INTRODUCTION

CITY OF SEATTLE

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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Date

Note: This document is part of the Comprehensive Emergency Management Plan and this version includes the 2017 revisions. Seattle Office of Emergency Management acts as the current owner and collaborated with many partners for respective updates.

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Insert Promulgation Documentation.

1. EXECUTIVE SUMMARY

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

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

The CEMP is designed to meet the requirements for a comprehensive emergency management plan as described in Washington Administrative Code 118-30 and Revised Code of Washington 38.52. The CEMP is flexible, adaptable, and scalable to cover the broad range of emergency management functions necessary to address the impacts of the hazards the community faces.

- It includes the following elements: CEMP Introduction, Annex I-Hazards & Community Profile; Annex II-Preparedness; Annex III-Mitigation; Annex IV-Response & Emergency Support Functions; Annex V-Recovery, Annex VI-Continuity of Government & Continuity of Operations Plan.

The City of Seattle Citywide Emergency Management Program Strategic Plan, published separately, is designed to advance progress toward the vision of the citywide, comprehensive emergency management effort. It is an annual roadmap guiding actions needed through a multi-year strategy, in coordination with key emergency management stakeholders, to include an overarching mission, strategic goals, objectives, milestones and an overall method of implementation.

- Further details can be found in the City of Seattle Citywide Emergency Management Strategic Plan for 2017-2020.

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

In the spring and summer of 2017, the structure of the CEMP was modified to reflect a different organizational structure. This new structure does not include the Base Plan document but does include a CEMP Introduction. As elements of the CEMP are updated and revised this structure will be incorporated to address any out dated references.

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

Figure 1

CEMP Introduction (This document)

Annex I – Hazards & Community Profile

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

Annex II - Preparedness

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

Annex III - Mitigation

- City of Seattle All-Hazards Mitigation Plan

Annex IV - Response & Emergency Support Functions

- City Emergency Operations Plan
- Emergency Support Functions (ESFs)

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

  SO - Alert & Warning; SO – Evacuation, SO – Military
- Incident Operations (IO) Plan

  IO – Earthquake; IO - Winter Storm; IO - Pandemic

Annex V - Recovery

- City of Seattle Disaster Recovery Framework

Annex VI - Continuity of Government & Continuity of Operations

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

2. SCOPE

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

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

2.1 Guiding Vision, Mission, and Principles

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

Table 1

Vision	**Mission**
Disaster ready…prepared people, resilient community	We partner with the community to prepare for, respond to, mitigate the impacts of, and recover from disasters.
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.	

2.2 Limitations

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

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

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

2.3 Assumptions

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

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

3. EMERGENCY MANAGEMENT PROGRAM

3.1 Authority

The mandate for political subdivisions in Washington State to establish a local organization for an emergency management program and plan is in the Revised Code of Washington Section 38.52.070.

The City's enabling legislation to comply with this mandate is Seattle Municipal Code 10.02.050:

> "Plans and programs for executing emergency powers including a Comprehensive Emergency Management Plan shall be prepared and kept current under the direction of the Mayor who shall submit plans and programs for executing emergency powers, and proposed amendments to these plans and programs, to the City Council for review and approval by resolution. Upon the City Council's approval the Mayor shall be authorized to exercise the powers provided by and in accordance with plans and programs for executing emergency powers."
>
> "The Comprehensive Emergency Management Plan will assign roles and responsibilities to City Departments and establish the operational, planning, training, and exercise doctrine for the City's emergency management program to improve readiness for natural, technological, and human-caused disasters. The major components of the Comprehensive Emergency Management Plan will, at minimum, include a hazard and consequence analysis, an emergency operations plan, a mitigation plan, a disaster recovery framework, and any other plans or programs necessary to comply with state and federal laws and regulations."

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

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

3.2 Organization

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

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

3 2.1 OEM and Director

The emergency management program is administered by the Office of Emergency Management), a division within the Seattle Police Department. The day-to-day responsibility for the emergency management program is assigned to the OEM Director. The Director is an appointed position and has direct reporting responsibilities to the Police Chief and the Mayor.

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

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

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

Figure 2

3 2.2 All City Departments

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

- Support and encourage personal preparedness of City employees.
- Maintain a basic level of preparedness and response capabilities.
- Develop and maintain department plans, procedures, and guidance to support preparedness, response, and recovery and ensure that such documents are integrated with the CEMP.
- Support the development and maintenance of the CEMP which includes the associated Incident, Support, and Functional Annexes.
- Appropriately address the access and functional needs of populations served by departments.
- Conduct, or participate in, training and exercises to develop and maintain capability to respond and recover from an incident.
- Contribute information, as directed by Seattle OEM, for State and Federal compliance reports.
- Maintain callout lists and schedules and provide copies to Seattle OEM to ensure rapid and efficient notification of department personnel and responders even when regular communication systems are interrupted.
- Ensure all staff assigned to the City's EOC have completed required EOC training.
- Coordinate all public information through the Joint Information Center/System Supervisor when directed.
- When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.
- Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the CEMP.
- Provide situation updates, damage assessment information, and updates on operations as defined the EOC Consolidated Action Plan.
- Be prepared to support or conduct specialized operations as directed.
- As soon as possible, restore department's essential services, functions, and facilities.
- Ensure staff and designated personnel understand their emergency roles and responsibilities.
- Develop and maintain Continuity of Operations Plans for sustaining their departments' essential functions and services.
- Maintain a "Line of Succession" for department leadership and provide those designations on a monthly basis to Seattle OEM.
- Assign staff to contribute information to the citywide damage assessment and impact analysis to determine eligibility for federal and state assistance as well as the staff necessary to manage projects that receive public assistance for repair, reimbursement, or recovery.

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

3 2.3 Emergency Management Groups

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

Mayor's Emergency Executive Board

The EEB provides policy advice to the Mayor in all phases of preparedness, mitigation, response, and recovery. The EEB is chaired by the Mayor or the Mayor's designee and consists of Mayor's Office senior staff and the directors of City departments who have a key role or responsibility in emergency mitigation, prevention, protection, preparedness, response, or recovery as identified throughout the CEMP. This group is convened at least quarterly to review policy issues as they relate to emergency management and practice their role.

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

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

Disaster Management Committee

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

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

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

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

Strategic Work Group

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

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

3 2.4 Regional Partnerships

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

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

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

4. EMERGENCY MANAGEMENT FUNCTIONS AND DOCTRINE

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

The 2016 Emergency Management Standard covers 64 standards in the following areas: program administration and evaluation; program coordination; advisory committee; administration and finance; laws and authorities; hazard identification, risk assessment, and consequence analysis; hazard mitigation; prevention; operational planning and procedures; incident management; resource management, mutual aid, and logistics; communications and warning, facilities, training; exercises, evaluations, and correction action; and emergency public information and education.

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

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

4.1 Hazards

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

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

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

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

4.2 Planning

The program leverages an emergency planning process supported by many types of documentation. Each planning document is sustained through a planning life cycle that includes: development, updates, revisions, approvals, and socialization.

There are a number of best practices and standards that have influenced and informed the program planning documentation including: the "Emergency Management Standard" by Emergency Management Accreditation Program; the Comprehensive Preparedness Guide 101, "Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans"; Federal and City ADA Requirements; Race and Social Justice Initiative; Equity & Environment Initiative, the Disaster Mitigation Act; and the Washington Administrative Code.

From these best practices and standards, guidance has been developed to support overall planning life cycle to include: principles, processes, structures, formats, and checklists. All stakeholders identified in the CEMP and supporting documents must develop procedures for implementing planning related documentation. Departments may choose their own process and style for a process based upon acceptable business practices for their area of specialty.

Further details can be found in Annex II – Preparedness (Planning Guide).

4.3 Outreach & Education

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

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

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

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

4.4 Training & Exercise

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

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

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

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

4.5 Mitigation

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

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

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

4.6 Response

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

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

- Response coordination always begins in the field where departments and agencies have identified incident specific and emergency support function roles and responsibilities. The field can be any physical or virtual location.
- As the incident becomes complex, an agency or department may establish an incident command or unified command to support operations. A unified command is generally the preferred approach for a complex incident because it supports the establishment of common objectives, strategies, and tactics without any organization abdicating authority, responsibility or accountability.
- Furthermore, department operation centers and/or incident management teams are also supporting incident operations as the incident progresses. The centers and teams may engage other resources, including other City department centers for additional support.

- If the incident exceeds the capabilities at a departmental level, the City EOC can become engaged to support citywide coordination efforts. This may involve just the OEM Staff Duty Officer or a higher level activation of the City EOC.
- As an incident continues to produce more problems to solve, request for resources beyond the scope of the City EOC may involve other regional operational or coordination centers too (such as those at King County or Washington State).

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

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

4.7 Recovery

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

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

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

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

4.8 Continuity of Government & Continuity of Operations

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

The program uses standards and best practices from the Federal Emergency Management Agency and the Emergency Management Standard by EMAP to maintain a planning document, the Continuity of Government Plan (COG), that identifies how the City constitutional responsibilities will be preserved, maintained, or reconstituted for all branches of City government.

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

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

5. ADMINISTRATION

5.1 Updates and Revisions

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

5.2 Review and Approval Process Cycle

The review and approval process is an extension of the updates and revisions completed by various stakeholders of the whole community. The OEM Plans Coordinator is responsible for facilitating the overall review and approval process for planning documentation.

Further details can be found in Annex II – Preparedness (Planning Guide).

5.3 Record of Changes

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

- External – Public: http://www.seattle.gov/emergency/
- Internal – City Employees: http://inweb/emergency/

Table 2

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
August 17, 2017 July 27, 2017	Revision	L Meyers	Completed revision. This document replaces most recent CEMP Base. Document voted and approved by DMC and EEB.
February 18, 2015 December 18, 2014	Revision	L Meyers	Completed revision. Document voted and approved by DMC and EEB.

6. TERMS AND DEFINITIONS

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

7. ACRONYMS

- ACS — Auxiliary Communications Services
- AHIMT — All Hazards Incident Management Team
- CAP — Consolidated Action Plan
- CEMNET — Radio Systems Comprehensive Emergency Management Network
- CEMP — Comprehensive Emergency Management Plan
- CSAs — Community Safety Ambassadors
- COG — Continuity of Government Plan
- COOP — Continuity of Operation Plan
- DAC — Disaster Clinical Advisory Committee
- DMC — Disaster Management Committee
- DOC — Department Operation Center
- EMAC — Emergency Management Assistance Compact
- EMAP — Emergency Management Accreditation Program
- EEB — Mayor's Emergency Executive Board
- EEI — Essential Element of Information
- EOC — Emergency Operations Center
- EOP — Emergency Operations Plan
- ESF — Emergency Support Function
- FAS — Finance and Administrative Services
- GETS — Government Emergency Telecommunication System
- GIS — Geographic Information System
- HMAC — Health and Medical Area Command
- ICS — Incident Command System
- IO — Incident Operations
- ISNAP — Incident Snapshot
- ITOC — Information Technology Operations Center
- JFO — Joint Field Office
- JIC — Joint Information Center
- JIS — Joint Information System
- NAWAS — National Alert and Warning System
- NIMS — National Incident Management System
- NOC — National Operations Center
- NWHRN — Northwest Healthcare Response Network
- OEM — Office of Emergency Management
- ORC — Operations Resource Center
- PIO — Public Information Officer
- PKEMRA — Post-Katrina Emergency Management Reform Act of 2006
- PNEMA — Pacific Northwest Emergency Management Arrangement
- SDHR — Seattle Department of Human Resources
- SWG — Strategic Work Group
- RCW — Revised Code of Washington
- RMC — Resource Management Center

- RSF Recovery Support Function
- SARA Superfund Amendments and Reauthorization Act
- SDO Staff Duty Officer
- SHIVA Seattle Hazard Identification and Vulnerability Analysis
- SNAP Seattle Neighborhoods Actively Prepare
- SO Support Operations
- SPOC Seattle Police Operations Center
- TOC Transportation Operations Center
- WAMAS Washington Intrastate Mutual Aid System
- WAC Washington Administrative Code
- WPS Wireless Priority System

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EMERGENCY OPERATIONS PLAN

CEMP – ANNEX IV DOCUMENTATION

Barb Graff, Emergency Management Director

12/7/17
Date

Note: This document is part of Annex IV of the City Comprehensive Emergency Management Plan and this version includes the 2017 revisions. Seattle Office of Emergency Management acts as the current owner and collaborated with many partners for respective updates.

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1. INTRODUCTION

The Emergency Operations Plan (EOP) describes how the City will respond to save lives, protect property, and stabilize an incident. It describes how coordination is managed among the many departments and organizations that may be involved in response so that unity of effort may be achieved.

The EOP is one of the plans that make up the City of Seattle's Comprehensive Emergency Management Plan (CEMP). The CEMP is a set of overarching documents that describe Seattle's overall plan in managing incidents.

1.1 Situation and Assumptions

1 1.1 Situation

This document addresses all hazards, including both natural and human-caused. The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies Seattle's hazards and examines their consequences so we can make informed decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the City of Seattle.

The SHIVA provides a foundation for all the City's incident planning, mitigation, and preparedness activities. The list of both natural and human-hazards includes: Emerging Threats; Geophysical Hazards; Biological Hazards; Intentional Hazards; Transportation and Infrastructure Hazards; and Weather and Climate Hazards.

For a detailed discussion on these conditions and hazards see Annex I - Hazards & Community Profile - SHIVA.

The City maintains a strong capability to respond to incidents. Supporting this response, the Office of Emergency Management provides an on-call, 24/7, Duty Officer to assist responders in obtaining resources, gathering information, and facilitating the transition from normal response operations to activation of the City Emergency Operations Center. On a less frequent basis, larger scale incidents can occur. These have expanded requirements and challenges that can exceed the response capability of one department, the entirety of the City or the region and can involve large numbers of dead or injured, extensive property damage, environmental damage and economic hardship.

1 1.2 Assumptions

The City of Seattle CEMP Introduction contains a common set of assumptions that apply to the EOP. In addition to those, the following assumptions are specific to the EOP:

- Weather incidents that trigger coordination under this plan might occur several times a year;
- The time of year, day of the week, time of day, and weather conditions can affect the seriousness of an incident and the City's ability to respond;
- City employees could be impacted by an incident disrupting their home and work environments;
- The City's five 24/7 operational departments are prepared and have sufficient resources to adequately handle most commonly encountered incidents; and
- Generally, departments do not maintain caches of food, water, and supplies in sufficient quantity to support the anticipated scale of operations after a major incident has struck.

2. CONCEPT OF OPERATIONS

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

The four key actions that typically occur during the response to an incident from a tactical and field response level are: Gain and Maintain Situational Awareness; Activate and Deploy Resources; Coordinate Response Actions; and Demobilize.

With respect to the Emergency Operations Center (EOC), the actions and activities are strategic in nature and facilitate coordination in support of field operations. The EOC focuses on: information sharing, resource management, coordinating plans of action, and policy level decision-making.

The National Incident Management System and the National Response Framework provide guidance on how federal, state and local resources will coordinate efforts during major incidents. In addition, the Comprehensive Emergency Management Plans (CEMPs) for Washington State and King County describe how incident response operations will be conducted at their respective levels in coordination with local efforts.

The National Response Framework doctrine of tiered response emphasizes that response to incidents should be "managed at the lowest jurisdictional level and supported by additional capabilities when needed." The vast majority of incidents are, in fact, managed locally and do not require deviation from normal, daily operational procedures.

2.1 City Strategic Goals for Response

There are seven strategic goals for the City response, they are:

- Saving and protecting the greatest number of people at risk.
- Providing for the safety of emergency responders, other City employees, and the public.
- Supporting a response that accommodates vulnerable populations, including access and functional needs.
- Saving and protecting as much vital infrastructure as possible.
- Saving and protecting as many residential, business and industrial properties as possible.
- Restraining the spread of environmental damage.
- Minimizing human hardship and economic interruptions.

2.2 City Response Coordination

Coordination of response occurs at many levels but always begins in the field at the incident scene. In Citywide incidents, such as a snowstorm, where there is no single incident scene, field operations such as snow plowing, are coordinated through Dispatch Centers and Department Operations Centers. The following summaries identify the various levels of coordination, which includes field response.

2 2.1 Lead Agency

For each identified incident, there is a department or agency that is designated as the logical lead to direct incident operations. The department or agency identified will direct the city field response operations in accordance with their continuity of operations plan, emergency response plans, and hazard response plans. The lead agency is also responsible for the development and maintenance of any hazard specific plans associated with their hazard that are developed for the CEMP.

