

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



Photo Credit: Tim Durkan Photography

**Citywide Emergency Management
Program Strategic Plan
2018-2020**



City of Seattle

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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 and 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

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 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. Building from the 2017 plan update, efforts for 2018 will continue to focus on the three strategic priority areas:

- 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 and the Disaster Management Committee 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. A sample maintenance cycle is outlined below.

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 consideration.

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 approval.

STAKEHOLDERS

2-1-1 Crisis Clinic
American Red Cross
Amtrak
Building Owners & Managers Association
Business/Private Sector
City Attorney's Office
City Budget Office
City Clerk's Office
City Council
City Light
Commission for People with disAbilities
Community groups
Consulates
Customer Service Bureau
Department of Construction & Inspections
Department of Education & Early Learning
Department of Human Resources
Department of Neighborhoods
Department of Transportation
Enwave Seattle
Federal Emergency Management Agency
Finance & Administrative Services
Fire Department
Human Services Department
King County Metro Transit
King County Office of Emergency Management
King County Zone 1 Coordination Communities
King County Zone 3 Coordination Communities
Mayor's Office
Municipal Courts
Northwest Healthcare Response Network
Office of Civil Rights
Office of Economic Development
Office of Emergency Management
Office of Housing
Office of Immigrant & Refugee Affairs
Office of Intergovernmental Affairs
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
Salvation Army
Seattle Animal Shelter
Seattle Center
Seattle Chambers of Commerce
Seattle Channel 21
Seattle Community Colleges
Seattle Housing Authority
Seattle Information Technology
Seattle Public Libraries
Seattle Public Schools
Seattle University
Sound Transit
United Way
University of Washington
Visit Seattle
Washington State Emergency Management Division
Washington State Fusion Center

PRIMARY EMERGENCY MANAGEMENT PLANS

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

Plan Revision Cycle	Current Version	2018 Process Update, Revision, Creation**	Plan Owner
Strategic Plan-3 Yr	2016	Revision	OEM
CEMP Introduction-3 Yr	2014	Revision	OEM
Annex I-Seattle Community Profile-3 Yr	N/A	Creation	OEM
Annex I-Seattle Hazard Identification & Vulnerability Analysis-3 Yr	2014	Revision	OEM
Annex I-Seattle Threat Hazard Identification & Risk Assessment-3 Yr	2013	Revision	OEM
Annex II-Seattle Training and Exercise Plan-3 Yr	2013	Update	OEM
Annex II-Emergency Management Planning Guide-3 Yr	2016	Update	OEM
Annex II-Emergency Management Outreach Strategies-3 Yr	2016	Update	OEM
Annex III-All-Hazards Mitigation Plan-5 Yr	2015	Update	OEM
Annex IV-Emergency Operations Plan-3 Yr	2017	Update	OEM
Annex IV-ESFs-3 Yr (Varies)	2016	Revision	ESF Coordinators
Annex IV-Support Operations Plan Evacuation-3 Yr Military Support-3 Yr Alert and Warning-3 Yr	2015 2015 2015	Update	OEM
Annex IV-Incident Operations Plan Winter Storm(Existing)-3 Yr Earthquake (Existing)-3 Yr Pandemic (Existing)-3 Yr	2017 2014 2014	Update	Operations Plan Leads
Annex IV-Incident Operations Plan-Cyber-3 Yr	N/A	N/A	ITD
Annex IV-Incident Operations Plan-Terrorism-3 Yr	N/A	Creation	SPD
Annex V-Disaster Recovery Framework (RSFs)-5 Yr	2015	Update	OEM
Annex V-Debris Management Plan-5 Yr	2014	Update	SPU
Annex VI-Seattle Continuity of Government Plan-3 Yr	2017	Update	OEM
Annex VI-Seattle Continuity of Operation Plans-3 Yr (Varies)*	2016	Update	COOP Points of Contact
Continuity-Continuity of Government Annex-3 Yr	2017	Creation	OEM

****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 are required to be formally adopted and approved by both the Mayor and Council.

CHAPTER 2: GOALS, OBJECTIVES & OUTCOMES

For the 2018 update, the strategic plan continues to focus on three (3) targeted strategic priority areas. As with 2017, the annual work efforts will also continue to focus on:

- **building catastrophic level capability and**
- **addressing core emergency management principles and practices through focused trainings.**

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 – Work Plans**' on pages 22-54.

- **Emergency Support Function (ESF) specific work plans**
Each ESF outlined their respective 2018 priorities and inclusive of important bodies of work necessary for the city to maintain a comprehensive emergency management program.
- **Considerations for 2019 and Beyond**
As a multi-year strategic plan, this section identifies items that will need to be addressed and scoped in 2019 and beyond.

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.
- OEM Director and staff participate in annual state-wide activities and programs (Washington State Emergency Management Association, Partners in Preparedness, Washington Mutual Aid Compact efforts, etc.).
- OEM Director participates in the Big Cities Emergency Managers.
- Continue to support the State’s ongoing effort to develop a Regional Catastrophic Planning Committee.
- In collaboration with departments, take annual maintenance steps of the city-wide emergency management program for the Emergency Management Accreditation process.
- Review all 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.
- Develop tools for Emergency Management Professionals that assist in working with vulnerable populations before, during and after a major event.
- Seattle OEM regularly uses standing meetings (Disaster Management Committee, Strategic Work Group, and Seattle OEM Duty Officer meetings) to push out trainings to various stakeholders including ISnap.
- Implement and hold accountable the strategies, approaches and deliverables delineated in the 2013 T&E Plan.
- Inventory training needs and conduct a gap analysis based on what is provided versus needed.
- Track improvement plan items to ensure changes are incorporated into plans, trained, and tested.
- Continue to participate in regional planning groups.
- Department requirements regarding NIMS are included the City of Seattle CEMP.
- Seattle provides all documentation regarding NIMS compliance as requested by the State to ensure compliance with State and Federal requirements.
- The Seattle reviews the NIMS implementation plan as a part of the ongoing updates to NIMS training and implementation changes issued by the Department of Homeland Security.
- Conduct project management and installation upgrading of the EOC audio-visual and information technology systems.

- Assign SPD, SFD, SCL, SDOT, Parks, and SPU personnel to the EOC Logistics Section and provide training.
- Test all City emergency generators at full load capacity every other year via load bank. In off years, test generators using actual building load.
- Develop a city-wide strategy for using social media during emergencies and disasters.
- 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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- Leverage City of Seattle efforts and regional and national campaigns to bring greater exposure to emergency preparedness, response, and recovery.
- Work with organization and community groups to enhance their ability to deliver preparedness public education programs to their community.
- Routine training and partnership of community events with 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 the new 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.
- Develop a community safety advocate program partnership between Fire and OEM.

STRATEGIC PRIORITY #3:	SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS
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- 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.
- Conduct ‘red team’ security assessment, using an independent auditor, of City owned cyber systems and critical infrastructure.
- Ongoing ‘Home Retrofit Program’ supported by plan sets managed and maintained by the Department of Construction & Inspection. OEM volunteers routinely deliver workshops for residents who are interested in retrofitting their home for an earthquake.

