,

strategies, and tactics without any organization abdicating authority, responsibility or accountability.

- Furthermore, department operation centers and/or incident management teams are also supporting incident operations as the incident progresses. The centers and teams may engage other resources, including other City department centers for additional support.
- If the incident exceeds the capabilities at a departmental level, the City EOC can become engaged to support citywide coordination efforts. This may involve just the OEM Staff Duty Officer or a higher-level activation of the City EOC.
- As an incident continues to produce more problems to solve, request for resources beyond the scope of the City EOC may involve other regional operational or coordination centers too (such as those at King County or Washington State).

Depending on the incident, either with notice or without notice, coordination can be initiated in different ways but supports the similar goals in the end. Notice incident could be an approaching windstorm versus a without notice incident be a hazardous materials incident. Notice incidents would add an additional level of pre-coordination to the identified general response.

Further details can be found in Annex IV – Response & Emergency Support Functions (City Emergency Operations Plan; Emergency Support Function Documents; Support Operations Documents; Incident Operations Documents).

## 4.7 Recovery

Successful community recovery can be defined as “the reestablishing of infrastructure, public services, economy and tax base, housing, social fabric, and a sense of stability... [that creates] a new ‘normal’ that is better able to withstand the next emergency.”

The program uses standards and best practices from Federal Emergency Management Agency, local emergencies, regional, national, and international disasters, the Emergency Management Standard by EMAP to maintain a planning document, the Disaster Recovery Framework, that is the guide for the City’s hazard recovery program. This document ensures recovery is effective, efficient, and equitable while establishing a governance structure that can leverage and coordinate the resources, intelligence, and passion of our whole community, including public, private, and not-for-profit organizations.

The recovery process can begin as soon as an emergency has stabilized and for this reason the program also leverages the ESF 14 – Transition to Recovery as bridge guidance to the larger recovery processes outlined in the Disaster Recovery Framework.

Further details can be found in Annex IV – Response & Emergency Support Functions (ESF 14 – Transition to Recovery) and in Annex V – Recovery (Disaster Recovery Framework).

## 4.8 Continuity of Government & Continuity of Operations

Continuity of government and continuity of operations rely heavily on the City’s elected and appointed officials to give appropriate emphasis and to commit the necessary resources to assure that departments and commissions are capable of performing essential services and operations in a crisis.

The program uses standards and best practices from the Federal Emergency Management Agency and the Emergency Management Standard by EMAP to maintain a planning document, the Continuity of

Government Plan (COG), that identifies how the City constitutional responsibilities will be preserved, maintained, or reconstituted for all branches of City government.

The City continuity of operation is further supported by departmental COOPs that identify strategies to continue essential program functions along with supporting personnel and resources.

Further details can be found in Annex VI – Continuity of Government & Continuity of Operations (Continuity of Government Plan).

## 5. ADMINISTRATION

### 5.1 Updates and Revisions

OEM maintains a schedule that describes when plans, including the CEMP, shall be updated and revised. Lessons learned from exercises, special events, incidents or emergencies may result in a decision to update portions of the CEMP ahead of that schedule. The City-wide Emergency Management Multi-Year Strategic Plan outlines a 3-year schedule for both updates and revisions of plans and policies for the emergency management program. Any plan or policy not mentioned in the Strategic Plan will be updated on a 5-year cycle.

### 5.2 Review and Approval Process Cycle

This document is an external plan as defined by the City of Seattle Emergency Management Program Planning Policy and follows the maintenance process, which includes a method and schedule for evaluation and revision, as described therein. The review and approval process is an extension of the updates and revisions completed by various stakeholders of the whole community. The OEM Planning Coordinator is responsible for facilitating the overall review and approval process for planning documentation.