When there is advance notice given involving their hazard (e.g. a forecasted snow storm), the lead agency is also responsible for the following activities prior to the activation of the EOC:

- Coordination of any actions or operations between or among City departments with support from the Seattle OEM Staff Duty Officer; and
- Managing public information when PIO's from multiple departments are involved in an incident.

During EOC activations, the lead agency:

- Provides subject matter expertise to key EOC functions such as the Operations Section, Policy Group/EEB, and the Joint Information Center;
- Provides guidance on the development of overall incident objectives to the EOC Director;
- Approves the release of all public information statements issued by the Joint Information Center; and
- Provides status and needs in EOC Directors Briefings during the activation.

In complex incidents involving an incident with multiple threats and hazards, the focus may shift as the emergency unfolds. In those situations, the lead assignment will transition to the appropriate responding partner and/or the establishment of a Unified Command will be considered. If transition cannot be agreed upon, the EOC Director or Staff Duty Officer (depending on whether the EOC is activated or not) may gather key stakeholders to collaboratively determine the need and process for transitioning agency responsibilities.

Table 1 table identifies the lead agency for each of the City's hazards based from the SHIVA.

Table 1

Incident	DEPARTMENT / AGENCY
Geophysical	
1. Earthquakes	Seattle Fire Department
2. Landslides	Seattle Public Utilities
3. Volcanic Hazards	Seattle Department of Transportation
4. Tsunamis and Seiches	Seattle Fire Department
Biological	
5. Disease	Public Health – Seattle and King County
Intentional Hazards	
6. Social Unrest	Seattle Police Department
7. Terrorism	Seattle Police Department
8. Active Shooter Incidents	Seattle Police Department
Transportation and Infrastructure Hazards	
9. Transportation Incidents	Seattle Department of Transportation*
10. Fires	Seattle Fire Department
11. Hazardous Material Incidents	Seattle Fire Department
12. Infrastructure Failure	Multiple are identified depending on the type of failure: • Seattle Information Technology-Most impact is computer or technology related infrastructure • Seattle Public Utilities-Most impact is to water or waste water or related infrastructure • Seattle Department of Transportation-Most impact is to roadways and bridges related infrastructure • Seattle City Light-Most impact is to power outages or involves impacts to electrical utility infrastructure
13. Power Outages	Seattle City Light
Weather and Climate Hazard	
14. Excessive Heat	Public Health – Seattle and King County
15. Flooding	Seattle Public Utilities
16. Snow and Ice	Seattle Department of Transportation
17. Water Shortages	Seattle Public Utilities
18. Windstorms	Seattle City Light
*For transportation incidents where no other hazards take precedent (Hazardous Materials, Mass Casualty Incident, etc.).	

2 2.2 Incident Command

The City uses the Incident Command System (ICS) to manage and coordinate the incident response.

The first responder to arrive on the scene of an emergency is in command. As other departments respond, overlapping responsibilities and authorities have the potential to interfere with the effectiveness of the response. To overcome this, departments and agencies with functional, jurisdictional or statutory responsibility for incident response have options for managing the emergency:

- An agency or department may establish Incident Command with all other responders reporting to the Operations Section Chief and\or other sections within the General Staff;
- Establish a Unified Command; or
- Each incident command is responsible for command and control over all tactical operations at the incident scene.

2 2.3 Unified Command

In Seattle, Unified Command is generally the preferred approach because it supports the establishment of common objectives, strategies and tactics without any organization abdicating authority, responsibility or accountability.

In Unified Command, the participating departments or agencies designate an Operations Section Chief who has authority over incident operations. The appointment of Deputy Operations Section Chiefs may be used to ensure adequate and effective representation.

2 2.4 Area Command

When multiple incident commands/unified commands are established, one or more Area Commands may be created to better coordinate operations and improve resource support.

Area Commands are rarely used in Seattle. During a response to a major incident, all qualified personnel who could be assigned to operate an Area Command may already be assigned to an Incident Command, a Department Operation Center (DOC), the EOC or some other duty.

One (or more) All Hazards Incident Management Team (AHIMT) may be needed to augment staffing at incident commands, areas commands, department operating centers and the EOC.

2.2.4.1 Area Command – Healthcare

Public Health - Seattle and King County provide services to the entire county. During an incident, it coordinates and supports the health, medical, and mortuary response. To accomplish this, Public Health may activate the Health and Medical Area Command (HMAC). HMAC works closely with the Northwest Healthcare Response Network (NWHRN) and staffs the Multiagency Coordinating Group, which is led by the Local Health Officer.

The Multiagency Coordinating Group provides policy direction in support of HMAC operations and is composed of:

- King County Local Health Officer: The Local Health Officer has unique authority and responsibilities which are in effect at all times and do not require an emergency proclamation or approval by local jurisdictions. Some examples are; activating the regional medical surge strategy, prioritizing and rationing of medical resources or implementing isolation and quarantine orders.

- King County Medical Examiner: The King County Medical Examiner also has county-wide duties and has unique authority and responsibilities which are always in effect and do not require an emergency proclamation or approval by local jurisdictions.
- Emergency Medical Services Medical Directors for King County and City of Seattle: The EMS Medical Directors represent all advanced life support, basic life support, private ambulance, and air ambulance agencies in the county.
- NWHRN Executive Response Committee: The Executive Response Committee has members which represent healthcare provider organizations in the county such as long term care facilities, pharmacies, medical product suppliers, skilled care nursing homes, hospitals, kidney dialysis, blood products, behavioral health, and other medical professionals. The Executive Response Committee members represent organizations which fall within their healthcare function. Their participation leverages the expertise of medical and executive leaders from across the continuum of healthcare in King County and Pierce County.
- NWHRN Disaster Clinical Advisory Committee (DAC): Provides guidance to the HERC and the Multiagency Coordinating Group. The DCAC is comprised of specialists in areas relevant to clinical management during all types of disasters. The HERC is comprised of designated executive representatives from NWHRN healthcare member organizations and local public health departments.

2 2.5 Dispatch Centers

Most incidents do not require activation of the EOC or a DOC. Daily, Dispatch Centers activate resources and coordinate the response to short duration, limited incidents. For example, a light accumulation of snowfall over the entire city, late at night, might be best addressed through the use of on-duty resources coordinated through department Dispatch Centers.

The following departments maintain a 24/7 dispatch center, control center or on-call duty officer: Seattle Police Department; Seattle Fire Department; Seattle Public Utilities; Seattle Department of Transportation; Seattle City Light; Department of Parks and Recreation; Seattle Department of Construction and Inspections, and Public Health - Seattle and King County.

During a major incident, Dispatch Centers can become overloaded with calls for service, coordinating the initial response effort and making notifications. In these situations, departments may choose to activate their DOC and/or request activation of the EOC.

2 2.6 Department Operations Centers

A DOC enhances, above that of a dispatch center, the ability of a department to coordinate and support the response to an incident. A DOC can also assist in sustaining routine services in areas of the City unaffected by the incident.

DOCs can coordinate directly with each other as needed and with their department's representative in the EOC. Each department determines how their DOC will operate depending on operational need. The following City departments have established a DOC: Seattle Police Department – Seattle Police Operations Center (SPOC); Seattle Fire Department – Resource Management Center (RMC); Seattle Public Utilities – Operations Resource Center (ORC); Seattle Department of Transportation - Transportation Operations Center (TOC); Seattle Department of Construction and Inspections – Department Operations Center; Seattle City Light – Department Operations Center; Seattle Information

Technology – Information Technology Operations Center (ITOC); and Department of Parks and Recreation – Department Operations Center.

2 2.7 City Emergency Operations Center

The mission of the City EOC is to minimize the impact of incidents on the community through coordinated planning, information sharing, resource management, and make policy decisions. The EOC does not command tactical operations in the field.

2.3 Relationship Between Field Operations and EOC

The EOC doesn't direct field operations; rather it provides support to field operations in the form of resources, policy direction, and providing situational awareness. The EOC also supports incident commanders and operations in the field through the development of interagency or intergovernmental plans of action. Through consequence managment, the EOC can develop citywide or regional strategies that, in turn, support field operations.

In normal response operations, the EOC does not communicate directly with field response units. Instead, field units communicate directly with their department or agency through established procedures or standard operating guidelines. Field communication may be to a DOC, dispatch centers, or an agency representative who in turn communicates with the appropriate EOC Department Representatives.

2.4 Pre-Incident Coordination

2 4.1 Role of OEM Staff Duty Officer

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

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

2 4.2 Pre-Incident Planning

OEM provides support for the development of plans supporting incidents. Support can take the form of: direct support in the form of EOC Operations; assistance with incident planning; coordination of information with stakeholder groups; and facilitation of resource support or policy decisions.

2 4.3 Pre-Activation Coordination

In cases where time permits, OEM will typically convene key partners to assess the situation. A pre-incident meeting involves:

- Collecting and analyzing information relative to the situation including actions already taken by stakeholders;
- Developing or drafting pre-incident guidance to City Departments and the community; Determining what actions need to be taken by specific agencies and if the EOC needs to be activated;

- In the event the EOC is not activated, developing activation triggers specific to the anticipated incident;
- Assessing the need for communications and public information and determine what issues may require the attention of the Mayor's Office; and
- Reviewing of possible incident objectives that would be used in a Consolidated Action Plan in the event the EOC is activated.

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

3. CITY EMERGENCY OPERATIONS CENTER

The City Emergency Operations Center (EOC) is built to exceed by 50% the maximum building code standard for critical facilities. It has redundant communication systems, emergency power generators, 60 workstations in the main operations area, and six breakout rooms with additional workstations. There is also a dedicated communications room, a Mayor's Policy Room, a Joint Information Center (JIC), and a Media Briefing Room. The Seattle Office of Emergency Management (OEM) also maintains an electronic information sharing and management program, called WebEOC, which can be accessed via any internet connection.

3.1 Authority to Activate the EOC

Any department director or incident commander may ***request*** activation when they see a need to develop plans of action, coordinate resources, gather information, manage consequences, or seek assistance in resolving policy issues that exceed or exhaust their department's normal operational capability, inclusive of mutual assistance from other departments. The Director of the OEM, in consultation with the Mayor or his/her designee, ***authorizes*** the activation of the EOC.

Factors to consider when determining if EOC activation is needed, and to what level, are:

- The nature, scale, and severity of the hazard and immediate known or possible impacts (which may include secondary risks or impacts).
- The potential for the hazard and/or secondary impacts to increase.
- The degree and extent of support needed to achieve response and/or recovery objectives.
- The time of day and day of the week.
- The amount of media or public attention garnered by the incident.
- The benefit achieved by coordinating departmental operations from a centralized location.
- Other unrelated incidents underway or planned events scheduled.

3.2 EOC Activation Process

The OEM SDO serves as the single point of contact for any request to activate the City's Emergency Operation Center. The OEM SDO:

- Receives notification for any request to activate the EOC.
- Consults with decision makers on activation and departments/agencies who should respond.
- Performs initial notifications to appropriate personnel to respond to the EOC.
- Tracks any issues, problems, or potential EOC requests until the EOC is activated.

The OEM Director is also the Director of the EOC when it is activated and is responsible for:

- Authorizing, in consultation with the Mayor, the activation of the EOC.
- Coordinating the citywide strategic response.
- Providing advice to the Mayor on emergency management related matters.
- Facilitating the Mayor's Emergency Executive Board meetings.
- Coordinating the identification and resolution of policy issues related to the incident.
- Resolving conflicts over jurisdiction and authority.

- Supervising the development or termination of Emergency Proclamations and any associated Executive Orders.
- Acting as the City representative and point of contract with other emergency management agencies in the region and the state.
- Designating alternate EOC Directors and appointing EOC General Staff Section Chiefs and Branch Directors.
- Approving Mutual Aid requests.
- Coordinating the review and signing of any Delegations of Authority.
- Acting as a representative of the City EOC at press conference and media interviews.

3.3 Modes of EOC Activation

EOC modes of activation provide a way to quickly summarize and communicate the level of response by the City. OEM staff use the modes of activation to help organize EOC staffing levels, operations and planning efforts. EOC modes are presented in descending order with progressively greater severity; some functions may be provided virtually or at a physical location, see Table 1.

Table 2

EOC ACTIVATION LEVELS		
Activation Level	Description	Staffing
Level 3 Ready State / Staff Duty Officer Monitoring	Routine monitoring of the situation. No incident anticipated. An incident could develop that requires enhanced monitoring and coordination between jurisdictions and agencies usually from a virtual location.	OEM SDO monitoring. EOC not staffed; possibly not configured for operations.
Level 2 Partial	An incident has developed that requires coordination extending beyond the normal workday and that requires 24/7monitoring.	EOC is partially staffed; limited or partial liaison support (based on the needs of the incident).
Level 1 Full	An Incident of such magnitude that it requires or may require extensive response and recovery efforts and significant resources. An incident has developed that requires 24/7 coordination, monitoring, and support.	All EOC positions activated; including applicable liaison positions.

3.4 Purpose of the EOC

3.4.1 Gain and Maintain Situational Awareness

At the start of any response, there are five fundamental questions that all responders must ask:

- What has happened? (assessment)
- What are the current and potential impacts to people, infrastructure, systems and services? (impacts)
- What protective measures have been taken? (warnings, evacuations, shelter in place, etc.)
- What types of people are being impacted? (vulnerable populations, tourists, etc.)
- What response operations are underway or anticipated? (operations)

From this information, a Common Operating Picture is developed. This is not a static picture; during an incident, information is constantly changing or being added. For example: information provided by subject matter experts can fundamentally alter what is understood about an incident and its impacts. With this mind, the Common Operating Picture is refined and adjusted on a continual basis to provide the greatest level of accuracy.

Crucial to building and sustaining an effective Common Operating Picture is the sharing of information widely throughout the region. Sharing information about an incident provides another way to verify and correct what is known. It also supports unity of effort by helping to establish a common view of the incident; responders can't coordinate effectively if they each hold different opinions of what has happened and its impacts.

Individual departments may collect information that is then shared with the appropriate EOC department representative. That information is then placed into WebEOC. In cases where information is not added to WebEOC, the information may be provided directly to the EOC Situation Unit who is ultimately tasked with collection, analysis, and dissemination of information involving the City's Common Operating Picture during activations.

3.4.1.1 Common Operating Picture – Assessments

An assessment of what has happened can take many forms depending on the nature of the incident. Daily, responders utilize their training and experience to rapidly assess incidents they respond to (so called "routine" emergencies). In contrast, during the response to a major incident this may be more difficult, the initial assessment will likely be incomplete due to initial conditions present; communication systems may be inoperable or overloaded, responders may not be able to access the most heavily impacted areas or pressing life safety issues may limit how much time responders can devote to conducting a detailed assessment.

To assist all responders, a standing Essential Element of Information (EEI) Strategy is available that defines what information, or categories of information, each department should collect and report during the response to a major incident.

Until the EOC is activated, departments share summaries of their assessments with each other by the most effective and expeditious means available. Once the EOC is activated, department assessments, as well as assessments provided by other jurisdictions, are consolidated into various situation reports which are disseminated widely. Further, more specialized assessments, evaluations and inspections will be conducted as response transitions to recovery.

The Damage Assessment Unit in the Planning Section is responsible for the damage assessment reporting as part of the common operating picture. The unit facilitates the collection and organization of incident damage information and ensures the data is recorded, analyzed/vetted, reported, displayed and disseminated to EOC staff and partners.

It is recognized that in a catastrophic incident, even conducting assessments may not be possible until sufficient resources can be mobilized and brought to the incident scene.

Businesses, following business continuity plans, conduct assessments of their staff, buildings, vehicles, inventory and suppliers. During EOC activations, the Office of Economic Development may arrange for business representatives to be present in the EOC to assist with the collection of this information. Additional partners could be incorporated once the recovery process is initiated under ESF #14.

Concurrent with the initial government and private sector response, the general public will take action as well. Members of the community who have received incident training could be expected to: check on themselves, their family and neighborhood; provide first aid; extinguish fires; control utilities; and conduct light search and rescue in their homes and neighborhoods.

In addition, neighborhoods can coordinate and support each other through local community emergency hubs. Hubs are locations pre-identified places where people can go to share information or help one another until ordinary city services are restored.

Individuals and groups are also likely to use social media sites to share information, contribute to common maps, and organize local solutions to problems.

3.4.1.2 Common Operating Picture – Impacts

Each department is responsible for determining, within their area of responsibility, what the impacts are to the community and their ability to continue to provide services. For example, through an assessment, a department may determine that one of its buildings has been evacuated. By itself, this information does not paint a complete picture; what services were provided by units housed within the evacuated building; or are there specialized resources that are now inaccessible. Some other examples are:

- Seattle City Light can quickly estimate the number of customers affected by a power outage.
- The Seattle Fire Department has a thorough understanding of the businesses located within a Battalion or Company area of operation.
- Seattle Public Utilities can determine what areas of the City will be affected by a major break in a water pipeline.