- Provide training to the Disaster Management Committee on the hazards identified in this SHIVA.
- Strengthen awareness of and focus on health systems/disease prevention in mitigation program.
- Conduct annual revisions of Seattle All Hazards Mitigation Plan (2015 version).
- Provide annual training to key personnel in each department on FEMA Public Assistance policies, protocols, and administrative systems.
- Identify potential stakeholders in all levels of government and the community and ask them to help with development of a donations management plan
- 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.

*****Items italicized are reflective of 2017 accomplishments.***

STRATEGIC PRIORITY #1:	STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES
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- *Managed a 9-month activation for homelessness focus and citywide efforts.*
- *Conducted CEMP training for Emergency Executive Board.*
- *Updated the Training and Exercise Plan.*
- *Department of Transportation conducted a Regional Traffic Incident Management Response Tabletop significantly improving communication and coordination amongst key traffic partners.*
- *Department of Transportation completed a series of training with their Incident Management Team (IMT).*
- *Information Technology Department produced an application listing for each department to help in department COOP efforts.*
- *Public Utilities implemented a multi-year exercise cycle to focus on skills development of Incident Management staff.*
- *OEM and FAS worked together to incorporate new statewide resource request form into EOC processes to include coding into WebEOC.*
- *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.*
- *Emergency Operations Center audio-visual and computers systems were replaced and updated over a two-year process 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.
- Parks Department 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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- *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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- *URM Policy Committee submitted final report to Department of Construction and Inspections.*
- *OEM leading effort in collaboration with Department of Construction and Inspections to research and identify funding assistance avenues and options for URM seismic retrofitting.*
- *OEM continues to work with Department of Construction and Inspection on unreinforced masonry building efforts.*
- *ESF 14 was revised to synchronize with the Disaster Recovery Framework.*
- *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 table top exercises 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.*

2018 ESF-1: Transportation (SDOT) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<p><i>Sustain the SDOT incident response capability by maintaining a trained and capable Incident Management Team (IMT)</i></p>	<p>75% OF SDOT IMT receive 24 hours of emergency preparedness training</p>	1. Conduct incident action planning refresher	QTR 1
		2. Conduct COOP and TIM refresher	QTR 2
		3. Conduct Earthquake response refresher	QTR 3
		4. Conduct storm response refresher	QTR 4
		5. Train new COOP procedures	QTR 4
		6. Develop whole community response Training scenarios	QTR 1 / 2019
<p><i>Renew Washington State Intergovernmental Agreement (IGA)</i></p>	<p>A five-year IGA with W.S. Military Department which enables SDOT to access the Emergency Management Assistance Compact (EMAC) and Pacific Northwest Emergency Management Arrangement (PNEMA) mutual aid programs</p>	1. Initiated IGA renewal paperwork by March 30, 2018	QTR 1
		2. Complete all requirements and obtain final signature of IGA by August 31, 2018	QTR 2
		3. Develop PNEMA relationship with ESF-1 And ESF-3 with Vancouver BC	QTR 1 / 2019
<p><i>Update SDOT Continuity of Operations Plan (COOP)</i></p>	<p>Signed and approved COOP</p>	1. Incorporate newly identified IT applications assigned to mission essential functions and recovery time lines	QTR 2
		2. Include IMT position assignments and responsibilities	QTR 3
		3. Review and sign COOP	QTR 3
		4. Train IMT on new COOP	QTR 4
<p><i>Improved damage assessment processes of critical infrastructure</i></p>	<p>A coordinated City of Seattle damage assessment process</p>	<p>1. Synchronize damage assessment processes Within operational departments</p>	<p>QTR 4 / 2018</p>

		2. Conduct city drill on earthquake damage Assessment processes	<i>QTR 2 / 2019</i>
		3. Update damage assessment processes Using drill after action items	<i>QTR 4 / 2019</i>
GOAL STATEMENT: <i>Expand SDOT Emergency Management & Security Program FTE</i>	Outcome	Objective(s)	Timeline
	<i>Add an additional FTE to address increased program workload</i>	1. Write Budget Initiative Paper to add an additional FTE to Emergency Management & Security Program	QTR 1 / 2018
		2. Defend BIP through budget drills	QTR 2/3 / 2018

2018 ESF-2: Communications (ITD) Work Plan

GOAL STATEMENT: <i>Build the ITD incident response capability by creating trained and capable Incident Response teams</i>	Outcome	Objective(s)	Timeline
	80% OF ITD response teams receive 12 hours of incident response training including meeting current guidelines within the National Incident Management System.	1. Build incident response plans that include roles and responsibilities for operational support	QTR 1, QTR 2
		2. Conduct necessary response training sessions for identified responders	All QTRS
		3. Coordinate training sessions with application/system training sessions to ensure that application response times are met	QTR 3, QTR 4
	4. Develop training schedule for following years	QTR 4	
GOAL STATEMENT: <i>All departmental critical IT systems/applications recovery capabilities meet or exceed the departmental availability requirements</i>	Outcome	Objective(s)	Timeline
	Departments identify the department's critical systems/applications within the department's COOP to help ensure that the department's IT recovery plans are developed to meet or exceed the department's COOP identified system recovery time objective (RTO) and the recovery point objective.	1. Departments identify IT recovery plans (IT RP) for each critical application/system that is identified on their list	QTR 1, QTR 2
2. Ensure that Information Technology Systems Management (ITSM) application listing is coordinated with various Department's COOP "essential" critical application		QTR 1, QTR 2, QTR3, QTR 4	
GOAL STATEMENT: <i>Update ITD Continuity of Operations Plan (COOP)</i>	Outcome	Objective(s)	Timeline
	GOAL STATEMENT: Signed and approved updated COOP	1. Incorporate newly identified IT applications assigned to mission essential functions and recovery time lines	QTR 2, QTR 3
		2. Include revised response position assignments and responsibilities	QTR 3
3. Review and sign COOP		QTR 4	

2018 ESF-3: Public Works & Engineering (SPU) Work Plan

GOAL STATEMENT: <i>Develop and promulgate SPU's Emergency Operations Plan</i>	Outcome	Objective(s)	Timeline
	<i>New plan to unify the preparedness and operational response across all SPU lines of business and corporate functions.</i>	<i>1. Finalize template</i>	<i>QTR 1</i>
		<i>2. Form planning and stakeholder team</i>	<i>QTR 2</i>
		<i>3. Promulgate</i>	<i>QTR 4</i>
GOAL STATEMENT: <i>Develop new material(s) for employee and community preparedness programs</i>	Outcome	Objective(s)	Timeline
	<i>Identify gaps or topics within preparedness topics and materials, and develop materials to address. Add to preparedness resources.</i>		<i>QTR 1 – Q3</i>
Ongoing/Routine Actions	Lead Assigned	Key Contributing Partners	Timeframe
<i>Conduct annual landslide workshop</i>	<i>Ned Worcester</i>	<i>SDOT, Parks, SCL, DCI</i>	<i>QTR 3</i>
<i>Continuous improvement plan items identified from past activations and exercises</i>	<i>Ned Worcester</i>		<i>QTR 1-4</i>
<i>Update, the Debris Management Plan</i>	<i>Ned Worcester / Michael Mociulski</i>	<i>SDOT</i>	<i>QTR 1 & 3</i>
<i>Annual update and disseminate internal emergency action plans</i>	<i>Ned Worcester</i>		<i>QTR 1-4</i>
<i>Support annual emergency coordination workshop for Water wholesale customers</i>	<i>Ned Worcester</i>		<i>QTR 1-4</i>
<i>Develop and deliver applied-skills incident management exercises to SPU staff and affiliated agencies</i>	<i>Chad Buechler</i>		<i>QTR 1-4</i>
<i>Place and maintain community sandbag stocks</i>	<i>Michael Mociulski</i>	<i>Parks</i>	<i>QTR 4 – QTR 2</i>
<i>Complete the seismic work and services considerations in the drinking water line of business;</i>	<i>Ned Worcester / Bill Heubach</i>		<i>QTR 1-4</i>