### 5.3 Record of Changes

The record of changes to CEMP can be found on the OEM website:

- External – Public: <http://www.seattle.gov/emergency/>
- Internal – City Employees: <https://seattlegov.sharepoint.com/OEM>

**Table 2**

| RECORD OF CHANGES                      |          |          |   |
|--|----------|----------|---|
| DATE                                   | TYPE     | CONTACT  | SUMMARY   |
| April 2021                             | Update   | K Neafcy | Administrative and EMAP-compliance updates.   |
| Sept. 17, 2018                         | Revision | L Meyers | City Council voted and approved document in Resolution 31816.   |
| August 17, 2017<br>July 27, 2017       | Revision | L Meyers | Completed revision. This document replaces most recent CEMP Base. Document voted and approved by DMC and EEB. |
| February 18, 2015<br>December 18, 2014 | Revision | L Meyers | Completed revision. Document voted and approved by DMC and EEB.   |

## 6. TERMS AND DEFINITIONS

Incident: Any occurrence or event, natural or human-caused, that requires action to protect life, property, and the environment. Incidents can include major disasters, emergencies, or a product of any of the City's identified hazards.

## 7. ACRONYMS

|        |  |
|--------|--|
| ACS    | Auxiliary Communications Services                        |
| AHIMT  | All Hazards Incident Management Team                     |
| CAP    | Consolidated Action Plan                                 |
| CEMNET | Radio Systems Comprehensive Emergency Management Network |
| CEMP   | Comprehensive Emergency Management Plan                  |
| CSAs   | Community Safety Ambassadors                             |
| COG    | Continuity of Government Plan                            |
| COOP   | Continuity of Operation Plan                             |
| DAC    | Disaster Clinical Advisory Committee                     |
| DMC    | Disaster Management Committee                            |
| DOC    | Department Operation Center                              |
| EMAC   | Emergency Management Assistance Compact                  |
| EMAP   | Emergency Management Accreditation Program               |
| EEB    | Mayor’s Emergency Executive Board                        |
| EEI    | Essential Element of Information                         |
| EOC    | Emergency Operations Center                              |
| EOP    | Emergency Operations Plan                                |
| ESF    | Emergency Support Function                               |
| FAS    | Finance and Administrative Services                      |
| GETS   | Government Emergency Telecommunication System            |
| GIS    | Geographic Information System                            |
| HMAC   | Health and Medical Area Command                          |
| ICS    | Incident Command System                                  |
| IO     | Incident Operations                                      |
| ISNAP  | Incident Snapshot  |
| ITOC   | Information Technology Operations Center                 |
| JFO    | Joint Field Office                                       |

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|        |  |
|--------|--|
| JIC    | Joint Information Center                                 |
| JIS    | Joint Information System                                 |
| NAWAS  | National Alert and Warning System                        |
| NIMS   | National Incident Management System                      |
| NOC    | National Operations Center                               |
| NWHRN  | Northwest Healthcare Response Network                    |
| OEM    | Office of Emergency Management                           |
| ORC    | Operations Resource Center                               |
| PIO    | Public Information Officer                               |
| PKEMRA | Post-Katrina Emergency Management Reform Act of 2006     |
| PNEMA  | Pacific Northwest Emergency Management Arrangement       |
| SDHR   | Seattle Department of Human Resources                    |
| SWG    | Strategic Work Group                                     |
| RCW    | Revised Code of Washington                               |
| RMC    | Resource Management Center                               |
| RSF    | Recovery Support Function                                |
| SARA   | Superfund Amendments and Reauthorization Act             |
| SDO    | Staff Duty Officer                                       |
| SHIVA  | Seattle Hazard Identification and Vulnerability Analysis |
| SNAP   | Seattle Neighborhoods Actively Prepare                   |
| SO     | Support Operations                                       |
| SPOC   | Seattle Police Operations Center                         |
| TOC    | Transportation Operations Center                         |
| WAMAS  | Washington Intrastate Mutual Aid System                  |
| WAC    | Washington Administrative Code                           |
| WPS    | Wireless Priority System                                 |