This information is shared with the EOC Situation Unit who is responsible for consolidating information into a single common operating picture.

3.4.1.3 Common Operating Picture - Operations

In a major incident, the sharing of what operations are currently underway or anticipated is vital for a number of reasons:

- It promotes unity of effort and prevents conflicts between various operations.
- It contributes to a safer response.
- Since no commander or supervisor can have a complete understanding of all the impacts, sharing operational information facilitates a way for everyone to gain a better picture of the situation.
- At minimum, information should be shared with the department responsible for leading the tactical response in the field. For example:
    - For incidents defined as natural disasters or accidents involving injuries, departments coordinate information with the Seattle Fire Department Deputy One or alternate - assisted by the Fire Alarm Center and the Resource Management Center (RMC).
    - For incidents caused by deliberate criminal act, or threats of, departments coordinate information with the Seattle Police Department Duty Commander—assisted by the Seattle Police Dispatch Center and the Seattle Police Operations Center (SPOC).

Common sense prevails in this process. Given the large number of potential, and at times overlapping, incident scenarios and missions, it is impossible and unwise to develop a rigid doctrine. Instead, a best practices approach is called for with all departments acknowledging the benefit of sharing as much information between responders as appropriate or possible.

Once the EOC is activated, information sharing about operations will continue between departments while also sharing with the EOC.

3.4.1.4 Methods of Information Sharing

During a complex incident, the amount of information available has the potential to overwhelm any information management process or system. To address this, face-to-face contact between representatives assigned to the EOC is promoted in training and during activations as the most effective means for maintaining situational awareness, common operating picture and problem solving.

Some examples of information sharing include:

- The EOC Director regularly briefs the entire EOC staff on the situation.
- The EOC Operation Section conducts “stand up” meetings with EOC Branch Directors to coordinate actions and information several times during the operational period.
- The EOC Planning Section Chief facilitates planning meetings, as part of the EOC Consolidated Action Plan (CAP) planning cycle where information is shared.
- EOC Department Representatives meet throughout the operational period as needed.

3.4.1.5 Information Sources

Departments and EOC Department Representatives collect, analyze and forward information, intelligence, assessments, impact reports, plans and operational information within their area of operation and responsibility to appropriate sections in the EOC. In addition, the EOC personnel rely on a wide variety of other information sources. Some examples include: Department of Transportation traffic cameras; City Light outage management system; internet sites; National Weather Service; Washington State Fusion Center; United States Coast Guard; emergency management organizations; WATrac Healthcare Information System; National Shelter System; broadcast; and social media.

3.4.1.6 Essential Elements of Information

The Essential Elements of Information (EEI is a strategy that defines what information is needed from each department when the EOC is activated). The EEI serves as a “pump primer” to ensure the EOC has a way to gather the most pertinent information from every department, depending on the incident at hand. The EEI is a guide to help with the information that is critical to collect and departments are encouraged to adapt as needed to meet the intent of the EEI and the needs of the response and recovery.

- The EOC Planning Section Chief is responsible for coordinating the update of the EEI every operational period to match current conditions and operation need.
- A standing EEI is available for use during the initial phase of the response.
- Custom EEIs have been developed for Earthquakes and Snowstorms.

3.4.1.7 EOC Reports

The EOC Planning Section produces three reports when the EOC is activated:

- Incident Snapshot (ISNAP): an initial report that is generated at the beginning of the response to assist in the regional situational awareness during major incidents;
- Snap Shot Report: short, concise updates issued regularly throughout the operational period that describe what has changed since the previous report. This report is sent to all email distribution groups maintained by OEM; and
- Situation Report: a comprehensive report, generally issued every six to twelve hours, intended to convey the current common operating picture and resource needs. This report is sent to all email distribution groups maintained by OEM and specifically with King County and the State of Washington.

The intent is to distribute these reports to as many individuals and organizations as practical or needed.

If email and other communication systems are inoperative, EOC Department Representatives are responsible for distributing these reports.

3.4.1.8 City WebEOC

WebEOC is an information management software used in the EOC to document information about the incident and actions taken during the response. WebEOC can be accessed over the internet by any representative or partner that has been granted permission.

Departments order resources by using a resource order form located within WebEOC. Policy decisions are also posted in WebEOC. The Joint Information Center also posts public information messaging and interactions.

During the initial response, an Incident is created within WebEOC. Under this Incident, information is divided into two areas, see descriptions below.

3.4.1.8.1 Base and Sub Incidents

Base Incidents and Sub-Incidents are intended to provide an intuitive way to determine how to store and retrieve information within WebEOC.

Base Incident - All general information updates about the incident which apply to the entire incident are posted in the Base Incident.

Sub-Incident - There can be several Sub-Incidents covering areas of operation or function related to the Base Incident. For example, a Sub–Incident could be created for a Family Assistance Center that has been established by Public Health -all information related to the center is posted under that Sub-Incident.

3.4.1.8.2 Other Available WebEOC Systems

The State of Washington and Pierce County each operate their own version of WebEOC. The OEM staff can access the State WebEOC account. Both jurisdictions can host a version of the Seattle WebEOC, accessible by internet, in the event the City WebEOC becomes inoperable.

3.4.1.9 Mapping

The City has a significant mapping capability based on the Graphic Information System (GIS) which, during an activation of the EOC, is used to support emergency operations. Mapping in the EOC is coordinated through the EOC Planning Section.

- Seattle Information Technology GIS team coordinates City wide mapping during all phases of emergency management.
- Departments provide copies of any map they create during the incident.
- Social Media maps will be considered UNCONFIRMED and must be verified by the EOC Planning Section Situation Unit before they can be authorized for use by responders.
- Maps for public information purposes must be reviewed by the Joint Information Center Supervisor and the EOC Planning Section Chief prior to public release to ensure the accuracy of the information.

City departments are jointly responsible for verifying the accuracy of maps that define hazards (within their area of responsibility) areas such as; buildings at risk of collapse, current and future locations of plumes, security perimeters, patterns of disease, and location of fires.

3 4.2 Develop Plans of Action

A key function of the EOC is to provide the means for departments and EOC Department Representatives to develop specific response strategies for the incident. Department decision makers who serve as EOC department representatives collaboratively assess, problem solve and develop strategic responses that integrate needs, considerations, and capabilities from across all City departments, government and non-government stakeholders.

The EOC ensures an integrated and coordinated response among various city departments, government agencies, private sector, private non-profits, etc. that are providing assistance during an incident.

3 4.3 Activate and Deploy Resources

Even though the initial assessment will be incomplete following a major incident, response operations will commence as soon as possible. In those major incidents where the impacts are severe and widespread, and resources in short supply, the response to some individual incidents may be significantly delayed.

Regardless of the type of incident or its size, responders at all levels must balance available resources against the needs of the incident. Priorities for response provide guidance to responders when deciding which resources to activate and where to deploy them. Strategic goals provide further guidance to assist responders at all levels, especially in the EOC, in developing a comprehensive plan for response and recovery.

3.4.3.1 Mobilization

City staff and resources that are on-duty and available are deployed first. The Seattle Fire Department, Seattle Police Department, Seattle Public Utilities, Seattle City Light, Seattle Department of Transportation, and Public Health Seattle and King County play a significant role in the initial response to incidents involving injuries and/or property damage.

Concurrent with these initial efforts is the recall of off-duty personnel and activation of DOCs.

Departments have procedures in place to recall personnel during emergencies. Depending on the type and scale of the incident, recalled personnel could be significantly delayed in reporting for duty. During a major incident, the level of preparedness at home may affect how quickly a responder can report for duty.

3.4.3.2 Mutual Aid

During the earliest phases of the response, City departments, via their dispatch centers, may request assistance directly from agencies in neighboring jurisdictions or districts utilizing existing mutual aid agreements or other regional agreements. All mutual aid requests are coordinated through the EOC once it is activated. Depending on the type of incident, mutual aid requests may also be coordinated through OEM when the EOC is not activated.

3.4.4 Public Information

On a daily basis, City departments manage public information through designated communications personnel or Public Information Officers (PIOs). Routine coordination of messaging is done at the department level and through the Mayor's Office Director of Communication. For no-notice, daily incidents with limited impacts, several City departments have the capability to initiate public messaging within minutes, or during non-business hours, within a short period of time using on-call PIOs.

When an incident occurs, emergency messaging serves to keep the public informed on a number of levels, i.e., what is happening, response actions by the City, hazards and appropriate protective actions to take, status updates as the incident unfolds, how to seek further assistance, and other pertinent information as needed.

For larger incidents, such as an earthquake, department PIOs come together as a coordinated team in the City's Joint Information Center (JIC) located in the EOC. The JIC carries out all aspects of emergency messaging. The Mayor's Director of Communication is responsible for managing and staffing the City's JIC. More information regarding the role of JIC during response to an incident may be found in the ESF #15 document.

When the EOC is activated, all public messaging by City departments and by Incident Commanders in the field are coordinated through the JIC creating one central point of citywide messaging. To ensure close coordination between operations and public messaging, a representative of the JIC participates in all EOC briefings and planning meetings. In addition, the EOC Planning Section Chief and the JIC Supervisor jointly review all EOC Situation and Snap Shot reports and press releases before they are published to ensure consistency and accuracy between public messaging and operations. The EOC Director reviews and approves all reports and press releases prior to release.

3.4.4.1 Joint Information System

Joint Information Centers throughout the region coordinate messaging to prevent conflicting messages from being released, share information and ensure messaging supports response and recovery operations. This coordination is referred to as a Joint Information System (JIS). JIS activity is coordinated through the King County Emergency Coordination Center.

Health and Medical Area Command (HMAC) operates a (JIC) for coordinating healthcare related public messaging. The Public Health JIC is part of the regional JIS.

3.4.5 Development of the EOC Consolidated Action Plan

The EOC Consolidated Action Plan (CAP) is the document that defines the strategies as well as the objectives and missions that will need to be accomplished to meet that strategy. The EOC Advanced Planning Unit is responsible for capturing and documenting the CAP. However, the development of the CAP is very much a collaborative process involving most, if not all, stakeholders in the EOC.

3.4.5.1 Initial Incident Phase

The initial incident phase identifies the planning related actions that guide the EOC operations during the first 1-2 hours of an event. This includes actions related to notification of partners and responders that the EOC is activated.

Objectives during this initial phase will come from one of the following sources:

- Use of incident specific objectives. In cases where enough notice has been given that the EOC may be needed in support of an actual or anticipated event, OEM, in conjunction with key EOC Department Representatives, may draft an initial CAP that will be used during the first activation period. Examples include parades or other planned events when EOC coordination is needed.
- Use of hazard specific objectives. For some hazards (such as winter storms or earthquake) initial activation objectives have been drafted and are included in hazard specific CEMP.
- Use of EOC standing objectives. EOC standing objectives, described in Section 3.4.6, are used for no notice events where pre-developed objectives have not been developed.

Regardless of the incident, one of the first activities that will take place will be to conduct an initial assessment to gather information about the situation. This initial assessment, along with the EOC objectives, is what will drive EOC operations during the initial hours of activation.

3.4.5.2 Managed Phase of the Operational Period

During the first and subsequent operational periods:

- Resources, plans of action, and information are coordinated and EOC department representatives work to solve issues and problems.
- Objectives are set for the next operational period. Section chiefs, key branch representatives, and the planning section collaborate to establish Operational Period Objectives. The objectives are then approved by the EOC Director.
- The planning section then coordinates the development of strategies, missions, and tasks meeting the strategic objectives with branch representatives.
- The planning meeting reviews, deconflicts, and finalizes the CAP with key branch and department leads as well as the JIC Supervisor.

3.4.6 Standing EOC Objectives

City objectives contribute to effective response coordination. Working as a team, the OEM Director, OEM staff, EOC Department Representatives, and EOC volunteers, develop a common set of strategic City objectives that guide EOC personnel in their actions during activations. City objectives are updated each operational period (typically 12 to 24 hours) or as needed depending on the incident.

For those incidents that occur without notice, standing EOC objectives can be used until there is sufficient time to develop custom objectives. Section 3.4.6.1 - 3.4.6.5 serve as the EOC initial objectives for a no-notice activation.

3.4.6.1 Develop and maintain situation awareness

- Collect, organize, and analyze damage assessments from departments and other partners.
- Publish an Essential Elements of Information strategy for each operational period or as directed.
- Issue Situation and Snap Shot Reports on a regular and frequent basis.
- Arrange for subject matter experts to conduct specialized analysis.
- Coordinate mapping.

- Rapidly incorporate information from social media.

3.4.6.2 Develop and execute a Citywide strategy for response and recovery

- Establish and maintain the EOC Consolidated Action Plan planning cycle.
- Publish a City Consolidated Action Plan each operational period or as directed.
- Ensure Incident Command/Unified Command is in place depending on the scope of the incident.
- Define and address known impacts to vulnerable populations.
- Hold EOC Director and Operations Section Chief briefings frequently during each operational period.
- Ensure areas of operation and responsibility are clearly defined at all levels.
- Provide logistical support to operations.
- Support restoration of critical services such as utilities and healthcare.
- Conduct advanced planning.
- Designate the department(s) responsible for staffing and operating local points of distribution, city staging areas, camps, bases, heli-bases, donation centers, and other facilities/functions.

3.4.6.3 Coordinate communication between City departments, external agencies, and community

- Establish and maintain communications with all partners.
- Support Auxiliary Communication Service.
- Participate in local and regional conference calls.
- Establish a JIC.
- Participate in the regional Joint Information System.

3.4.6.4 Promote unity of effort with City departments and external agencies

- With participation from all EOC Department Representatives, develop one City strategy.
- Leverage all available City resources, as needed, based on City goals, priorities, and strategy.
- Include vulnerable population impacts, and how to address them, in Director briefing agenda.
- Advocate for and support a regional approach to addressing the needs of vulnerable populations and for restoring essential services such as public transportation, mass care and healthcare.
- Assign Zone 5 (Seattle) Representatives to the King County Emergency Coordination Center.
- Coordinate requests for assistance from the City to regional, state, and federal partners.
- Wherever possible, provide support to neighboring jurisdictions.

3.4.6.5 Address impacts to the community in a comprehensive manner

- Utilize advanced planning to identify challenges and opportunities as early as possible.
- Initiate recovery operations as soon as possible.
- Closely coordinate impact analysis and planning with regional partners.

3.4.7 Special Coordination Issues

3.4.7.1 Support Facilities

In general, one or more departments with the least involvement in the response may be tasked with the responsibility for coordinating and managing the operation of city staging areas, points of distribution, donation centers, camps, bases, shelters, and other functions or services until assistance can arrive from

outside the City. Seattle Department of Human Resources (SDHR) will assist with employee reassignments to support these and other missions.

3.4.7.2 Catastrophic Conditions

It is understood, for those incidents that cause a catastrophic level of impact, responders will face extreme challenges. City resources are finite in number, as the extent and severity of impacts increase, the need for more outside assistance increases as well. A catastrophic incident is inherently regional, and in rare cases national or global in scope.

- The response to a catastrophic incident builds on the fundamentals outlined above and relies on the ability of responders to adapt quickly as needed to meet the conditions present.
- Regional plans that address catastrophic level of impacts have been developed by jurisdictions in the Puget Sound region.
- City Priorities for Response and Goals for Response, along with plans, provide essential guidance to responders operating under catastrophic conditions where communication with commanders may not be possible for an extended period.
- Each essential department is prepared to operate independently when necessary.
- Each essential department's critical roles are staffed at least three deep so there will be sufficient number of trained individuals available for duty.
- Critical facilities and functions have redundancies to ensure continuity.
- EOC Alternate locations are identified and a contingency plan for relocating has been written.
- At minimum, the City endeavors to maintain continuity of government and authority over the response, even under the most trying of conditions.

3.4.8 Demobilization

When resources are no longer needed, they must be quickly demobilized. Just as it is difficult to effectively manage the surge of resources that arrive after an incident, it is equally challenging to efficiently identify and out-process the many resources assigned to the incident. Some resources, such as Urban Search and Rescue teams are experienced at completing the many steps needed to disengage from the response and return to their home base, while other resources will require an extensive amount of time and energy to demobilize.

Depending on the resource involved, standard procedures for demobilizing field resources or existing department policies and procedures are followed. The EOC Planning Section Chief, through the Demobilization Unit leader, coordinates citywide demobilization issues through City departments.