2018 ESF-4, 9 and 10: Firefighting, Search & Rescue, Oil & HazMat (SFD) Work Plan

GOAL STATEMENT: <i>Provide WebEOC training to all designated SFD EOC/RMC responders</i>	Outcome	Objective(s)	Timeline
	<i>All SFD stakeholders designated as EOC/RMC responders will receive WebEOC training. This training will provide an awareness of the operational protocols for the EOC.</i>		<i>QTR 1, 2, 3 or 4</i>
GOAL STATEMENT: <i>Provide training to designated personnel on the Washington State Fire Services Resource Mobilization Plan.</i>	Outcome	Objective(s)	Timeline
	<i>EOC/RMC responders have the skills and knowledge necessary to request federal and state mutual aid resources during in all hazards incident.</i>		<i>QTR 1, 2, 3 or 4</i>

2018 ESF-5 & 14: Emergency Management, Transition to Recovery (OEM) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
Complete 2018 revisions of City Comprehensive Emergency Management Plan (CEMP) Emergency Support Functions (ESFs).	<i>The CEMP ESFs will go thru a holistic revision to reflect current stakeholders, situation, concept of operations, responsibilities, and resource requirements as verified by the ESF Coordinator and the OEM.</i>	1. Conduct focused discussions on congruency of all concept of operations sections across each ESF.	QTR 1
		2. Identify any changes to ESF structure.	QTR 1
		3. Conduct meetings with ESF Coordinators on updating each ESF.	QTR 2
		4. Complete Draft 2018 ESF revisions.	QTR 3
		5. Approve 2018 ESF revisions thru respective departments, DMC, EEB and Council.	QTR 4
Complete 2018 creation of the City Comprehensive Emergency Management Plan (CEMP) Community Profile.	<i>The CEMP Community Profile will document a detailed and multilayered description of Seattle that includes both narrative and analysis descriptions of its people, institutions, and infrastructure. The document will provide a foundation for all Seattle's emergency functions, plans, and assessments.</i>	1. Hire intern to assist with research and updating of essential community information.	QTR 1
		2. Leverage data and information from DoN, OIRA, CPD, OED, SDoT, SPU, SCL, Seattle Public Schools, Commission for People with disAbilities, etc.	QTR 2
		3. Complete Draft 2018 Community Profile	QTR 2
		4. Approve 2018 Community Profile thru OEM and key department/SWG members.	QTR 2
Complete 2018 revisions of City Comprehensive Emergency Management Plan (CEMP) Threat Hazard Identification and Risk Assessment (THIRA).	<i>The CEMP THIRA will provide a revised baseline assessment that identifies core capabilities, desired outcomes, and capability targets to support an all hazard approach to preparedness, protection, mitigation, response, and recovery.</i>	1. Assess current THIRA (dated 2014) and scope standard elements of the THIRA document needing update/revision.	QTR 3
		2. Conduct several THIRA input sessions with key department and agency players, including in person and virtual opportunities.	QTR 3-4
		3. Complete Draft 2018 THIRA.	QTR 4
		4. Approve 2018 THIRA thru OEM and DMC	QTR 4
Create collaborative citywide damage assessment and	<i>During a significant emergency, the Emergency Operations Center can</i>	1. Convene key data, infrastructure and key services stakeholders and leverage data and mapping resources.	QTR 1-4

<i>impact processes and capabilities.</i>	<i>efficiently gather and create a citywide damage and impact summary report every 24 hours enabling effective prioritization, resource deployment and decision making. A plan will be finalized, trained to, and exercised.</i>	<i>2. Document process for resident and business damages and impacts in relation to ESF #14.</i>	<i>QTR 2</i>
		<i>3. Verify workgroup stakeholders.</i>	<i>QTR 1</i>
		<i>4. Identify and document a common process, system, standards, and procedures to support citywide damage and impact assessments.</i>	<i>QTR 2-3</i>
		<i>5. Develop a City small unmanned aircraft systems capability in to support damage and impact assessments (ensuring compliance with surveillance guidance/ordinance).</i>	<i>QTR 2-4</i>
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Add the most recent hazard research to the SHIVA and reappraise our assessments of those hazards based on such research.</i>	<i>Once this work is done the City will have an up to date hazard assessment reflecting the most recent hazard research.</i>	<i>1. Leverage skills and capabilities of intern to assist with research.</i>	<i>April</i>
		<i>2. Review each hazard identified in SHIVA.</i>	<i>April</i>
		<i>3. Reassess threat posed by each one based on new data (leverage capabilities of WA State Fusion Center).</i>	<i>May</i>
		<i>4. Update charts, tables, maps, and figures.</i>	<i>June</i>
		<i>5. Re-rank hazards.</i>	<i>June</i>
		<i>6. Disseminate and provide refreshed orientation on new and updated SHIVA information.</i>	<i>July</i>
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Operationalize the Disaster Recovery Framework thru establishment of the Community Recovery Task Force</i>	<i>The City's envisioned recovery structure is realized and the Recovery Support Function (RSF) co-chairs and members are engaged in continued recovery planning.</i>	<i>1. Orient Mayor on Disaster Recovery Framework</i>	<i>QTR 2</i>
		<i>2. Facilitate the identification and appointment of co-chairs for each of the seven RSFs identified.</i>	<i>QTR 2</i>
		<i>3. Convene and orient entire 14-member Community Recovery Task Force</i>	<i>QTR 3</i>
		<i>4. Support RSFs co-chairs in identifying planning issues and subgroups needed; facilitate development of a consolidated work plan</i>	<i>QTR 3</i>
		<i>5. Design and conduct in-house table-top exercise for training and planning purposes</i>	<i>QTR 4</i>
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Craft legislation requiring retrofit of Unreinforced Masonry buildings (URMs) and develop of a corresponding</i>	<i>The City reduces the life-safety earthquake risk posed by URM buildings by adopting a URM retrofit ordinance</i>	<i>1. Convene interdepartmental working group and develop a funding and financing proposal to help property owners meet retrofit requirement.</i>	<i>QTR 1</i>

<p><i>implementation plan and potential funding package.</i></p> <p>Department of Construction & Inspections (DCI) is the LEAD on this project with OEM supporting.</p>		2. Develop recommendations on a required retrofit program based on the URM Policy Committee recommendations.	QTR 2
		3. Brief the City Council on the URM Policy Committee and City staff recommendations.	QTR 2
		4. Draft Directors Rule.	QTR 3
		5. Draft legislation and brief Mayor's Office.	QTR 3
		6. Submit Legislation via Legistar.	QTR 4
		7. Educate the public about URM legislation.	QTR 2 - 4
	<p>GOAL STATEMENT: <i>Develop a plan on how the City will get emergency messaging to community members with limited English proficiency. (SB 5046/Language for Emergency Notices)</i></p>	<p>Outcome</p> <p><i>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.</i></p>	<p>Objective(s)</p> <p>1. Identify key communication players and collaborators. Form a work group.</p> <p>2. Identify current language communication capabilities.</p> <p>3. Develop a matrix outlining such.</p> <p>4. Identify gaps.</p> <p>5. Develop remedies to address gaps.</p> <p>6. Determine how to incorporate into JIC and Incident/Unified Command procedures.</p> <p>7. Draft a plan incorporating process and procedures.</p>
<p>GOAL STATEMENT: <i>Ensure the City's emergency plans identify (by ESF) processes and procedures for how the City provides services during a disaster in compliance with the Americans with Disabilities Act.</i></p>	<p>Outcome</p> <p><i>The City can effectively evacuate, transport, shelter and otherwise respond to those with mobility, hearing, speech, and visual challenges during an emergency.</i></p>	<p>Objective(s)</p> <p>1. Review ESF plans – look specifically for how ADA is addressed in individual ESFs that describe emergency transport, evacuation, sheltering and other critical response operations.</p> <p>2. Identify gaps. Prioritize which ones to focus on based on ESF Update Schedule or on most significant impact during response.</p> <p>3. Work with Seattle Commission for People with disAbilities, individual ESF leads and others as appropriate, to develop remedies to address gaps.</p> <p>4. Ensure remedies are incorporated into ESF updates. Correlate with ESF Update Schedule and incorporate into 2019 Strategic Plan.</p> <p>5. Determine ongoing scope and priorities to continue addressing ADA issues for 2019 and beyond.</p>	<p>Timeline</p> <p>Jan-Mar</p> <p>April-June</p> <p>July-Sept</p> <p>Sept-Oct</p> <p>Nov-Dec</p>

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<p><i>Ensure EOC Procedures are updated and reflective of new systems, processes, and capabilities, and enable manual functionality when electronic systems are nonoperational.</i></p>	<p>An updated 'EOC Procedures and Checklists Manual' is completed and shared with EOC responders by 3/30/2018.</p>	1. Finalize draft of manual processes working with OEM.	Jan
		2. Work with key department/SWG members to develop checklists for core departments and agencies (like WA State Fusion Center, USDHS, etc.) that function in the EOC.	Jan-Feb
		3. Review EOC manual processes with key department/SWG members.	Feb
		4. Test and validate EOC manual processes with key response agencies to ensure effective operations.	Feb
		5. Review final draft of 'EOC Procedures and Checklist Manual' with OEM and key department/SWG members.	Mar
		6. Incorporate new processes into relevant EOC trainings and appropriate orientations.	Mar-Apr
		7. Purchase multi-part forms that will enable manual EOC processes (\$2k)	July
<p>GOAL STATEMENT: <i>Update WebEOC such that it is re-aligned with emergency procedures and business practices. The content reflects the EOC procedures refresh documented above.</i></p>	<p>A revised set of WebEOC boards are capable of collecting new information and processing it with new workflows.</p>	1. Translate EOC Procedures into WebEOC requirements and functional specification.	March
		2. Revise and build boards necessary to support new procedures.	April
		3. Integrate with King County and Washington State via WebFusion product.	April
		4. Develop new regional resource request board and ISnap board.	March
		5. Streamline custom code base without sacrificing end user experience.	May
<p>GOAL STATEMENT: <i>Acquire WebEOC Maps Add-On module and configure it along with related ArcGIS Online data. Develop and incorporate pilot earthquake loss estimation modelling from One Concern.</i></p>	<p>A fully interactive map for WebEOC is available that incorporates WebEOC data and ArcGIS sources as data sources. WebEOC data is output into ArcGIS Online. Seattle has access to One Concern damage estimates.</p>	1. Implement WebEOC Maps Add-On by creating a new Situation Map.	January
		2. Enable WebEOC to share data with ArcGIS online.	January
		3. Enable WebEOC to consume ArcGIS online data.	January
		4. Use One Concern software to produce damage estimates for revised SHIVA.	March
		5. Make a recommendation whether to pursue One Concern as a production application.	August

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Assure EOC Operational Readiness and plan for known EOC activations throughout the year.</i>	Ensure readiness and response for planned activations through the development, review, and execution of EOC objectives and tasks by program stakeholders. Known events for 2018: May Day, Pride Parade, Special Olympics, Torchlight Parade.	1. Completion of May Day CAP.	Apr 17, 2018
		2. Finalize plan for Ops Coordinator and SDO support for Special Olympics on 7/1/18.	May 1, 2018
		3. Completion of Pride Parade CAP.	Jun 8, 2018
		4. Completion of Torchlight Parade CAP.	Jul 13, 2018
		5. Conduct periodic review of major event and advise of need for activations to the OEM Director.	Monthly or as needed
		6. Maintain response and coordination capabilities of OEM Staff Duty Officers.	Monthly
		7. Maintain operational readiness of EOC (facility, equipment, trainings, displays, tools, etc.).	Monthly
GOAL STATEMENT: <i>Design, conduct, and evaluate OEM COOP-based series of trainings and exercises.</i>	OEM personnel are familiar with OEM essential functions, and EOC personnel are familiar with operational concepts in a COOP scenario/environment.	1. Design and conduct seminar(s) on OEM COOP.	Jul 2018
		2. Design and conduct seminar(s) on EOC COOP (at Alternate EOC).	Jul 2018
		3. Design and development (EOC COOP).	Mar & Aug 2018
		4. Conduct alternate EOC facility drills.	Apr & Sep 2018
		5. Conduct evaluation of exercises.	Apr & Sep 2018
		6. Document and make any improvements.	O4 2018/Q1 2019
GOAL STATEMENT: <i>Develop and conduct exercises based on catastrophic incident scenarios.</i>	City leadership, OEM staff and EOC personnel become familiar and versed in response and recovery complexities and special planning considerations associated with catastrophic incidents.	1. Conduct seminars on regional and catastrophic plans.	
		2. Design exercises on such.	Apr, May, & Aug 2018
		3. Conduct exercise evaluation.	May, June & Sept 2018
GOAL STATEMENT: <i>Train designated city leadership and department personnel on core emergency management roles and responsibilities.</i>	City leaders and personnel understand their duties in emergency response and recovery to enable continuity of operations and city services.	1. Design curriculum, create lesson plan(s), and design training materials.	Feb 2018
		2. Implement training schedule/deliver curriculum.	Feb, May, & Aug 2018
		3. Evaluate trainings post-delivery and incorporate necessary changes.	Ongoing