Each department is responsible for all documentation related to their response activities.

Though the EOC may be demobilizing, the City recovery process can begin as soon as an incident has stabilized. This could occur prior to the EOC demobilization or during a larger transition to recovery where the EOC has updated priorities to support recovery related objectives. The City leverages the ESF #14 – Transition to Recovery as bridge guidance to the larger recovery processes outlined in the Disaster Recovery Framework. Further details on the City recovery process can be found in Annex IV – Response & Emergency Support Functions (ESF #14 – Transition to Recovery) and in Annex V – Recovery (Disaster Recovery Framework).

4. DIRECTION AND CONTROL

4.1 Mayor

The primary responsibility for maintaining "the peace and order" in the City of Seattle is vested in the Mayor by the City Charter.

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

Should the Council President, while serving as Acting Mayor, have an occasion to be absent from the City or be otherwise incapacitated, the Council President Pro-Tem would be next in the line of succession to be Acting Mayor.

4.2 Emergency Executive Board (EEB)

The EEB, composed of department Directors and Mayor's Office senior staff, advises the Mayor on policy issues, takes steps to improve coordination between departments, modifies response priorities, and supports resource allocation. Board meetings are chaired by the Mayor or his designee and are facilitated by the EOC Director.

- The EEB is convened when needed.
- The EOC Operations Section Chief is responsible for ensuring all policy decisions are communicated to all EOC Department Representatives in the EOC and regional partners.

4 2.1 EEB Emergency Policy Review and Development

An incident may pose unique challenges that require changes to existing City policies, the creation of entirely new policies, or otherwise require a problem to be decided by the Mayor.

To support an expeditious resolution, an EOC Department Representative who has identified a possible policy issue is responsible for:

- Coordinating resolution of the policy issue with other EOC Department Representatives and the Operations Section Chief in the EOC.
- If unable to resolve, completing the EOC proposed policy form which requires a detailed description of the issue, multiple options for resolution, and a recommended option for approval.
- The EOC Director reviews each request to determine if it should be forwarded to the Mayor.
- The Mayor, assisted by the EOC Director, may resolve the issue immediately, return it to the Director for resolution or convene the EEB.

4.3 Emergency Proclamation and Orders

Should a situation be serious enough, the Mayor may proclaim a "Civil Emergency". Under the proclamation of emergency, the Mayor may proclaim one or more of the following orders which, in summary, can:

- Impose a curfew.
- Require any or all businesses to close.
- Require closure of businesses that sell alcoholic beverages or restrict sale of alcoholic beverages.

- Stop the sale, distribution or giving away of gasoline or other flammable liquid or combustible products.
- Close business establishments where firearms and/or ammunition are sold or dispensed.
- Close public places.
- Prohibit the carrying or possession of a firearm or any instrument capable of causing bodily harm.
- Request federal and/or state assistance to combat such civil emergency.
- Establish economic controls.
- Direct the use of public and private health, medical and convalescent facilities and equipment.
- Shut off, restore and operate utility services in accordance with priorities established for combating the civil emergency.
- Provide for the evacuation and reception of the population of the City or any part thereof.
- Other such orders as are imminently necessary for the protection of life and property.

The City Attorney's Office is responsible for providing legal advice to the Mayor, the City Council, and EOC Director in this area. It also assists with drafting the Emergency Proclamation and associated Orders to evoke Emergency Powers.

An emergency proclamation and any orders signed by the Mayor shall be filed immediately after issuance of the proclamation, or as soon as practical, with the City Clerk for presentation to the City Council for ratification and confirmation, modification, or rejection.

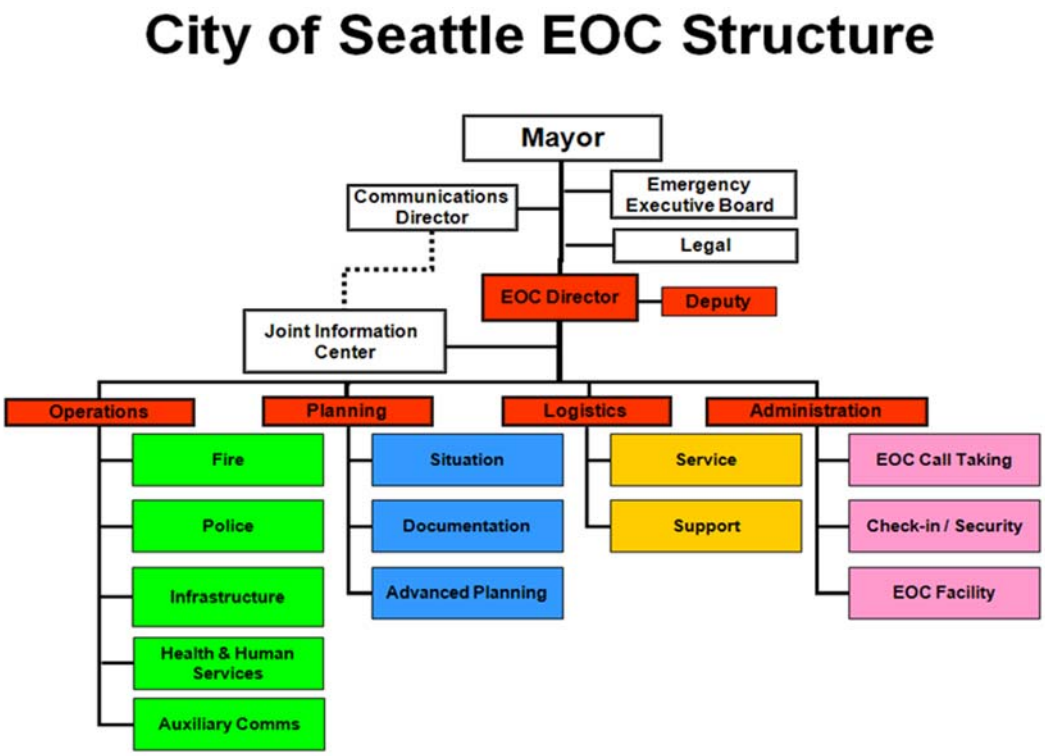
The Council may, by resolution, modify or reject the proclamation and if rejected, it shall be void. If the Council modifies or rejects the proclamation, said modification or rejection shall be prospective only, and shall not affect any actions taken prior to the modification or rejection of the proclamation.
The Council shall endeavor to act on any proclamation of civil emergency within 48 hours of its being presented to the Council by the Mayor. A similar process is followed to terminate the proclamation once it is determined that it is no longer needed.

4.4 Emergency Operations Center

The EOC organization is outlined in Figure 1 and described below.

The organization consists of EOC Department Representatives that support a number of the City Emergency Support Functions (ESFs). All section chief positions in the EOC are staffed by OEM personnel (ESF #5), except Logistics, which is staffed by Finance and Administrative Services (FAS).

Figure 1



4 4.1 Operations Section

The EOC Operations Section Chief is staffed by OEM personnel. The section consists of five branches, within which several Emergency Support Functions (ESF) and departments may be represented depending on the nature of the incident: Fire Branch (ESF #4, #9, #10); Health and Human Services Branch (ESF #6, #8); Infrastructure Branch (ESF #1, #2, #3, #12); Police Branch (ESF #13); and Auxiliary Communications.

4 4.2 Planning Section

The Planning Section is staffed primarily by OEM personnel, employees reassigned from other departments or units and volunteers. Several units makeup the section: Documentation Unit – responsible for gathering, organizing and storing incident documents; Advanced Planning Unit – responsible for developing the City Consolidated Action Plan and conducting long range planning to identify, as early as possible potential challenges and opportunities involved in the response and recovery; and Situation Unit – utilizing information provided by EOC Department Representatives, issues Snapshot and Situation Reports, coordinates mapping and other reports as needed to maintain situational awareness and to contribute to developing a common operating picture.

4 4.3 Logistics Section

As the lead for the Logistics Section, Department of Finance and Administrative Services with support from Seattle Department of Human Resources and Seattle Information Technology coordinate the logistics operations as defined under ESF #7. This includes serving as a single point of ordering to fulfill

requests for scarce and/or critical resources, and managing the supply chain for securely moving and distributing these resources in an incident.

4.4.4 Administration Section

Staff appointments are the responsibility of OEM. The Administration Section maintains the EOC facility during activations and provides material support to the EOC Department Representatives.

4.4.5 Joint Information Center (JIC)

The Mayor's Office Communications Director (ESF #15) operates the JIC which coordinates public information and employee messaging among all departments and with regional partners according to the theme – "many voices - one message".

4.5 Departments

During incidents, department directors retain authority over their employees and operations. Directors play a critical role in ensuring their department is fully supporting the response as guided by the roles and responsibilities listed in the Emergency Support Function (ESF) and the EOC Consolidated Action Plan. In addition, each department is expected to execute its Continuity of Operation plan as soon as practical based on the necessity of the specific incident.

City departments, agencies, and offices are organized under 14 ESFs. Each ESF has a designated ESF Coordinator, primary agency, and support departments or agencies. The ESF Coordinator role is identified as the department that is responsible for the overall maintenance of the related documentation.

The list of City ESFs include: ESF #1 – Transportation; ESF #2 – Communications; ESF #3 – Public Works and Engineering; ESF #4 – Firefighting; ESF #5 – Emergency Management; ESF #6 – Mass Care, Housing, and Human Services; ESF #7 – Logistics & Resources; ESF #8 – Health, Medical, and Mortuary; ESF #9 – Search and Rescue; ESF #10 – Oil and Hazardous Materials; ESF #12 – Energy; ESF #13 – Public Safety and Security; ESF #14 – Transition to Recovery; and ESF #15 – External Affairs.

The City does not have an ESF #11– Agriculture and Natural Resources, but responsibilities related to these functions can be found in other ESFs. Figure 2 lists the ESF responsibilities by primary and support department or organization. A gray box with a "P" indicates which department or organization is the Primary Department that is responsible for managing functions for that ESF during activations of the EOC. A box with a "S" indicates that the department or agency provides support to the ESF in the form of equipment, manpower, or subject matter expertise.

Figure 2

DEPARTMENT	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 12	ESF 13	ESF 14	ESF 15
Mayor's Office		S			S								S	P
Office of Arts & Culture		S			S								S	S
Seattle City Light	S	S			S	S					P		S	S
Central Budget Office		S			S								S	S
Seattle Office of Civil Rights		S			S	S							S	S
Office of Economic Development		S			S								S	S
Dept. of Education & Early Learning		S			S	S							S	S
Office of Emergency Management		S			P								P	S
Office of Film & Music		S			S								S	S
Finance		S			S		S						S	S
Finance & Administrative Services	S	S			S	S	P						S	S
Seattle Fire Department	S	S		P	S	S			P	P	S	S	S	S
Public Health - Seattle and King County	S	S		S	S	S		P	S	S			S	S
Office of Housing		S			S	S							S	S
Human Services Department		S			S	P					S		S	S
Office Of Immigrant & Refugee Affairs		S			S	S		S					S	S
Office of Intergovernmental Relations		S			S								S	S
Office of Labor Standards		S			S									S
Seattle Public Library		S			S	S							S	S
Dept. of Neighborhoods		S			S	S							S	S
Seattle Parks & Recreation	S	S			S	S					S		S	S
Seattle Dept of Human Resources		S			S		S						S	S
Office of Planning & Community Dev.		S			S								S	S
Seattle Dept of Const. & Inspections	S	S	S		S	S					S		S	S
Seattle Police Department	S	S		S	S	S		S	S	S	S	P	S	S
Seattle Center		S			S	S							S	S
Seattle Housing Authority		S			S	S								S
Seattle Public Utilities	S	S	P	S	S			S	S	S	S		S	S
Seattle Dept. of Transportation	P	S			S		S	S		S	S	S	S	S
Office of Sustainability & Environment		S			S								S	S
Seattle Dept. Information Technology	S	P		S	S		S					S	S	S
City Attorney		S			S	S							S	S
City Clerk		S			S	S								S
City Council - Legislative Department		S			S								S	S
Municipal Courts		S			S								S	S

Further details on these documents can be found in Annex IV – Response & Emergency Support Functions (Emergency Support Function Documents).

Departments are also responsible for being a primary or support agency for hazard specific and functional area strategies.

This information is documented in the City Support Operations (SO) and Incident Operations (IO) documents. The IO documents address hazard specific strategies including: winter storm, earthquake, and pandemic. The SO documents address functional area strategies including: evacuation, alert & warning, and use of military assets.

Further details on these documents can be found in Annex IV – Response & Emergency Support Functions (Emergency Support Operations Documents; Incident Operations Documents).

4.6 Field Operations

Operations in the field are conducted under an approved incident command organization and documented on the appropriate Incident Action Plan (written or verbal) and led by an Incident Commander or through a Unified Command.

For those situations where it is not practical or possible to establish an incident command, units will coordinate their operations through their department, dispatch center or DOC - these operations will be documented in the EOC Consolidated Action Plan.

Departments should avoid issuing conflicting orders to assigned units and instead coordinate through the Incident Commander.

The EOC Operations Section Chief will work with the EOC branch directors and EOC Department Representatives to define specific areas of operations and responsibility for each incident command to promote the safety of the responders, prevent conflict between various operations and support efficient resource allocation.

5. RESOURCE REQUIREMENTS

5.1 Logistics

5 1.1 Department Responsibilities

All City Departments are required to do the following with regards to logistics:

- Provide all initial logistical support necessary to support anticipated field operations for up to 12 hours after the incident has struck or until the EOC Logistics Section assumes responsibility.
- At any Incident, Unified Command or Area Command must establish a Logistics Section or assign responsibility for logistics within the existing incident command organization.
- If operating a DOC, develop processes and procedures for providing and coordinating logistical support to commands and units in the field and with other DOCs.
- Coordinate with the EOC Logistics Section to ensure sufficient resources are available to support any mutual aid, contracted or non-profit resource requested by the department through existing agreements.
- When requested, provide a representative to the EOC Logistics Section who will coordinate and support resource requests from their department, especially for specialized resources.
- Submit resource requests following the established procedures defined by OEM.

In coordination with OEM, ensure designated department personnel have attended required training in how to order resources.

5 1.2 Specialized Resource Ordering

Some departments have pre-existing mutual aid agreements for specialized resources. These specialized resources can and should be ordered by departments having such arrangements in place. For example, Seattle City Light can call upon assistance from power companies throughout the United States who can provide trained personnel and equipment to help repair and restore the electrical system.

The department ordering specialized resources will be responsible for closely coordinating with the EOC Logistics Section to ensure that:

- The requested resource has not already been ordered through another source.
- Costs, reimbursements, and payments are defined and approved.
- Sufficient local resources are available to support the ordered resource when it arrives.
- The movement of such resources into the area can be supported by the State Movement Coordination Center (when applicable).
- If the source of specialized resource runs out or becomes unavailable, the requesting department will order the specialized resource through the EOC Logistics Section following standard EOC resource ordering process.

5 1.3 Non-Medical Logistical Support to Health, Medical, and Mortuary Operations

Health and Medical Area Command (HMAC) and the Public Health Duty Officer is responsible for coordinating medical supplies and services to healthcare providers in the region.

The City is responsible for providing emergency non-medical supplies and services to healthcare providers within its jurisdiction.

Healthcare providers that require assistance in obtaining non-medical resources will first contact HMAC or the Public Health Duty Officer who will evaluate the request and if deemed appropriate, will forward to the EOC for action.

5 1.4 EOC Logistics Section Responsibilities

The EOC Logistics Section serves as the single point of ordering to fulfill requests for scarce and/or critical resources. It coordinates with the State and the County to securely move and distribute resources to an incident. It is responsible for establishing logistical staging, camps, warehousing, emergency shelters, non-medical needs for healthcare facilities, family assistance centers, and points of distribution facilities to support incident operations and the population impacted by the incident, or as directed

The EOC Logistics Section is also responsible for:

- Managing donations and volunteers.
- Maintaining accountability for the City's use of the resources.
- Coordinating lodging arrangements for, and among departments, whenever the EOC is activated. This includes hotel, motel, or alternate lodging arrangements (e.g. responder camps).
- Coordinating with County and State Logistics Sections following statewide agreed upon processes and procedures to acquire external resources.

5 1.5 Regional Assistance

All resource requests that cannot be filled by the City EOC Logistics Section are sent to the King County Emergency Coordination Center. The Center will attempt to fill the resource request from county government sources, private vendors, and other jurisdictions within the County or neighboring counties. If the Center cannot fill the resource request they will send it to the State EOC.

Regional catastrophic plans call for regional coordination and support between counties and within jurisdictions. Resources from jurisdictions in the Puget Sound region can be quickly mobilized and transported into the affected area.