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
Redesign instruction for EOC responders; to include the EOC Responder and JIC series, WebEOC, and Section-Specific trainings.	<i>Establish a comprehensive and regularly scheduled curriculum that ensures EOC operational competencies are met and that EOC concepts are understood by the target audiences.</i>	1. Evaluate current training strategy and training objectives.	QTR 1
		2. Identify job competencies and desired outcomes.	QTR 1
		3. Redesign curriculum, assessment(s), and create lesson plan(s).	QTR 1
		4. Reevaluate and redesign existing training materials.	QTR 1
		5. Implement training schedule/deliver curricula.	May/Jun & Sep/Oct 2018
		6. Evaluate trainings post-delivery and incorporate necessary changes.	Ongoing
Design, develop, and deliver EOC Support Volunteers training curriculum.	<i>A regularly occurring training curriculum that provides for EOC Support Volunteer engagement and the development of volunteer competencies within the EM Program.</i>	1. Identify training audience characteristics.	Dec 2017
		2. Identify training objectives and job competencies. (desired outcomes).	Dec 2017
		3. Create curriculum, assessment(s), and lesson plan(s).	Jan 2018
		4. Create training materials.	Jan 2018
		5. Deliver curriculum and evaluate training effectiveness.	Feb 2018
		6. Consider online pedagogical methods.	May 2018
		7. Redevelop training based on evaluation.	May 2018 (ongoing)

2018 ESF-6: Mass Care, Housing & Human Services (HSD) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Partners
<i>Rewrite the Feeding Appendix in the CEMP</i>	Feeding Appendix will be update and stakeholders will be oriented to the revised plan.	1. Solicit stakeholder input.	QTR 1, 2018	FAS, OEM, ESF #6 Supporting Depts. and Partners
		2. Revise Feeding Appendix.	QTR 3, 2018	
		3. Hold training/exercise for stakeholders on the revised plan.	QTR 4, 2018	
<i>Complete the Seattle Disaster Case Management Framework</i>	The Disaster Case Management Framework will be complete and stakeholders will be oriented to the new plan.	1. Solicit stakeholder input.	QTR 4, 2018	ESF #6 Supporting Depts. and Partners, OEM, Public Health, KC OEM
		2. Complete Framework.	2019	
		3. Hold orientation/training for stakeholders on the revised plan.	2019	
<i>Develop and train on strategies for implementing Task Forces for key ESF #6 missions.</i>	The EOC Health and Human Services Branch understands how to implement task forces to support ESF #6 missions.	1. Review effective ESF #6 Task Force models with OEM and FEMA.	QTR 1, 2018	OEM, FAS, ESF #6 Supporting Depts. and Partners
		2. Develop training and exercise with OEM for Health and Human Services Branch.	QTR 2, 2018	
		3. Hold training/exercise for Health and Human Services Branch.	QTR 3, 2018	
<i>Research, propose and, if approved, implement a requirement for a continuity of operations plan for HSD contracted agencies that do not currently have that requirement in place.</i>	A determination will be made on whether to implement a continuity of operations plan requirement for HSD contracted agencies, and if so, have the requirement in place for 2018 contracts.	1. Research COOP requirements for current agencies.	QTR 1, 2018	
		2. Develop proposal for how a COOP requirement could be implemented.	QTR 2, 2018	
		3. If approved, implement COOP requirement.	QTR 3, 2018	
		4. Orient and provide support to agencies on COOP requirement (if implemented) and COOP development.	QTR 4, 2018	

GOAL STATEMENT: <i>Renew Washington State Intergovernmental Agreement (IGA)</i>	Outcome	Objective(s)	Timeline	Partners
	A five-year IGA with WA EMD that enables HSD to participate in the Emergency Management Assistance Compact (EMAC) and	1. Receive paperwork from WA EMD	QTR 2, 2018	
		2. Complete all requirements and signatures for IGA prior to 8/31/18	QTR 3, 2018	
GOAL STATEMENT: <i>Update HSD Continuity of Operations Plan (COOP)</i>	HSD COOP is current and response staff is trained on it	Objective(s)	Timeline	Partners
		1. Complete update to HSD COOP	QTR 1	OEM
		2. Train response staff on COOP	QTR 3, 2018	
		3. Hold exercise on COOP	QTR 4, 2018	
Ongoing/Routine Actions	Lead Assigned	Key Contributing Partners	Timeframe	
Hold bimonthly ESF #6 Mass Care, Housing, and Human Services meetings with supporting partners.	HSD	Parks, Office of Housing, FAS (Animal Shelter), Library, DON, DEEL, Seattle Center, OIRA, Public Health, American Red Cross, The Salvation Army, 2-1-1.	QTR 1-4	
Hold 2 EOC Health and Human Services Branch Trainings	HSD	OEM, Parks, Office of Housing, FAS, Library, DON, DEEL, Seattle Center, OIRA, Public Health,	QTR 2 & 4	
Update HSD COOP annually	HSD	OEM	QTR 2	
Hold trainings for HSD management on revised COOP	HSD	QTR 3-4	QTR 3-4	
Develop and deliver emergency response exercise for HSD management.	HSD		QTR 2-3	

2018 ESF-6: Mass Care, Housing & Human Services (Parks) Work Plan

GOAL STATEMENT: <i>Develop and build a framework for recruiting, training, and communication for volunteers</i>	Outcome	Objective(s)	Timeline
	Create a base group of volunteers to assist SPR with emergency preparedness and response roles	1. Develop timeline and framework	QTR 1
		2. Partner Collaboration	QTR 1, 2, 3, 4
		3. Develop recruitment tools and implement	QTR 2, 3
		4. Develop communication and implement	QTR 3, 4
GOAL STATEMENT: <i>Address Unreinforced Masonry (URM) building concerns for Parks Department.</i>	Outcome	Objective(s)	Timeline
	Develop a list of URM buildings in SPR inventory and match with current programs for asset development and budgeted projects to create strategies and plans	1. Meet with PPD team to determine the process	QTR 1
		2. Produce report and recommendations	QTR 4

GOAL STATEMENT: <i>Strengthen SPR's Damage Assessment procedures</i>	Outcome	Objective(s)	Timeline
	<i>Prepare appropriate staff to perform assessment tasks</i>	1. Review the test of preliminary damage assessment information flow	QTR 2
		2. Create a committee to discuss and develop a framework for SPR	QTR 2
		3. Train 6 more staff in ATC 20	QTR 1, 2, 3, 4
		4. Train SPR in the Prelim Tagging Procedures	QTR 3
GOAL STATEMENT: <i>Train designated city leadership and department personnel on core emergency management roles and responsibilities.</i>	Outcome	Objective(s)	Timeline
	<i>Strengthen planning, response, and recovery capabilities of SPR staff and leadership</i>	1. Shelter 101 Training	QTR 1
		2. Shelter Specific Task Training	QTR 1, 3
		3. Storm Response Training	QTR 4
		4. ICS Training 700 100, 200, 300, 400	QTR 1, 2, 3, 4
		5. Storm Response Team Selection and Meetings	QTR 4
		6. Event management training	QTR 2
		7. COOP Training	QTR 1
		8. Evacuation Training/Evac Drills	QTR 1, 3
		9. ET Responsibility Training	QTR 2
GOAL STATEMENT: <i>Continue SPR's work on upgrading our facilities and parks to better support emergency response and the care and support of Seattle citizens</i>	Outcome	Objective(s)	Timeline
	<i>Evaluate the Generator Program and ADA work progress and needs to continue the work to completion.</i>	1. Assess the generator program progress and propose new funding, etc. to continue additions and renovations. Installation completions and work plan for 2018.	QTR 1, 4
		2. Prepare progress report on ADA improvements to include 2017 project completions, and 2018 projects starts and finish projections.	QTR 1, 4