The Washington Intrastate Mutual Aid System (WAMAS) legislation allows jurisdictions throughout Washington State to efficiently and effectively share resources during disasters or emergencies, as well as anticipated drills or exercises. WAMAS is formalized into law (RCW 38.56) for jurisdictions below the state-level and requires two member signatories to utilize.

5 1.6 State Assistance

The State EOC follows a similar process to the county; it attempts to fill the request using State resources or private vendors. If unsuccessful in filling the order, the State can call upon assistance from Emergency Management Assistance Compact (EMAC) or the Pacific Northwest Emergency Management Arrangement (PNEMA).

Both EMAC and PNEMA provide the legal framework and supporting procedures for quickly providing resources to Washington State from any state in the union or, with PNEMA, Canada as well.

- Under PNEMA and EMAC, Washington State uses an online system to requests resources which any State can agree to support.
- EMAC deployment necessitates a state proclamation.
- The State is expected to fully reimburse the state that loans the resources.

- The State may establish a Movement Coordination Center with control points to coordinate and track the flow of relief convoys through and to affected areas, providing security escorts where needed.
- State and regional staging areas may be established.
- Reception and integration centers can provide reception, integration, onward movement and accountability for out-of-state resources.

5 1.7 Federal Assistance

If the governor believes that the severity of the incident will overwhelm State and local government, he or she can request Federal disaster assistance. Federal assistance is governed by the Stafford Act. Any assistance provided is coordinated through the State.

It is important to note that there is no guarantee Federal assistance will be provided and that such assistance is strictly limited, cost matching may be required and it does not represent an unlimited source of funding for local government, businesses or individuals.

During smaller incidents, there may be a significant delay before the decision is made to provide Federal assistance or not.

The National Operations Center (NOC) is responsible for situational awareness and operations coordination across the Federal government. Several Federal Operations Centers provide coordination and support to the Federal effort within their area of responsibility.

- The Federal government uses 15 Emergency Support Functions (ESF) to coordinate functional capabilities and resources provided by Federal departments and agencies (similar ESF structures are followed by the State and the City).
- FEMA can deploy assets and capabilities through ESFs into an area after an incident has occurred or in anticipation of an approaching incident or event that is expected to cause a significant impact and result.
- This coordination through ESFs allows FEMA to position Federal support for a quick response, though actual assistance cannot normally be provided until the Governor requests and receives a Presidential major disaster or emergency declaration.
- US Military resources may also provide assistance under certain conditions – see the Military Support Operations for additional details.

In a no-notice incident, FEMA activates the FEMA Region X Regional Response Coordination Center to coordinate Federal support until a Joint Field Office (JFO) can be established.

A JFO is the primary Federal field structure that integrates the Federal response and provides coordination and support to the response and recovery effort. A JFO is led by a Unified Coordination Group which includes a representative from the affected state. The JFO works in close coordination with the State EOC.

A Joint Operations Center (JOC) which is led by the Federal Bureau of Investigation, is an interagency command post for managing terrorist incidents or threats and investigative or intelligence activities may be activated as well.

As Federal resources arrive in the area, they are deployed based on specific requests or need. It is understood that in some scenarios, the deployment of Federal resources, and State resources, may occur with limited coordination with local authorities due to the severity of the incident and local conditions at the time. As the incident response develops, resources arriving in the region will be coordinated with the local EOC and local area or incident commands.

5.2 Communications and Data

No communication system is 100% reliable. Every communication system is susceptible to being destroyed, damaged or overloaded. Redundancy of emergency communication systems increases resiliency of this system and confidence that critical messages can get through. However, under some scenarios all technology based systems could be out of services for an extended period. Below is a summary of the Program's communication and data systems.

5 2.1 800 MHz Radio

The 800 MHz radio is used by emergency management, police, fire, public health, hospitals, and utilities throughout King County. Each group is assigned a priority within the radio system which organizes how individual messages are transmitted.

Critical systems in this network have backup power available which is limited by effectiveness of local emergency management organizations to support the refueling of those generators.

During times of peak use, modifications to the 800 MHz radio system can be made to assign higher priority to specific groups of users having the most critical operational need. Also, different channels or communication systems can be patched within, or into, the 800 MHz system.

A regional Tactical Interoperable Communication Plan guides the operation of this regional asset.

The EOC Operations Section Chief authorizes, with assistance from a Seattle Information Technology representative, any request from the EOC to modify the City radio priorities or establish a new patch – Since this is regional system, any such requests must also be approved by the radio system operators.

The Seattle Police Department Communication Center personnel are trained, equipped and authorized to do radio patching.

OEM can contact City departments on a dedicated EOC radio channel known as "Ops Call" or when the EOC is not activated, departments may use this channel, among many others, to coordinate City operations.

OEM radios have King County radio channels for EOC to EOC communication.

5 2.2 Additional Radio Systems

City OEM sponsors the Seattle Auxiliary Communications Service (ACS) which, staffed by volunteers, operates amateur/HAM radios.

Community based volunteer Communication Hubs, equipped with amateur radios, have been established in several neighborhoods throughout the City and provide a way for communities to coordinate and communicate with one another.

Warning messages between local government and State or Federal partners are communicated through the Comprehensive Emergency Management Network (CEMNET) and the National Alert and Warning System (NAWAS) - these radios are in the EOC.

5 2.3 Telephone

Satellite, cell, and wired telephones are available in the EOC and in DOCs.

The City telephone system is more resilient than the public telephone system. The EOC has one telephone number (non-public) for departments and regional partners to contact the EOC. An

Automated Call Distribution system in the EOC increases the number of phones dedicated to the main phone number.

Direct telephone lines connect operations centers, dispatch centers, and the EOC some of which operate within the City telephone network (hotlines) and others which operate through the public network (ring down lines).

EOC staff and other key response personnel have Government Emergency Telecommunication System (GETS) and Wireless Priority System (WPS) user accounts which provide higher priority, but not guaranteed, access to the public telephone network.

City employees assigned to incident response duties, including OEM staff, are issued cell phones which, in addition to being able to make and receive phone calls, can support text messaging, email, and internet.

5 2.4 Mass Notification Systems

The City has systems capable of supporting mass notification of designated pagers, phones, and email.

The City utilizes AlertSeattle as the primary alert and warning system for local (City of Seattle) incidents. The Washington State EOC and the King County Sheriff Dispatch Center (secondary) can launch Emergency Alert System (EAS) messages. See the Alert and Warning Support Operations document for more information.

5 2.5 Conference Calls

The EOC has the capability of utilizing web, video, and teleconference systems, such as StartMeeting and Skype.

5 2.6 Pagers

All OEM SDOs have assigned pagers which provide an additional capability for communication.

5 2.7 Email

OEM maintains several email distribution accounts to various groups involved directly in the EOC response or supporting.

All email correspondence to and from the EOC during activations is done through one non-public, email account which is accessible by OEM SDOs 24/7.

Seattle Information Technology Department can create an alternate City email system using cloud based resources.

A City-ALL email account is available for use by the Mayor's Office staff, JIC staff, or OEM Staff Duty Officers, to send emergency messages to all city employees.

6. ADMINISTRATION AND FINANCE

6.1 State Mission Numbers

A mission number is obtained from the State EOC whenever the EOC is activated. This tracking number will be used on all documentation related to the incident.

6.2 Records Preservation

The EOC maintains and protects essential records in accordance with the record retention program as defined in RCW 40.10.010. Essential records are those needed in an emergency and for the reestablishment of normal operations after an emergency. Some examples of these types of records are: situation and snap shot reports; Proclamations of Emergency and requests for Proclamations of Emergency; requests for assistance; damage assessment reports; WebEOC log entries; and Seattle-EOC email.

During the incident, the EOC Planning Section Chief is responsible for ensuring essential records are retained.

When the activation has concluded, the OEM Deputy Director is responsible for the organization, collection, and storage of incident records.

6.3 Financial Management

Incident related obligations and expenditures are in accordance with the provisions of RCW 38.52.070(2) and 35.33.081 and are applicable other statutes, local codes, and local ordinances.

Departments will be keep records in such a manner to separately identify incident related expenditures and obligations from general or routine programs and activities. Complete and accurate records are necessary to document requests for assistance and for reimbursement under approved applications pertaining to declared disasters.

Detailed records will be kept from the onset of an incident or event to include, but are not limited to:

- Appropriate extracts from payrolls cross references necessary to locate original documents.
- Equipment schedule for use at (site/job/incident?).
- Invoices, warrants, and checks issued and paid for materials and supplies used on the job.
- Contracted work (outside of The City of Seattle).
- Copies of bid requests.
- Final contracts.
- Contractor invoices.
- Warrants authorizing check issuance.
- Work done under inter community agreements and mutual aid.

Incident-related expenditures and obligations may be reimbursed under several Federal programs. The Federal government may authorize reimbursement of approved costs for work performed after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

- This is a complex process that requires significant documentation.

- OEM is responsible for coordinating the City effort to properly apply for Federal reimbursement and document the incident response and recovery.
- It may take years to complete all the paperwork associated with Federal disaster assistance.

Audits will be conducted in the normal course of state and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

6.4 Record of Review and Adoption

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

The OEM Plans Coordinator is responsible for facilitating the review, update and approval of the CEMP, as well as maintaining documentation of any changes.

Table 3

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
August 17, 2017 July 27, 2017	Revision	L Meyers	Completed revision. Document voted and approved by DMC and EEB.
February 18, 2015 December 18, 2014	Revision	K Neafcy	Completed revision. Document voted and formally approved by DMC and EEB.

7. TERMS AND DEFINITIONS

- Incident: Any occurrence or event, natural or human-caused that requires action to protect life, property, and the environment. Incidents can include major disasters, emergencies, or a product of any of the City's identified.
- EOC Department Representative: A person designated by a Department Director to serve in the EOC. The representative must have the authority to make executive level decisions and commit resources on behalf of their department with the need to consult the Director.

8. REFERENCES

Nothing identified.

CONTINUITY OF GOVERNMENT PLAN

CEMP - ANNEX VI DOCUMENTATION

Barb Graff, Emergency Management Director

12/7/17
Date

Note: This document is part of the Comprehensive Emergency Management Plan and this version includes the 2017 revisions. Seattle Office of Emergency Management acts as the current owner and collaborated with many partners for respective updates.

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Insert Promulgation Documentation.

1. INTRODUCTION

The Continuity of Government Plan (COG) is one of the documents that make up the City of Seattle's Comprehensive Emergency Management Plan (CEMP) and is part of Annex VI – COG and COOP. The CEMP is a set of overarching documents that describe Seattle's overall plan in preparing for and managing incidents.

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

1.1 Purpose

- To establish guidance that will enable the City Mayor and City Council to continue to effectively govern in times of an incident.
- To enable City departments to maintain essential services and operations during times of an incident.
- To enable City departments to reestablish normal business functions and levels of service during and after an incident.

1.2 Scope

This document applies to all City elected and appointed officials, and all City employees. It represents the City's primary policy guidance for continuity of government and continuity of operations under circumstances that necessitate extraordinary measures such as: earthquakes, great fires, windstorms and other incidents.

1.3 City of Seattle Government

The municipality of Seattle was officially established in 1869. Seattle is designated as a first-class Charter City under RCW 35.01.010, operating under a Mayor-Council form of government. The Seattle City Charter embodies the fundamental principles of the City, defines the City's powers and duties, and guarantees certain rights to the people. The City Charter also sets forth the powers and duties of the Mayor and City Council.

The Mayor is elected at-large (that is, by the entire city), as are two of the nine City Council members; the remaining seven are elected by council district. Together the Mayor and Council are responsible for the conduct of City government. Seattle's City Attorney and Municipal Court Judges are also elected positions.

The Mayor of the City of Seattle is the chief executive officer of the City and is charged with the enforcement of City and State law, City contracts, and the maintenance of order. The Mayor directs and controls all subordinate officers of the City, unless otherwise provided for by the City Charter. The Mayor appoints heads of departments, subject to the approval of the City Council. The Mayor has the authority to veto ordinances passed by the City Council and the Council may override such vetoes by a two-thirds majority vote.

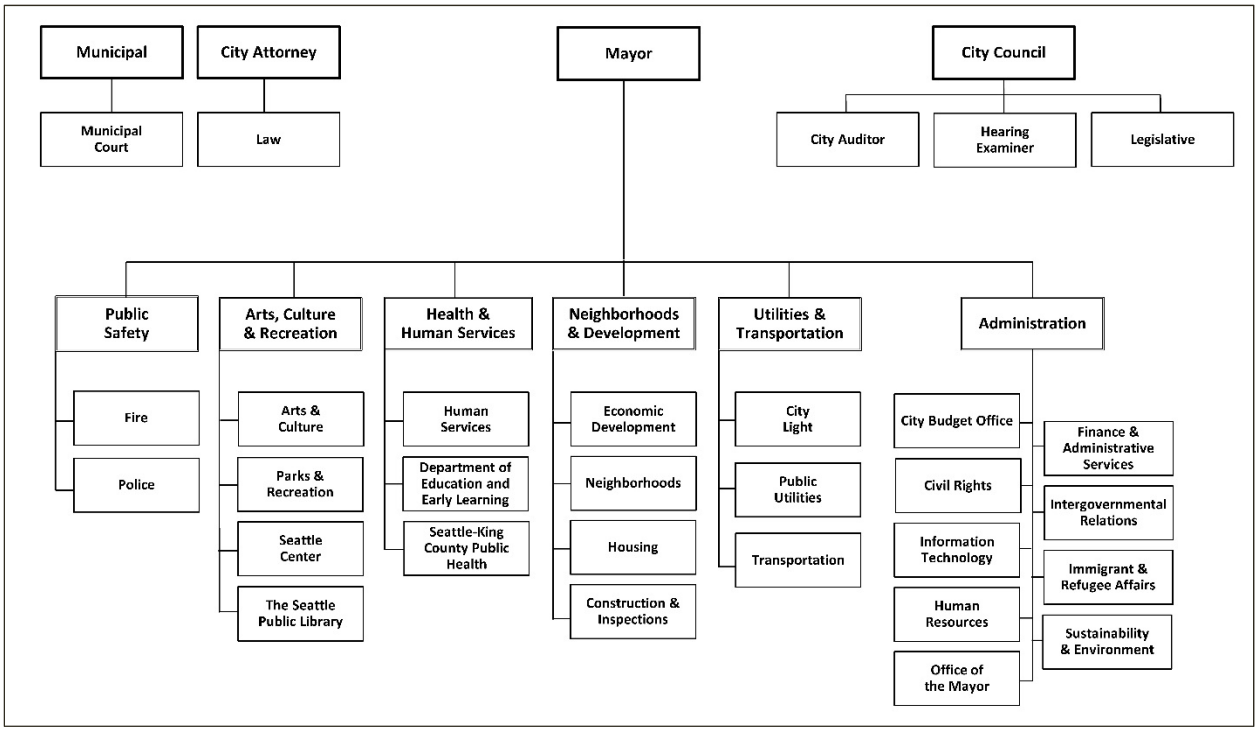
The Seattle City Council consists of nine elected individuals with the authority to create City policies, public regulations, and budgets in the form of ordinances. Ordinances must comply with the United

States and Washington State constitutions, the general laws of the City and State, and the City Charter. The Council may also offer collective statements in the form of resolutions, which are expressions of policy or intent, not law. The Council authorizes public improvements and expenditures, provides for public safety and health, adopts regulations, levies taxes, controls the finances and property of the City, and performs many related legislative tasks.

The Council President presides over meetings of the full council and council briefings and is a voting member of the Council. The Council President is elected from among the City Councilmembers to serve a two-year term by Council vote. The Council President coordinates the work of the Council, including establishment of committees and appointment of committee chairs and members, and is the head of the Legislative Department. When the Mayor is absent from the City or incapacitated, the Council President assumes the duties and responsibilities of the Mayor.

Figure 1 – 2015 City of Seattle Organization Chart-The organizational structure of the City government is diagrammed below.

Figure 1



1.4 Authority

1 4.1 City of Seattle

- The Charter of the City of Seattle Article IV Section 3 – City Council Quorum
- The Charter of the City of Seattle Article V Section 9 - Absence or Incapacity of Mayor
- The Charter of the City of Seattle Article XIII Section 3 – Duties of City Attorney
- The Charter of the City of Seattle Article XIX Section 6 – Vacancies: How Filled
- Seattle Municipal Code Title 10.02 – Civil Emergencies
- Seattle Municipal Code Title 10.02.030 – Authority of Mayor to enter into contracts and incur obligations
- Seattle Municipal Code Title 10.02.045 – Director of the Office of Emergency Management
- Seattle Municipal Code Title 10.02.060 – Emergency Management Organization
- Seattle Municipal Code Title 3.02.050 – Emergency Action
- Seattle Municipal Code Title 3.122 - Seattle Archives and Record Management Program
- Seattle Municipal Code Title 3.42.040 – Archives and Records Management Program
- Seattle Municipal Code Title 3.92 – Vacancies in Charter Offices

1 4.2 Washington State

- Revised Code of Washington (RCW)
    - RCW 29A.24.020 - Designation of Short Terms, Full Terms, and Unexpired Terms—Filing Declarations—Election to both Short and Full Terms
    - RCW 35.20 - Municipal Courts – Cities Over Four Hundred Thousand
    - RCW 35.22.195 - Powers of Cities Adopting Charters
    - RCW 35.32A.060 - Emergency Fund
    - RCW 35.41.050 - Revenue Warrants
    - RCW 38.52 - Emergency Management
    - RCW 38.56 – Intrastate Mutual Aid System
    - RCW 40.10 - Microfilming of Records to Provide Continuity of Civil Government
    - RCW 40.14.070 - Destruction, Disposition of Local Government Records – Preservation for Historical Interest – Local Records Committee, Duties – Record Retention…
    - RCW 42.14.050 – Continuity of Government Act - City or Town Officers
    - RCW 42.14.070 - Continuity of Government Act - Officers of Political Subdivisions
    - RCW 42.14.075 - Continuity of Government Act - Meetings of Governing Bodies of Political Subdivisions…
- Washington Administrative Code (WAC)
    - WAC 44-14-03005 - Retention of Records
    - WAC Title 118-30 - Local Emergency Management / Services Organizations, Plans and Programs

1 4.3 Federal

- Code of Federal Regulations Title 44 - Part 206
- Presidential Decision Directive 67 Enduring Constitutional Government and Continuity of Government Operations (U) 21 October 1998
- Public Law 93-288: The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Public Law 96-342, Improved Civil Defense Act 1980

2. SITUATION

2.1 Emergency Conditions and Hazards

This document addresses all hazards, including both natural and human-caused. The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies Seattle's hazards and examines their consequences so we can make informed decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the City of Seattle.

The SHIVA provides a foundation for all the City's incident planning, mitigation, and preparedness activities. The list of both natural and human-hazards includes: Emerging Threats; Geophysical Hazards; Biological Hazards; Intentional Hazards; Transportation and Infrastructure Hazards; and Weather and Climate Hazards. For a detailed discussion on these conditions and hazards see Annex I - Hazards & Community Profile - SHIVA.

2.2 Planning Assumptions

- Some incidents occur with sufficient advance notice that there is time to take preparatory actions. Others occur without notice.
- Emergency operations are the responsibility of, and are initiated by the City.
- When an incident goes beyond the City's capabilities to respond to and or contain it, the City or county may request assistance from the State, the Federal government, or other States.
- Conditions may be of such magnitude and severity that some or all government services may be lost. Under these conditions the City will be unable to fulfill all emergency requests. Setting priorities will be necessary.
- Select City departments will have Continuity of Operations Plans (COOPs) in place that they will utilize, as necessary, to reconstitute and maintain essential services as soon as possible, see pg. 4-1 Table 1.
- Departments periodically examine the full extent of their exposure and vulnerability to disruptions that may be caused by or result from an incident. Comprehensive provisions for the safety of employees at work, at home, in transit to and from, and the wellbeing of their immediate families shall be incorporated as a fundamental requirement for all department emergency preparedness planning.
- Despite the best efforts of government, incidents could cause delays in governmental response or the normal continuation of government services.

3. CONCEPT OF OPERATIONS

Continuity of government and continuity of operations rely heavily on the ability of the City's elected and appointed officials to give appropriate emphasis, and to commit the necessary resources to assure that departments and commissions are capable of performing essential services and operations in a crisis. This can be a difficult undertaking as City employees, facilities and other assets are subject to the same dangers and interruptions as the public-at-large, and City employees may become victims too. It also presents City government with the risk of temporarily losing or encountering significant delays in the delivery of goods and services provided as part of the large supply chain in the county, Puget Sound, Washington State, and the Pacific Northwest.

But, as public servants, all City officials and employees must be prepared to overcome the many potentially serious challenges that may suddenly face them **- so that any crisis situation can be stabilized at the earliest possible time, and the severity of adverse consequences and impacts can be minimized and eliminated**. None of this is very likely to happen if there are not well thought out and rehearsed plans and procedures in-place to affect an orderly restoration and recovery of government operations and services to normal levels.

The COG and departmental COOPs provide the documented framework to support these operations. The COG identifies how the City constitutional responsibilities will be preserved, maintained, or reconstituted for all branches of City government. The departmental COOP plans identify the capability to continue essential program functions along with supporting the personnel and resources. The Mayor requires specific departments to maintain a current COOP plan with identified required operations and elements, further details on can be found in Section 4.

3.1 Lines of Succession

An element of the COG includes identifying personnel to lead the City in times of incidents and who will succeed them if the need arises. These leadership chains of command are described below for key City positions (Mayor, Council, City Attorney, Municipal Court, Seattle OEM Director, and Appointed Officials) along with the authoritative source.

3 1.1 Mayor

ARTICLE V. Executive Department - Section 9. ABSENCE OR INCAPACITY OF MAYOR

The Charter of the City of Seattle outlines the succession for the Mayor. The City Council President is authorized to act as Mayor in the Mayor's absence from the City or in the event of the Mayor's incapacitation. In the event the City Council President, while serving as Acting Mayor is unable to fulfill the responsibilities, then the City Council President Pro-Tem would be next in the line of succession to be Acting Mayor.

As part of the City continuity process, the Mayor's Office notifies the Council President, Police Chief, Fire Chief, and OEM Director when the Mayor will be out of the area and not accessible and the President of the City Council will be acting as Mayor. All Seattle OEM Staff Duty Officers (SDO) are notified by the OEM Director when this occurs.

3 1.2 Council

ARTICLE IV. Legislative Department - Section 3, Subsection B (2) QUORUM

ARTICLE XIX. Officers – Section 6. VACANCIES

The Charter of the City of Seattle outlines lines of succession and quorum for the City Council. Normally, a quorum consists of a majority of all nine City Councilmembers. Quorum rules can be changed during a declared emergency when a quorum shall for all purposes consist of a majority of all those Councilmembers who are available to participate in Council meetings and are capable of performing the duties of office. Furthermore, the process for filling City Council vacancies through election by City Councilmembers is also identified.

As part of the City continuity process, the Council President notifies the Mayor's Office and OEM Director when the Council President will be out of the area and not accessible and the President Pro Tem will be acting as President of the Council. The Council designates a list of Presidents Pro Tem biennially and this list is based upon seniority and rotate monthly. All OEM SDOs are notified when this occurs.

3 1.3 City Attorney

ARTICLE XIII. The Law Department – Section 3. DUTY OF THE CITY ATTORNEY

The Charter of the City of Seattle, outlines the powers of the City Attorney. The position is elected and has full supervisory control of all the litigation of the City, or in which the City or any of its departments are interested, and shall perform such other duties as are or shall be prescribed by ordinance.

As part of the City continuity process, the City Attorney designates three individuals within the City Attorney's Office in the line of succession.

3 1.4 Municipal Court

RCW 35.20 – Municipal Courts – Cities Over Four Hundred Thousand

The RCW outlines authorization of the Municipal Court of Seattle. The Municipal Court is a limited jurisdiction court, with jurisdiction over all violations of the Seattle Municipal Code.

As part of the City continuity process, the courts coordinate with law enforcement, the City Attorney and the County Prosecuting Attorney to maintain criminal justice system critical services following an incident and reconstitutes and resumes any interrupted proceedings as conditions and resources permit.

3 1.5 OEM Director/EOC Director

SEATTLE MUNICIPAL CODE Title 10.02.045 – Director of the Office of Emergency Management

The Seattle Municipal Code outlines the appointment and responsibilities of the OEM Director. This position also serves as the primary Emergency Operations Center (EOC) Director. Other qualified members of the OEM staff are trained as alternates.

As part of the City continuity process, the OEM Director designates three individuals within OEM in their line of succession. The OEM Director notifies the Mayor's Office, OEM, and the Police Chief when the OEM Director will be out of the City and line of succession personnel resources will be acting. All OEM SDOs are notified when this occurs.

3 1.6 *Appointed Officials (Department Directors and Others)*

SEATTLE MUNICIPAL CODE Title 3.92 – Vacancies in Charter Offices

The Seattle Municipal Code outlines the processes for filling vacant positions and making temporary appointments for Charter Offices.

As part of the City continuity process, Directors are appointed by the Mayor and are responsible for the operation of their department. Department directors are required to designate three individuals as their line of succession which are codified in their departmental COOP plans. The OEM maintains a list of individuals who make up the line of succession for City departments and key functions in the EOC. This list is updated monthly.

3.2 Incident Response by City Employees

An element of the COG includes maintaining capabilities to make expenditures to support operations. An essential function may rely on a specific purchasing powers during an incident. COG includes identifying essential personnel to support operations. In addition to city leadership, the ability of the City's work force to staff essential functions during a crisis is vital in enabling the City to effectively respond to the safety and service demands that can be created. Department heads must leverage the Seattle Department of Human Resources Rules and Guidelines and Personnel Rule 3.9-Compensation Conditions for Inclement Weather and Disaster Response, which explain how to manage City employees when the safety of the workplace is threatened or when the ability of employees to safely get to and from their workplace is too risky.

3.3 Alternate Locations/Facilities

An element of the COG includes identifying alternate locations and/or facilities to support operations. An essential function may rely on a specific location/facility that if comprised would require an alternate to be activated. Many essential elements of the COG, including the Mayor and Council functions, are supported at Seattle City Hall and Seattle Municipal Tower.

Departments have the responsibility for determining essential functions and facilities that are vital to sustaining their operations, and deciding how best to reconstitute them if necessary. The Department of Finance and Administrative Services upon request assists departments with identifying suitable facilities to include the temporary use of existing city facilities that can be converted to accommodate essential emergency operations. They also maintain agreements and have assessed locations suitable to support the relocation of the Mayor's Office, City Council and the EOC.

3 3.1 *Temporary Closure or Curtailments in Access*

There are times when City facilities are temporarily closed because it would be unsafe to expose City employees to hazards that could affect employees getting to and from work, or from a threat that would affect their work place. The Mayor is the primary authority for making such decisions, and when there is adequate forewarning and time the Mayor will announce his or her decision and use whatever means available to advise employees and the public. The Mayor works with the Cabinet so that Department Directors can make appropriate customized decisions about the deployment or use of their employees in such circumstances.

Because the safety of employees and the public who use City buildings is the ultimate concern and because some hazards require immediate action, the City's policy is flexible enough to allow department heads or building management officials to order those measures that would be most prudent. At the

same time or at the soonest time possible, the facts of the situation and the precautionary steps that were taken must be communicated to the Mayor. It shall be the Mayor's or the Mayor's designee's prerogative to concur, or to order another course of action and to ensure the public is given appropriate information.

The specifics of when and how departments will manage situations that require closing or restricting access to City facilities shall be covered in departmental COOP plans.

3.4 Preservation of Records

A vital element of the COG includes preserving records to support operations. An essential function may rely on specific records be protected and safeguarded. All City departments as a part of their departmental COOP plan identify records essential for continuity and preservation of government and provide for their protection as required by RCW 40.10.010 and as outlined by the State Archivist.

3.5 Maintaining Critical Information Technology Services

An element of the COG includes maintaining critical information technology services to support operations. An essential function may rely on a specific information technology service be protected and safeguarded. These systems also directly support records that may be produced in support of the essential function. Select City departments as a part of their departmental COOP plan identify critical services and applications along with amount of time for recovery post an incident. The Seattle Information Technology Department helps support prioritized restoration of these services and helps ensure that the information technology network infrastructure is protected and safeguarded.

3.6 Emergency Expenditures

An element of the COG includes maintaining capabilities to make expenditures to support operations. An essential function may rely on specific purchasing powers during an incident. In any incident departments may find themselves in a situation where they need to purchase or otherwise secure services and resources they do not have on hand or in adequate supply.

Whenever possible, departments will use normal and/or emergency contracting procedures. An extreme urgency may require the Mayor's intervention to waive normal contracting practices, require the Department of Finance and Administrative Services to temporarily increase credit card limits, or require the City Council to approve an emergency increase of department budgetary authority.

The City has a Rainy Day Fund, the Revenue Stabilization Account, that is designed to provide the City's General Fund with a cushion in the event of unanticipated revenue shortfalls. This cushion provides time for the City to adjust to revenue shortfalls and ease transition into periods of economic recession. Use of this fund requires an ordinance be passed by a 2/3 majority vote of the City Council.

The City also has an Emergency Reserve Subfund designated for emergency expenditures that can be leveraged to support continuity functions that have been disrupted during incidents.

4. RESPONSIBILITIES

COOPs are a vital part of the foundation that supports the City's overall continuity of government.

Without COOPs, the work following an incident is made much more difficult and chaotic. With them, restoring services and bringing a sense of normalcy to the City will happen quicker and the long-term impacts on communities will be minimized.

There are several departments that provide internal services to other departments that create key interdependencies in the overall city continuity of government and continuity of operations. These departments include: Department of Finance and Administrative Services, Seattle Information Technology Department, Law Department, Seattle Department of Human Resources, City Budget Office, Seattle City Light, Seattle Public Utilities, and Office of Emergency Management.

Some of these interdependent essential functions include but are not limited to: developing mutual aid and inter-local agreements; receiving and disseminating alerts and warnings; developing guidance for COOPs; obtaining protected storage of back-up electronic records; securing electronic data systems; maintaining blanket contracts to obtain emergency resources; maintaining alternate facility support ; maintaining backup procedures for financial management systems and payroll; acquiring backup power supply for essential locations and facilities; and ensuring available information on hazards and their probability of risk to people and environment.

The City has identified departments that are required to have COOPs to support the overall city continuity of government, see Table 1. Those identified not only include key internal service providers, but the departments that have a role in responding to a wide range of incidents that could impact the City. Each department has an individual identified as their COOP Coordinator for the ongoing maintenance of the related documentation.

Table 1

DEPARTMENT / AGENCY	
City Budget Office	Mayor's Office
Seattle City Light	Department of Neighborhoods
Office of Economic Development	Office of Emergency Management
Department of Finance and Administrative Services	Parks and Recreation Department
Seattle Fire Department	Seattle Department of Human Resources
Hearing Examiner	Department of Construction and Inspections
Human Services Department	Police Department
Seattle Information Technology	Seattle Public Utilities
Law Department	Seattle Center
Legislative Department	Seattle Department of Transportation

Most departments have specific roles and responsibilities in relation to both the public and maintaining the continuity of City government. These roles and responsibilities are specified in the individual department plans, policies, and procedures. Each departmental COOP at a minimum must identify the components identified in Table 2.