2018 ESF-7: Logistics & Resources (FAS) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<p><i>Improve the EOC logistics operations in an emergency by working to enhance the City's capability in resource management, movement coordination and distribution management. (Strategic Citywide – FAS Emergency Management)</i></p>	<p><i>By establishing a common logistics framework addressing key strategic elements, the emergency management program becomes more efficient and resilient, and better equipped to handle incident requiring coordination across departments and jurisdictions.</i></p>	1. Continue survey of existing reports on best practices for establishing disaster logistics operations	QTR 1, 2018
		2. Identify metrics to measure disaster logistics operations benchmarks	QTR 2, 2018
		3. Review existing state and local policies to understand what is required	2019
		4. Incorporate standard into CEMP – ESF 7 Annex	QTR 1-4, 2018
		5. Prepare comprehensive overview and the various strategies, components and tools that comprise disaster logistics operations	2019
		6. Present common logistics framework to City stakeholders for adoption	2019
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<p><i>Participate in WA State Catastrophic Incident Planning Team to develop State's Catastrophic Framework section on coordinating statewide logistics operations in a catastrophic incident (Multi Government – FAS Emergency Management)</i></p>	<p><i>As the largest jurisdiction in the state, contribute to the statewide coordination on requesting, movement and distribution of resources to support response operations efficiently across all sectors in a catastrophic incident</i></p>	1. Participate in the FEMA Supply Chain Resilience Technical Assistance Project and workshops. Support the evaluation of the Grocery Sector supply and demand nodes.	QTR 1- 3, 2018
		2. Attend SCIPT Quarterly meetings	QTR 1, 2, 3, 4 2018
		3. Participate in regional workshops to build out specific logistic functions and capabilities with the WA State Army National Guard	QTR 1-4, 2018
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<p><i>Further strengthen department's mission critical and emergency support functions by establishing FAS Department Operations Center integrating department personnel and processes</i></p>	<p><i>Serve as a common point of direction to coordinate FAS's overall response to an emergency and enable department operations to continue</i></p>	1. Build out the FAS staff resource pool to support DOC and EOC, and determine training requirements	QTR 1 – 2, 2018
		2. Define physical and technical requirements to establish a DOC	2019
		3. Assess document management structure and make recommendations on improving FAS DOC SharePoint site	QTR 3-4, 2018
		4. Cost out and prepare budget to obtain supplies and equipment for DOC	QTR 1, 2018

<i>(Departmental – FAS Emergency Management)</i>		5. Assess and prepare recommendations for improving DOC communications	2019
		6. Review and revise department emergency notification procedures and protocols	2019
		7. Work with OEM to improve WebEOC resource request board to interface with FAS DOC	2019
		8. Work with OEM and CBO to improve process for how City funds and tracks expenditures directly related to response to an emergency	QTR 3
GOAL STATEMENT: <i>Continue to develop cadre of logisticians and personnel to support EOC Logistics Section (Multi Departmental – FAS Emergency Management)</i>	Outcome	Objective(s)	Timeline
	<i>Increase size of team trained personnel experienced in logistics ready to support EOC logistics Section and familiar with City and County resource request procedures</i>	1. Update training records and push out required training to ESF 7 EOC Responders	QTR 1-2, 2018
		2. Identify gaps in key skill areas	QTR 2, 2018
		3. Revise Logistics Section Training curriculum to provide basic and advance training	QTR 1-2, 2018
		4. Increase participation of other City Departments in supporting Logistics	2019
		5. Provide training on County – State resource request process, WAMAS, EMAC, etc.	2019
GOAL STATEMENT: <i>Continue to develop City Emergency Fuel Plan (Strategic Citywide - Fleets Management)</i>	Outcome	Objective(s)	Timeline
	<i>Ensure readiness with coordinating fuel during an emergency with the City's service providers</i>	1. Conduct tabletop exercise with fuel providers	QTR 2, 2018
		2. Provide Department Fleet Coordinators overview of the City Emergency Fuel Plan	QTR 2, 2018
		3. Obtain update on State's Emergency Fuel Plan	QTR 4, 2018
GOAL STATEMENT: <i>Continue to develop mechanisms to set up facilities and continuity of city operations (Multi-departmental – Real Estate Services)</i>	Outcome	Objective(s)	Timeline
	<i>Provide options for temporary facilities in an emergency</i>	1. Complete MOA with Woodland Park Zoo for use of property and facilities in event of an incident	QTR 1-2, 2018
		2. Improve Mission Ready Package for Logistics Staging Area by reevaluating physical and technical requirements	QTR 3-4, 2018
		3. Update MOU with Seattle Colleges	QTR 1-3, 2018

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
GOAL STATEMENT: <i>Continue to improve emergency ordering and procurement processes and protocols (Strategic Citywide - City Purchasing)</i>	<i>Ensure readiness with ordering and procurement in event of an incident</i>	1. Draft and submit update emergency purchasing in SMC 10.02.030 & 10.02.070	QTR 1, 2018
		2. Update contract summary pages to provide more details on type of city contracts available	QTR 1-4, 2018
		3. Create brief blanket search user guidelines to be available at the EOC. Provide annual awareness level training on the Blanket Contracts Search and its proper use at a monthly City of Seattle Disaster Management Committee meeting.	QTR 2, 2018
		4. Clarify the eligibility of using Cooperative Purchase Agreement and piggyback contracts in an emergency	QTR 1, 2018
		5. As part of resource gap analysis, identify with SWG members critical service contracts and verify contract status with City Purchasing (Emergency Management)	QTR 3, 2018
GOAL STATEMENT: <i>Chair King County Resource Management Workgroup (Multi-Government – FAS Emergency Management)</i>	<i>Improve coordination the three zones and King County Emergency Management on Resource Management and address issues</i>	1. Facilitate developing goals and objectives for workgroup in 2018 & 2019	QTR 1, 2018
		2. Provide input on County's WebEOC Resource Request board	QTR 1-3, 2018
		3. Support the County's update of the Resource Request Process Training curriculum to reflect changes in procedures	QTR 3-4, 2018
		4. With Zone coordinators and King County Emergency Management develop regional CPOD program document to address regional distribution strategy to include physical and training requirements, material acquisition, partner agreements and sustainment requirements	QTR 2-3, 2018
		5. Co-facilitating resource request drill including testing HAM radio Win Link 213RR with assistance from ACES to King County/State EOC	2019
		6. Confirm list of phone numbers for KC EOC, State EOC and Seattle EOC with instructions of who to call and when to call for check in on status of resource requests	QTR 1, 2018
		7. Co-facilitate setting up agreement with Salvation Army in event of an emergency to handle collection, warehousing, and distribution of donated goods	QTR 1-3, 2018

2018 ESF-7: Logistics & Resources (SDHR) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Review and begin revisions to SDHR COOP</i>	<i>Signed and approved COOP</i>	1. Determine available funding for subject matter expert (potential consultant partnership)	QTR 1-2
		2. Review COOP	QTR 1-3
		3. Define scope of work	QTR 3
		4. Establish update priority schedule and targeted completion dates	QTR 4
GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Draft recommended a citywide policy directing the critical role of ALL city employees during and after a disaster</i>	<i>Present recommended employee reassignment protocol to SDHR Director</i>	1. Partner with OEM to define body of work and success outcomes	QTR 1
		2. Propose engagement with subject matter expert resource to complete identified scope of work	QTR 2
		3. Research existing protocols for other municipalities	QTR 3-4
		4. Identify City HR professionals engaged in emergency management	QTR 3-4
		5. Create committee to assist in identifying and coordinating draft recommendation deliverable	QTR 4

2018 ESF-8: Public Health & Medical Services (PHSKC) Work Plan

GOAL STATEMENT: <i>Create collaborative citywide damage assessment and impact processes and capabilities.</i>	Outcome	Objective(s)	Timeline
	<i>Implement the Continuity of Operations plan (COOP) plan for the local health jurisdiction</i>	1. Complete site action plans for Public Health sites.	QTR 1-2
GOAL STATEMENT: <i>Train designated city leadership and department personnel on core emergency management roles and responsibilities.</i>	Outcome <i>Department is able to manage small and mid-size incidents in addition to maintaining regular operations.</i>	Objective(s)	Timeline
		1. Implementation of the Line of succession and written delegation of authority for select critical positions in the LHJ, including Local Health Officer	QTR 1-2
		2. Reassigning staff (scalable workforce reduction) and temporarily discontinuing select LHJ functions to sustain critical services	QTR 1-2
		3. Develop procedures to support ESF 8 responder basic needs (food, lodging, transportation, medical, and behavioral health) during an extended response.	QTR 1-2
GOAL STATEMENT: <i>To operationalize the Disaster Recovery Framework thru the Recovery Support Function (RSF) structure and process.</i>	Outcome <i>Public Health, healthcare, emergency management, human services and community-based organizations work together and adapt to different types of events.</i>	Objective(s)	Timeline
		1. Develop and conduct emergency preparedness training of outpatient mental health providers to support disaster behavioral health response.	QTR 1-2
		2. Continue development of a Concept of Operations for a whole community approach to medical surge support that leverages existing healthcare capacity.	
		3. Revise and implement strategies for coordinating with community- and faith-based organizations and governmental stakeholders to enhance community preparedness, resiliency, and recovery. This effort involves working with OEM, Department of Neighborhoods, and others.	
		4. Continue mass fatality planning, to include revision of Family Assistance Center (FAC) plan, in coordination with Pierce and Snohomish Counties, as well as discussions with Spokane	

2018 ESF-12: Energy (SCL) Work Plan

GOAL STATEMENT: <i>Complete annual updates for all City Light plans and annexes</i>	Outcome	Objective(s)	Timeline
	<i>The Continuity of Operations Plan and each support document are current and effective documents to guide programmatic efforts.</i>	<ol style="list-style-type: none"> 1. Update ESF 12 annex within the citywide CEMP. 2. Coordinate with OEM and the Strategic Work Group on ESF 12 concept of operations section addressing any interface with other ESF annexes. 	QTR 1, 2, 3 or 4
GOAL STATEMENT: <i>Conduct the annual Key Customers Forum</i>	Outcome	Objective(s)	Timeline
	<i>Conduct outreach with major customers, identify City Light's efforts to maintain resilient, safe power, and offer the customer a chance to get their questions answered.</i>		QTR 1, 2, 3 or 4
GOAL STATEMENT: <i>Ensure Incident Management Team members are aware of their emergency response role and are trained by the current guidelines listed within National Incident Management System. (NIMS)</i>	Outcome	Objective(s)	Timeline
	<i>Each member of the Incident Management Team is notified in writing of their assignment and responsibilities and required training exceeds the 90% benchmark.</i>		

2018 ESF-13: Public Safety & Security (SPD) Work Plan

GOAL STATEMENT: <i>Enhance our Homeland Security Organization to understand and mitigate potential threats.</i>	Outcome	Objective(s)	Timeline
	<i>The City of Seattle is postured to prevent and if need, react to, and respond to potential terrorist threat.</i>		QTR 1-4
GOAL STATEMENT: <i>Updated and maintain awareness of SPD COOP.</i>	Outcome	Objective(s)	Timeline
	<i>Enhance the SPD COOP to support the Citywide picture and ensure continuity of critical SPD functions during a major catastrophic event.</i>		QTR 1-3
GOAL STATEMENT: <i>Update ESF 13 annex within the citywide CEMP.</i>	Outcome	Objective(s)	Timeline
	<i>ESF 13 annex reflects the current response capability of SPD.</i>	<i>Coordinate with OEM and the Strategic Work Group on ESF 13 concept of operations section addressing any interface with other ESF annexes.</i>	QTR 1-3

2018 ESF-14: Transition to Recovery

****Specific work plan items for this ESF are included up in ESF 5 - Emergency Management overall.****

2018 ESF-15: External Affairs (Mayor's Office) Work Plan

GOAL STATEMENT:	Outcome	Objective(s)	Timeline
<i>Establish a PIO work group to complete strategic work plan objectives.</i>	<i>All City departments maintain the capacity to contribute to the City-wide emergency messaging.</i>	1. <i>Designate an (EEB vetted) emergency communications lead for every major City department.</i>	<i>Jan-March 2018</i>
		2. <i>Designate communications personnel from City departments to respond to the JIC for EOC activations.</i>	<i>Jan-March 2018</i>
<i>Develop protocols for messaging to non-English or LES communities.</i>	<i>The City communicates emergency information in multiple languages to reach those with limited English-speaking ability.</i>	1. <i>Explore how the language capacity of Alert Seattle can be leveraged and/or enhanced.</i>	<i>May-June 2018</i>
		2. <i>Establish or confirm vendor contracts for emergency interpretation and translation.</i>	<i>July-Aug 2018</i>
		3. <i>Explore how sound trucks, flyers, signage, or other means could be used in specific neighborhoods to disseminate emergency messaging to LES community members.</i>	<i>July-Sept 2018</i>
		4. <i>Incorporate language protocols in JIC Guide.</i>	<i>Oct-Dec 2018</i>
<i>Expand pool of JIC Supervisors to ensure continuity of operations for extended activations.</i>	<i>The City has a vetted, well- trained cadre of senior-level PIOs qualified to run and manage JIC operations for multiple operational periods.</i>	1. <i>Selectively recruit and nominate experienced PIOs to serve as JIC Supervisors.</i>	<i>Jan-Feb 2018</i>
		2. <i>Provide JIC Supervisor training.</i>	<i>Feb-March 2018</i>
<i>Train a qualified pool of JIC responders to serve as Alert & Warning Coordinators when the JIC is activated.</i>	<i>The Seattle JIC maintains the capacity to use Alert Seattle as a tool to distribute emergency messaging during EOC activations.</i>	1. <i>Recruit Seattle IT personnel as designated JIC responders.</i>	<i>May-July 2018</i>
		2. <i>Train designated Seattle IT JIC responders on the Alert Seattle system.</i>	<i>July-Aug 2018</i>
<i>For 2019: Develop pre-translated messages in correlation with plan/protocol on emergency messaging to those with limited English.</i>	<i>The City can efficiently communicate and distribute signs, flyers, audible messages to LES communities.</i>	1. <i>Determine series and methodology of messages to be translated.</i>	<i>January 2019</i>
		2. <i>Determine funding for designated translations.</i>	
		3. <i>Train JIC responders on content and protocol.</i>	
		4. <i>Incorporate protocol into JIC Guide.</i>	