Table 2

COOP Components	
Purpose and scope or goals and objectives	Essential Processes and functions
Authority	Describe how functions will be continued and recovered
Situation and assumptions	Essential positions
Functional roles and responsibilities	Lines of Succession
Logistics support and resource requirements necessary to implement the plan	How critical applications and vital records will be safeguarded (including recovery time objectives)
Concept of operations	Communication resources
Method and schedule for evaluation, maintenance, and revision (including training/exercise process)	Priorities for recovery of processes, functions, critical applications, vital records
Authority Signature Requirement	Alternate operating capability and facilities
Formal Process Involving Stakeholders	Family Emergency Planning
Addresses All Hazards Identified by the Program	ADA Elements

5. RESOURCE REQUIREMENTS

5.1 Logistics Support

5 1.1 Mutual Aid and Inter-Local Agreements

- It has been found in analyzing past incidents that the ability to both readily acquire and apply resources, at the most opportune time, can have a profound impact on the outcome of incidents/events. Most departments, for fiscal reasons, only maintain a level of resources sufficient to support routine daily operations. An incident, by its very nature and definition can be an extraordinary incident. Consequently, such an incident can very quickly exhaust the limit of normal resources. In recognition of this fact, some departments have developed mutual aid compacts with counterpart agencies in neighboring and regional jurisdictions.
- Because this can be such a crucial issue, all departments must periodically re-examine the adequacy of arrangements they have made to access and apply the full range of resources they could have need of in an incident. In most cases, departments will find that they will have to rely on sources that are both internal and external to the department. External sources must be referenced in departmental protocols, so responsible officials in the department will know where and how to request help that may come from: Other city departments or through the OEM SDO; Mutual aid and other inter-local agreements; Pre-arranged contracts with commercial vendors.
- It shall be the responsibility of all departments to identify the external resources needed for their response. In the case of mutual aid or inter-local agreements, the department with the help of the Law Department will negotiate, draft, and formalize acceptable accords. For commercial pre-arrangements with the private sector, departments will follow the City's standard contracting procedures for procuring goods and services set forth by the Department of Finance and Administrative Services.
- The City does have access to the Washington Intrastate Mutual Aid System (WAMAS). This legislation allows jurisdictions throughout Washington State to efficiently and effectively share resources during disasters or emergencies, as well as anticipated drills or exercises. WAMAS is formalized into law (RCW 38.56) for jurisdictions below the state-level and requires two member signatories to utilize.
- The City does have access to the Emergency Management Assistance Compact (EMAC) to support overall continuity of government. This compact is all hazards - all disciplines mutual aid that serves as the cornerstone of the United States mutual aid system. EMAC offers assistance during governor-declared states of emergency or disaster through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to assist with response and recovery efforts in other states. Through EMAC the City could request mutual aid to support a number of essential functions including essential personnel.
- While mutual aid and inter-local agreements or prearrangements with the private sector can provide departments with a much-needed boost in capacity, serious thought must be given to considering the effects of a hazard that could impact multiple jurisdictions simultaneously. Obviously, such an incident would severely restrict the availability of mutual aid with nearby jurisdictions. It would also likely cause a spiraling competition among governments and the private sector for the same resources.
    - To avoid the shortages that would result, departments and the Department of Finance and Administrative Services Department must give appropriate thought to looking

beyond the Puget Sound Region to locate suppliers and including multiple agreements to ensure as much as possible that an available source can be found when needed. For more information, refer to the Annex IV – ESF #7.

- Departments should be aware that, in the event of a Presidential Disaster Declaration, the City may be eligible for state/FEMA reimbursement of costs related to mutual aid if the following conditions are met: the agreement is in writing and in effect prior to the disaster; the City was charged for mutual aid services per the agreement; the agreement does not include a clause that specifies payment only upon receipt of FEMA funds; and the City can document the payment for services.

5.2 Critical Information Technology Services, Communications, and Data

5 2.1 *Applications/Systems*

- The City relies on a number of critical applications/systems and applications to support overall continuity of government including but not limited to: fiber optic network, microwave system, 800 MHz public safety radio system, telephone network, data communication network, email system, and various internet connections and wireless systems. These systems are maintained and supported by Seattle Information Technology. Individual departments have additional MHz radio systems and microwave connections which they maintain and support.

5 2.2 *Records*

- Departments identify the essential records to support their COOP and the City COG The storage of departmental records that must be retained for extended period of time for legal, historical, financial or administrative purposes is maintained by Department of Finance and Administrative Services. The City Records Center is located at 3807 2nd Ave S. Emergency delivery of records is also available upon request. For videos, tapes, disks, etc., Seattle Information Technology Department can arrange for protected storage with vendors that specialize in magnetic data mediums.

5 2.3 *Backup Power*

- Departments should assess their auxiliary power requirements for essential and alternate facilities when considering supporting their essential services. Assistance in determining back up power requirements or installation of permanently mounted auxiliary generators or transfer switches (preferably with an automatic bypass) for connection with mobile units may be requested from Finance and Administrative Services.

6. ADMINISTRATION

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

The OEM Plans Coordinator is responsible for facilitating the review, update, and approval of the CEMP, as well as maintaining documentation of any changes.

Each departmental COOP will be tracked through the City Emergency Management Documentation Tracking Matrix. Each department COOP Coordinator will continue to work with OEM to keep the information related to the status of each COOP updated. Each department COOP will be reviewed by the COOP Coordinator and the OEM Plans Coordinator at least once a year or more often if warranted, to ensure it reflects the status of significant changes that have occurred in the department and to ensure consistency and compatibility with other documents in the CEMP. The departmental COOP will be given ample distribution and notice within the department to ensure it is easily accessible to all employees, and that its locations are common knowledge.

Table 3

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
August 17, 2017 July 27, 2017	Creation	L Meyers	Completed creation. This document replaces information from most recent CEMP Base Plan. Document voted and approved by DMC and EEB.

7. TERMS AND DEFINITIONS

- Alternate Facility: Safe alternate locations for operations if permanent offices are untenable, provides capability to maintain mission essential functions, and serves as communication nerve center of contact with all level of government, public and media. This facility should have reliable logistical support, services, infrastructure systems (water, electrical, power, HVAC, etc.) and include physical security and personnel access control measures.
- Continuity of Government (COG): Capability to ensure survivability of the government, governing body, and/or organizational leadership.
- Continuity of Operations (COOP): Capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.
- Incident: Any occurrence or event, natural or human-caused that requires action to protect life, property, and the environment. Incidents can include major disasters, emergencies, or a product of any of the City's identified hazards.
- Line of Succession: Continuous chain of command to leadership positions. It provides an identification and designation of emergency interim personnel who are given the authority to implement provisions in the absence of the normal and established hierarchy. A chain of successors should be three deep for each identified critical position to allow for absence, injury or inability to act. Identification of successors should be by job title, not name.

8. REFERENCES

- Seattle - Personnel Rule 3.9 -Compensation Conditions for Inclement Weather and Disaster Response
- Emergency Management Accreditation Program - 2016 Emergency Management Standard
- Federal Emergency Management Agency - Continuity Guidance Circular 1 and 2
- National Fire Protection Association – NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs

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EMERGENCY SUPPORT FUNCTION #14 – TRANSITION TO RECOVERY

CEMP - ANNEX IV DOCUMENTATION

Erika Lund

Erika Lund, OEM Recovery and Mitigation Coordinator

12/6/2017

Date

Barb Graff

Barb Graff, Emergency Manager

12/7/17

Date

Note: This ESF is part of Annex IV of the City Comprehensive Emergency Management Plan and this version includes the 2017 revisions. Seattle Office of Emergency Management acts as the current ESF Coordinator and collaborated with many partners for respective updates.

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1. STAKEHOLDERS

Table 1

PRIMARY DEPARTMENT	ESF COORDINATOR
Seattle Office of Emergency Management	Seattle Office of Emergency Management

Table 2

SUPPORT DEPARTMENT AND AGENCIES	
Office of Arts and Culture	City Attorney's Office
City Budget Office	Seattle City Light
Office of Civil Rights	Seattle Department of Construction and Inspection
Office of Economic Development	Department of Education and Early Learning
Department of Finance and Administrative Services	Seattle Fire Department
Office of Housing	Human Resources Department
Human Services Department	Seattle Information Technology
Office of Immigrant and Refugee Affairs	Office of Intergovernmental Relations
Seattle Public Library	Office of the Mayor
Department of Neighborhoods	Seattle Parks & Recreation
Office of Planning and Community Development	Seattle Police Department
Public Health -- Seattle-King County	Seattle Public Utilities
Office of Sustainability and Environment	Seattle Department of Transportation

2. INTRODUCTION

2.1 Overview of Transition to Recovery

The purpose of the Transition to Recovery Emergency Support Function (ESF) is to build a bridge from the emergency response phase to the recovery phase, synching up with the guidance and coordination structure laid out in the City of Seattle Disaster Recovery Framework. The focus of the document is on being better prepared to quickly and efficiently launch short term recovery efforts in the immediate aftermath of an event that may ultimately scale up to a formal use of the Recovery Framework. It is also meant to serve as a guide for recovery-related efforts for smaller, localized emergencies where 1) there was no Emergency Operations Center (EOC) activation, or 2) there are on-going coordination needs after the EOC addresses emergency response coordination.

Even smaller, localized incidents demonstrate cases when the actual life-safety response is over relatively quickly, but the on-going community impacts need coordinated attention. Issues referenced in ESF #14 include: Addressing unmet community needs, case management, business outreach, temporary housing, donations management, use of volunteers, public information, service restoration, securing federal grant assistance, etc.

Recovery is a complex process, requiring a systemic collaborative approach. No problem exists in isolation; for example, housing restoration, economic rebuilding and infrastructure repair are all intrinsically interrelated. In addition, the process of recovery begins immediately, concurrent with response. This suggests that the more quickly recovery needs can be assessed and coordination initiated, the better it is for the community.

2.2 Concepts & Definitions

The concept of recovery is often understood as the process of returning to pre-disaster or changed/ improved state with reference to buildings and homes, life-line services and infrastructure, as well as economic and community vitality. Disaster recovery requires a broader expectation, including attention to a range of human needs and recognition of the vital role communications capability plays in the recovery process.

Recovery is often delineated between short term and long term issues. Although early efforts have a bearing on all types of recovery issues, ESF #14 coordination is most likely to share the same footprint with short-term recovery tasks. For context, below is a brief description of each.

- Short-term recovery involves:
    - Immediate restoration of services and government functions as well as:
    - Assistance to residents in resuming essential life activities.
    - Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.

- Long-term recovery involves:
    - Permanent repair and reconstruction of infrastructure, facilities, or property.
    - Area-specific or city-wide redevelopment planning.
    - Economic and business recovery.
    - Social/community restoration.
    - Long-term recovery topics include temporary and permanent housing, transportation restoration, economic development, historic preservation, and community revitalization.

2.3 Purpose

This Transition to Recovery ESF is designed for the following:

- To describe coordination guidelines the City can use to quickly coordinate early recovery efforts.
- To anticipate actions needed "day 1" and identify tools that will help in the immediate term.
- To describe the roles and responsibilities of the Office of Emergency Management, and other supporting departments and ESFs in this transition to recovery phase.
- To guide interactions with external partners in recovery, including other jurisdictions, county, state, federal agencies, non-profits, as well as private sector utilities and businesses, community organizations and residents.
- It is not the intent of this document to anticipate all possible contingencies resulting from potential disasters. Rather, the purpose is to use the same flexible, modular approach based on the nature and scope of the event as expressed in the Recovery Framework.

2.4 Scope

This ESF applies to the departments, organizations or agencies with a lead or support role for this function.

It is intended to serve as both a stand-alone to guide recovery efforts for more localized incidents as well as serve as a bridge for larger, more complex recovery efforts conducted under the Disaster Recovery Framework. As laid out in the Disaster Recovery Framework scope section (Section 1.2.2) the activation of the recovery governance structure and organization will be guided by the scale of the disaster and the resulting impacts to the community, the need to coordinate multiple resources, and the need for focused leadership on the recovery effort.

In the response phase, the City of Seattle will initiate recovery activities immediately following a disaster event with the activation of ESF #14 – Transition to Recovery. ESF #14 will begin the work and planning for recovery. For smaller events that require limited coordination with other City departments and outside entities, the work of recovery may be handled within ESF #14. However, when the scale and magnitude of the event requires decision making, technical assistance, subject matter expertise, resources, engagement and collaboration from the whole community, a dedicated recovery director and organization will be activated as outlined in the Disaster Recovery Framework.

3. SITUATION

3.1 Emergency Conditions and Hazards

- Seattle faces a range of natural and human-induced hazards that can create disaster conditions. The most common recovery issues include those resulting from the primary disasters likely to occur in Seattle. According to the Seattle Hazard Identification and Vulnerability Analysis (SHIVA), the highest risk hazards, considering both frequency and potential impact, the City faces are: Earthquakes; Snow & Ice Storms; and Infrastructure failures/cyber-attacks.
- Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities, but should also be prepared to respond to a-typical events and unexpected impacts.

3.2 Planning Assumptions

- Larger, more complex recovery processes will require the City to scale up recovery operations and capabilities right away as described in the Recovery Framework.
- ESF #14 will serve as the guide for immediate recovery tasks for smaller-scale and localized events unless or until additional planning work enables the Recovery Framework to be "scaled down" to smaller events.
- Regardless of the size of the event, the philosophy and strategies to "build back better" from the Recovery Framework should be used to the greatest extent possible.
- There may be ESF-specific recovery issues that are managed outside of ESF #14, for example those coordinated by ESF #6 Mass Care, Housing and Human Services. ESF #14 can supplement coordination efforts as needed.
- Non-profits and Community Based Organizations (CBOs) may become key players in recovery coordination, particularly those who are "trusted agents" at the neighborhood level. It's not possible to know in advance which organizations or individuals may play these roles, but they should be anticipated.
- CBOs can be matched up with a "mentor" organization to share their experience and recommendations.
- In the delivery of response and recovery services, the City will intentionally serve all people including immigrants and refugees, whether documented or not, as well as people with access and functional needs. This includes reaching out, without bias, to those in need of disaster assistance, sheltering, donations, and the like, and meeting the equivalency requirements of the American's with Disability Act (ADA) Titles II (public facilities) and III (public programs/services).
- During disasters, government facilities can be damaged or destroyed. When altering or rebuilding after a disaster, the City will consider alterations to facilities and the design and construction of new or replacement facilities which comply with all applicable federal accessibility requirements, including Title II of the Americans with Disabilities Act (ADA).
- The State of Washington Emergency Management Division (EMD) and the Federal Emergency Management Agency (FEMA) offer grant assistance programs to help offset the burden of disaster recovery of public and private interests following appropriate disaster declaration procedures and after meeting eligibility thresholds. It is recognized that the terms and funding levels may change however the City will seek all available assistance for which it is eligible.
- The City is qualified as a state "recognized separate emergency management organization," and applies directly to State/FEMA for disaster assistance without going through King County.

4. CONCEPT OF OPERATIONS

4.1 General Organization

- During an activation, the EOC Director may assign a person to monitor for emerging recovery issues and gauge coordination needs. A job aid and check list of early recovery coordination activities will serve as a guide.
- EOC responders and any relevant departments will flag potential recovery-related issues to bring to the EOC Director's attention.
- A Recovery Coordination Group may be convened by a Recovery Lead determined by the Mayor's Office and/or Emergency Management.
- The Recovery Lead, in consultation with others, will determine which departments and external partners should attend coordination meetings and calls to gauge and meet community needs.
- Recovery Coordination meetings will take place in person or via conference calls. It is assumed that as response operations scale down, recovery operations will scale up. The EOC will remain open for recovery operations as long as necessary and as agreed to by the ESF #14 lead and the EOC Director. Other space to meet in person will be identified by the ESF #14 Coordinator if the EOC is in use.
- Clear communication as to the transition to recovery will be made through means including: standard e-mail notification that recovery activity under ESF #14 will be stood up; indication that the next Operational Period will include recovery issues and which departments/organizations have related tasks.

4.2 ESF 14 Organization

The Seattle Office of Emergency Management is the Lead for this ESF.

The Core ESFs include: ESF #15 - Public Information; ESF #7 - Logistics; and ESF #6 - Mass Care, Housing, and Human Services.

All City departments and agencies listed under Section 5. Responsibilities support this ESF, especially those that align with the transition to the Recovery Framework Community Recovery Task Force:

- RSF #1 - Community Coordination and Capacity Building: Dept. of Neighborhoods
- RSF #2 - Economic Recovery: Office of Economic Development
- RSF #3 - Health, Human Services and Education: Human Services Department, Public Health - Seattle King County, and Department of Education and Early Learning
- RSF #4 - Housing: Office of Housing and Parks Department
- RSF #5 - Infrastructure: Seattle Public Utilities, Seattle Department of Transportation, City Light, and Seattle Information Technology Department
- RSF #6 - Natural & Cultural Resources: Seattle Parks & Recreation, Office of Arts & Culture
- RSF #7 - Building and Land Use: Seattle Department of Construction and Inspections and Office of Planning and Community Development

There are numerous core external partner agencies that may become partners in recovery, in addition to established connections with County, State and Federal agencies (See Disaster Recovery Framework Appendix 4 for more complete list of potential partner agencies). Depending on issues that emerge, these entities may include:

- Port of Seattle,
- Seattle Public Schools (SPS) and private school organizations,
- Seattle Housing Authority (SHA) and other housing organizations,
- University of Washington (UW),
- Seattle Community Colleges,
- Public Development Authorities,
- American Red Cross,
- Salvation Army,
- United Way King County, and
- Other human service agencies and non-profit organizations.

- General Response

Recovery coordination under ESF #14 may be initiated concurrent with disaster response, and may remain activated long after response operations are concluded and at a level appropriate to the event. Coordination may also be needed following smaller, localized incidents where there is no EOC response operation.

- Direction and Control

Recovery operations will be managed out of the Seattle Emergency Operations Center (EOC) unless or until another facility is identified. ESF #14 may be activated by the EOC Director, or as instructed by the Mayor.

- Procedures

OEM develops and maintains a number of documents that support the activation of ESF #14, such as an EOC Recovery Checklist and FEMA Public Assistance Staff Reference Guide.