Considerations for 2019 and Beyond

Goal Statement	Outcome	Any Known Objectives	Timeframe	Lead Department	Supporting Partners
Adopt the Universal Logistics Standard by the City to create the foundation to build a comprehensive disaster logistics program. (Strategic Citywide – FAS Emergency Management)	By establishing a common standard addressing key strategic elements, the emergency management program becomes more efficient and resilient, and better equipped to handle incident requiring coordination across departments and jurisdictions.	<ol style="list-style-type: none"> 1. Review existing state and local policies to understand what is required 2. Prepare comprehensive overview and the various strategies, components and tools that comprise disaster logistics operations 3. Present ULS Standard to City stakeholders for adoption 	2019	FAS	
Further strengthen department's mission critical and emergency support functions by establishing FAS Department Operations Center integrating department personnel and processes (Departmental – FAS Emergency Management)	Serve as a common point of direction to coordinate FAS's overall response to an emergency and enable department operations to continue	<ol style="list-style-type: none"> 1. Define physical and technical requirements to establish a DOC (CDCM) 2. Assess and prepare recommendations for improving DOC communications 3. Review and revise department emergency notification procedures and protocols 4. Work with OEM to improve WebEOC resource request board to interface with FAS DOC 5. Work with OEM and CBO to improve process for how City funds and tracks expenditures directly related to response to an emergency 	2019	FAS	
Continue to develop cadre of logisticians and personnel to support EOC Logistics Section (Multi	Increase size of team trained personnel experienced in logistics ready to support EOC logistics Section and familiar	<ol style="list-style-type: none"> 1. Increase participation of other City Departments in supporting Logistics 	2019	FAS	OEM, SDOT, SFD, SPD, SPU, SCL, Parks

Departmental – FAS Emergency Management)	with City and County resource request procedures	2. Provide training on County – State resource request process, WAMAS, EMAC, etc.			
Strengthen relationship with private sector partners in movement of resources during a disaster (air, ground, marine)	Coordinate with Freight Logistics providers to provides ground transportation	1. Understand who the Freight logistics providers are in the region and their base of operations are located 2. Create a plan for Distribution Management Command	2019	FAS	SDOT – Freight Mobility
Implement framework for the management of unsolicited donations	Provide guidance for the Emergency Operations Center and Region 6 partners to support the management of unsolicited donations	1. Assign three City Coordinator to attend donation management training, become familiar with the City’s donation management strategy and understand support requirements 2. Work with local VOADs to exchange plans, protocols and processes in place 3. Set up MOU between City and other VOAD and Thrift stores outlining specific roles and responsibilities 4. Work PIO and Seattle IT to develop pre-can messaging	2019	FAS	OEM – ESF 14 & 15 ESF 6 – Human Service Dept. Seattle IT
Develop emergent volunteer program (structure, policies, protocols, systems, etc.		1. Make best use of volunteers (lots of Seattle residents want to help) <i>Include specific resources (mosquito boat fleets, seaplanes concepts)</i>	2019	SDHR	
Develop a High-Rise Support Plan	The High-Rise Support Plan will be completed and stakeholders will be oriented to the new plan.	1. Solicit stakeholder input 2. Write plan 3. Hold orientation/training for stakeholders on the plan.	2019 2019 2020	HSD	OEM, FAS, SFD, SDCI, ESF #6 Supporting Depts. and Partners

<i>Develop a Canvassing Plan</i>	A Canvassing lead will be identified and a Canvassing Plan developed.	<ol style="list-style-type: none"> 1. Identify lead for Canvassing Plan 2. Solicit stakeholder input 3. Write plan 4. Hold orientation/training for stakeholders on the plan 	2019 2020 2020 2020	HSD	OEM, Public Health, SPD, SFD, FAS, SDOT, SPU, SCL, ESF #6 Supporting Depts. and Partners
<i>Complete soft-sided sheltering plan</i>	The soft-sided sheltering plan will be complete.	<ol style="list-style-type: none"> 1. Develop the layout for identified Parks sites (Parks Dept.) 2. Revise and complete the draft soft-sided sheltering plan 3. Hold orientation/training for stakeholders on the revised plan. 	2019 2019 2020	HSD	Parks, FAS, SFD, SPU, SDCI, OEM, ESF #6 Supporting Depts. and Partners
<i>Develop a Reunification Plan</i>	Complete the Reunification Plan and orient stakeholders to the new plan.	<ol style="list-style-type: none"> 1. Solicit stakeholder input 2. Write plan 3. Hold orientation/training for stakeholders on the plan 	2020	HSD	OEM, Public Health, FAS, ESF #6 Supporting Depts. and Partners
<i>Strengthen outreach and partnerships with ethnic media partners</i>			2019	Mayor's Office	Office of Immigrant & Refugee Affairs
<i>Continue to build-out the Business EOC (BEOC) capability and consideration of a physical location enabling private sector coordination, communication, and resource sharing</i>			2019, 2020	OEM	Office of Emergency Management, Office of Economic Development, King County Office of Emergency Management, WA State Office of Emergency Management, Chambers of Commerce, Downtown Seattle Association, Visit Seattle, Businesses – large & small from various sectors

<i>Explore ways to help small businesses with continuity planning and preparedness overall</i>			2019	OEM	Office of Economic Development
<i>Determine the ability for AlertSeattle to successfully link into the federal Wireless Emergency Alert (WEA) capability</i>			2019	OEM	AlertSeattle Committee, Cell Phone Providers
<i>Update and analyze SDOT Bridge Seismic status</i>	Determine life line routes north/south and east/west through the city	<ol style="list-style-type: none"> 1. Update Bridge Seismic Retrofit roster 2. Analyze life line routes and bridge seismic Resiliency conditions 	<p>QTR 2 / 2019</p> <p>QTR 3 / 2019</p>	SDOT	
<i>Install seismic motion sensors on SDOT roadway structures</i>	A prioritized list of damage assessment locations	<ol style="list-style-type: none"> 1. Utilize life line routes and identify bridge Candidates for seismic motion sensors 2. Develop budget initiative paper to fund seismic motion sensor purchase and installation 	<p>QTR 3/ 2019</p> <p>QTR 4 / 2019</p>	SDOT	