- Communications

OEM will initiate contact with departments, agencies and organizations that may need a representative on a Recovery Coordination Group using existing OEM department contact lists.

5. RESPONSIBILITIES

5.1 City Department - General

- All Departments
    - All departments will actively look for emerging recovery issues that would benefit from a coordinated response.
    - Department heads will designate personnel to serve on the Recovery Coordination Group when requested by the ESF #14 Coordinator.
    - Each department that incurs disaster damage in an event that triggers a Presidential Disaster Declaration will assign a recovery coordinator. This person(s) will serve as a departmental point person for Emergency Management, serving as the City's Applicant Agent, on state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data, assistance administrative paperwork, and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.

5.2 City Department Specific

Depending on the nature, impacts and scale of a disaster or localized incident, the following City departments and offices may have responsibilities in the recovery process.

- Office of Arts and Culture
    - Gauges impacts on the arts and cultural institutions and leverages Seattle's cultural resources to aid the recovery process.
    - Conducts structural assessment and stabilization of works in the public art collection.
    - **Link to Recovery Framework RSF #6 – Natural and Cultural Resources**

- City Attorney's Office
    - Advises the City on legal issues including: enforcement of limited access to damaged buildings, civil lawsuits, takings, personal injury or property damage as related to failure of City infrastructure or property.
    - Advises Applicant Agent/Emergency Management on issues related to interpretation of state and federal policy and procedures related to FEMA Public and Individual Assistance Programs, including audits.
    - Advises on recovery-related contracting, purchasing, public works, ordinance review and development.
    - Advises on Public Disclosure issues.

- City Budget Office
    - Serves as lead for decision making on financing disaster response and repair costs incurred by the City as part of their overall responsibility for developing and monitoring the budget, issuing and managing debt, establishing financial policies and plans, and implementing overall financial controls for the City.

- Budget analysts assist departments to refine departmental post-disaster repair estimates, prioritize projects, determine funding, etc., as needed.
- Assesses financial impact of disaster on city government, forecasts, and advises, in coordination with FAS Finance Director, on strategic decisions related to funding and prioritization of short and long-terms recovery expenditures.

- Seattle City Light
  - Oversees restoration of electric power services and repairs to generation and distribution facilities and systems.
  - Activates utility mutual aid agreements as needed.
  - Tracks service provision to special needs customers who rely on electricity for home health needs.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**

- Office of Civil Rights
  - Responsible monitoring the recovery process to see that people are being served without bias and in an equitable way.

- Seattle Department of Construction and Inspections
  - Lead for post-disaster inspections and permitting.
  - Coordinates with Emergency Management on damage assessment information.
  - Implements expedited permitting procedures on disaster repairs, as needed.
  - Responsible for surge planning of building inspection efforts, including the use of contractors, volunteers, and mutual aid building inspectors from other jurisdictions.
  - Monitors “early re-entry” programs (whereby private entities conduct their own emergency building evaluations) to ensure compliance with safety procedures.
  - Serves as information source to public on recovery activities such as building inspection, tagging, zoning and permit assistance.
  - Manages loaned/mutual aid personnel and/or contractors who supplement SDCI’s inspection and permitting work.
  - Enforces policies on unsafe and non-conforming structures with clear guidance on building codes.
  - Works with SDOT regarding enforcement of threat abatement in public right of way.
  - In cooperation with property owners and other city departments, expedites resolution of yellow and red tagged buildings.
  - **Link to Recovery Framework RSF #7 – Buildings and Land Use**

- Office of Economic Development
  - Serves as lead for assisting local business recovery.
  - During EOC activation, serves as a liaison with business community.
  - Serves as central point for businesses to direct questions regarding response and recovery.
  - Provides information for the State EMD Preliminary Damage Assessment (PDA) form related to economic activities and populations adversely affected by the loss of public facilities or damage.

- Works with impacted business owners to collect business impact data to support request for an U.S. Small Business Administration (SBA) Economic Disaster Declaration.
- Serves as one of the City's point of contact working with the SBA, the U.S. Chamber of Commerce or other similar private sector entities.
- Liaises with neighborhood business districts, local Chambers of Commerce and other business or civic organizations on business recovery issues.
- Promotes business retention and short and long-term business recovery through new and existing grants and programs.
- Mobilizes business support to meet needed donations of cash, goods and services.
- **Link to Recovery Framework RSF #2 – Economic Development**

- Department of Education and Early Learning
  - Advise on the impacts to education and the needs of children and students in the recovery process.
  - Assist to communicate and collaborate with Seattle Public Schools, private schools, colleges and universities, and childcare providers.
  - **Link to Recovery Framework RSF #3 – Health, Social Services and Education**

- Office of Emergency Management
  - Emergency Management serves as the lead for ESF #14 lead.
  - In coordination with the Mayor's Office, helps to stand up and staff Recovery Coordination Group as needed.
  - Consolidates available damage assessment information to support response and recovery prioritization.
  - At the behest of the Mayor, an Emergency Management staff person serves as City's Applicant Agent for State/FEMA Public Assistance and available Hazard Mitigation Grant Program assistance following a Presidential Disaster Declaration.
  - Coordinates with all impacted City departments to compile estimated response and repair costs for the Preliminary Damage Assessment process in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
  - Draws on City and external sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Individual Assistance available to assist private individuals, businesses and non-profit agencies.
  - State/FEMA Public Assistance
    - As Applicant Agent, provides long-term management of State/FEMA Public Assistance process to recover eligible reimbursement for disaster damage.
    - Coordinates with identified recovery leads in impacted departments.
    - Advises departments on cost-tracking and project management practices necessary to maximize State and FEMA reimbursement.
    - Works with departments and State/FEMA to incorporate mitigation elements into disaster repairs reimbursed under FEMA Public Assistance Program.
  - State/FEMA Individual Assistance
    - As Applicant Agent, coordinates between State/FEMA and Finance and Administrative Services on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary locations set up where residents and business

owners can get information about state and federal recovery assistance available.
    - Works with ESF #15 - Public Information to develop messaging on assistance available.
    - Tracks and trouble-shoots on unmet needs, i.e. individuals, businesses and non-profit agencies with disaster needs not met through normal assistance programs.
    - Coordinates, as needed, with the U.S. Small Business Administration (SBA) on low interest loans available.
  - Community Recovery Events and Assistance Centers
    - Works with other city departments to organize events and set up Assistance Centers for impacted community members. These events/centers serve as a source of information on various topics, such as assistance available, city services, mental health, etc.

- Department of Finance and Administrative Services (FAS)
  - In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) and other Assistance Centers as needed following disasters.
  - Acquire and assign temporary back-up facilities. Maintain list of potential sites for temporary and long-term alternate facilities to ensure continuity of key government functions.
  - Ensures availability of fuel supply for city fleet of vehicles.
  - Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles.
  - Customer Services Bureau
    - Assists with providing recovery information to the public and making appropriate referrals.
  - City ADA Coordinator
    - Assists with meeting ADA compliance requirements; provides guidance on public information, outreach, planning, and service provision.
  - Contracting
    - Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.
  - Purchasing
    - Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.
  - City Finance
    - City Finance is responsible for citywide financial management functions, including financial policy-setting, citywide accounting, treasury services, business licensing and tax administration, risk management, debt management, and business systems. The following finance divisions have a role in disaster recovery:
    - Treasury: in coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.

        - Risk Management: Negotiates insurance policies to cover City facilities, contents, machinery, fine arts, etc. from disaster damage. Manages insurance reimbursement process following a disaster that causes property damage.
    - As part of ESF #7, serves as lead of donations management. Maintain Donations Management Plan, which centers on the management of unsolicited donations after a major emergency or disaster. Advises on donations management for smaller, localized incidents as needed.

- Seattle Fire Department
    - During flooding and following fires, assists neighborhoods with sand bagging by providing location for distribution of sand and bags.
    - Provides input on debris management plans and procedures relative to hazardous materials.
    - Serves as lead on decontamination of hazardous materials, except biological.
    - Serves as subject matter expert on hazardous materials abatement, clean up and related recovery issues.
    - Conducts fire code inspections in concert with SDCI as basis for issuing re-entry building permits.

- Office of Housing
    - As part of ESF #6 - Mass Care, Housing and Human Services, takes part in planning for temporary and permanent housing of displaced people. Assists impacted community with the transition from emergency shelters to housing.
    - Advises on making full use of available private and public housing stock as well as on housing reconstruction.
    - Serves as subject matter expert on pre-and post-disaster housing assistance available.

- Human Resources Department
    - Lead for management of emergent volunteers.
    - Identifies major classifications of volunteers (skilled and unskilled) required for each department.
    - Ensures adequate personnel guidance in place to accommodate need for essential employee designations, emergency information for employees, etc., relevant to short and long-term recovery processes.
    - Ensures essential record retrieval and safe storage of personnel documents.
    - Maintains redundant payroll system.
    - Addresses impacts of disaster on City personnel, e.g. health and safety concerns of working in a building that sustained damage, mental health issues, change in home and childcare needs.
    - Manages any labor issues that arise as a part of response and recovery.

- Human Services Department
    - As lead for ESF 6 - Mass Care, Housing and Human Services coordinates meeting community recovery needs related to sheltering, food assistance and human services. Works with a network of governmental and non-governmental agencies, depending on the needs. Coordinates efforts after localized incidents, such as apartment fires, as well

as in the transition to larger recovery efforts involving the Multi-Agency Task Force and/or the activation of the Disaster Recovery Framework.
  - Provides subject matter expertise on vulnerable populations planning. Serves as a liaison on recovery needs for access and functional needs populations, including children, people with disabilities, and limited/non-English speakers.
  - Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community.
  - Serves as subject matter expert on the needs of vulnerable populations.
  - Serves as submit matter expert on needs of elderly.
  - Through Aging and Disability Services division, conducts post-disaster check-in with clients.
  - Serves as point of contact with Department of Justice, National Transportation Safety Board and other agency disaster assistance programs and teams.
  - **Link to Recovery Framework RSF #3 – Health, Social Services and Education**

- Seattle Information Technology

  - Ensures impacted city information systems are brought back into service as soon as possible following a disaster event.
  - Serves as subject matter expert on damage assessment and recovery for cyber-terrorism incidents.
  - Assesses and resources increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**

- Office of Immigrant and Refugee Affairs

  - Serves as a liaison with immigrant and refugee communities in disaster recovery. Helps to gauge needs and serve as a connection to recovery assistance available.
  - Helps to source emergency interpretation and translation services needed.

- Office of Intergovernmental Relations

  - Manages interactions with other county, state, and federal entities, aside from normal procedures for requesting Federal agency recovery assistance.
  - Reports status and needs of City to State and Federal Congressional delegates.
  - Works with Emergency Management and ESF #14 to coordinate post-disaster dignitary visits and fields offers of donations and volunteers from other jurisdictions.
  - Manages international offers of volunteers and donations in coordination with relevant city departments.
  - Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
  - In events involving foreign nationals in the City, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals in cooperation with local consulates and the U.S. Department of State Office of Foreign Missions, and assists foreign governments aid survivors and families of deceased.

- The Seattle Public Library
    - Assists with distribution of recovery-related information pieces through branch libraries.
    - Provides meeting rooms for community recovery events and functions, when possible.
    - Provides computers for community access to on-line FEMA assistance and other recovery information.

- Office of the Mayor
    - In coordination with Emergency Management, determine need to stand up a Recovery Coordination Group and identify an appropriate Recovery Lead.
    - Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
    - Appoints Applicant Agent (OEM role) for FEMA grant assistance.
    - As lead for ESF #15, manages public information needs for recovery through Communications Director. (See Communications Team below)
    - Serves as lead for special congressional funding requests for disaster damage to city infrastructure or private property, as needed.

- Mayor's Office Communication Team (ESF #15 - External Affairs)
    - Lead for public information in support of short and long-term community recovery.
    - Sources foreign-language interpreters and translators and American Sign Language translators for mayoral press conferences, community recovery events and language lines; assures accessibility of all information publicly released.
    - Develops standard and specialized topic-specific messaging appropriate to the disaster event such as: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available, mental and public health issues, sheltering and housing, special community recovery events or Assistance Centers, volunteers, donations, and information referral telephone numbers.
    - Interfaces with the media on recovery issues, as requested by the Mayor's Office.
    - Coordinates with OED to disseminate information regarding recovery assistance available to business community.
    - Updates city web page with recovery-related information.

- Department of Neighborhoods
    - Plays primary role in outreach and engagement to neighborhoods in recovery.
    - Assist with impact assessment through the use of intake forms or other means.
    - Neighborhood District Coordinators provide expertise and connections in specific areas in the city that are impacted.
    - Liaise with Community Based Organizations that emerge as players in localized recovery efforts.
    - Historic Preservation Program:
        - Serves as a subject matter expert on appropriate repair and reconstruction of historic objects, structures or districts, including compliance with local, State and Federal regulations.

- Advises on pursuing discretionary state and federal funds for repair and restoration of historic structures or districts.
- Promotes resolution of differences between the City's Landmark's Preservation Board and owners regarding rehabilitation or demolition of historic properties to avoid protracted disputes.
- Assists, as needed, to promote rapid recovery in Seattle's eight identified historic districts, which serve as important business and cultural hubs: Ballard Avenue, Colombia City, Fort Lawton, Harvard-Belmont, International District, Pike Place Market, Pioneer Square, and Sand Point

- **Link to RSF #1 – Community Coordination and Capacity Building**

- Seattle Parks & Recreation
  - Oversees restoration of Parks' extensive portfolio of buildings, parks, natural areas, and Parks programs.
  - Assists when possible to identify Parks facilities for community recovery functions.
  - Assists Office of Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.
  - **Link to Recovery Framework RSF #6 – Natural and Cultural Resources**

- Office of Planning and Community Development
  - As the lead for comprehensive and community planning, help ensure that post-disaster redevelopment strategies dovetail with other city plans and policies.
  - **Link to Recovery Framework RSF #7 – Buildings and Land Use**

- Seattle Police Department
  - Responds to safety and security issues that may arise due to disaster.
  - Enforces limited and no-entry building tagging per SDCI.
  - Enforces laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
  - Anticipates increased incidence in domestic violence situations and child abuse that can occur following disasters.
  - Homeland Security section serves as subject matter expert on effects of terrorist incidents.

- Public Health -- Seattle-King County
  - Serves as source of expert information for all health emergencies, such as epidemics.
  - Coordinates with the Northwest Healthcare Response Network to provide status of hospital/health system/medical examiner operational capabilities.
  - Serves as subject matter experts on post-disaster physical health-related issues, including: air, water and soil quality, food safety, animal and vector control, sanitation, and immunization and testing.
  - Assists to arrange for disaster behavioral health / community mental health services/contracts through King County Department of Community and Human Services.

- Coordinates with the Northwest Healthcare Response Network on recovery and rebuilding needs of medical facilities, including private, non-profit and public clinics and hospitals.
- Coordinates with King County on FEMA reimbursement process and status.
- **Link to Recovery Framework RSF #3 – Health, Social Services and Education**

- Seattle Public Utilities

  - Oversees restoration of water, drainage and wastewater, and solid waste services and repairs to related facilities and systems.
  - Activates mutual aid agreements as needed.
  - Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
  - Lead for City's Debris Management Plan.
  - SPU's Community Emergency Response Team employees assist with distribution of public information flyers and other community outreach tasks, where possible.
  - Responds to impacts from urban flooding.
  - Sand bagging – During autumn and winter, offers a limited number of free, filled sandbags to households or business owners in flood-prone areas.
  - Tracks service provision to customers who rely on SPU services for home health needs.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**

- Office of Sustainability and Environment

  - Advises on how we can meet the City's goals in reducing climate impacts, promote environmental equity and increase sustainability as part of disaster recovery.

- Seattle Department of Transportation

  - Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures.
  - Oversees traffic management and implements evacuation management measures.
  - Implements post-earthquake bridge inspection procedures.
  - Activates mutual aid agreements as needed.
  - Maximizes restoration of street access to business districts within confines of public safety and system integrity.
  - Maintains Charles Street customer service center, which fields customer calls.
  - Advise on private responsibility for sidewalk and private alley repairs.
  - Applies for and manages Federal Highways Administration (FHWA) Emergency Relief Program, which provides reimbursement for response and repair efforts on arterials roadway structures.
  - Coordinates with other transportation sector service providers including, but not limited to, King County Metro, Access, Amtrak, Sound Transit, Community Transit, the State ferry system, King County Roads Division, and the Washington State Department of Transportation.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**

6. RESOURCE REQUIREMENTS

6.1 Logistical Support

ESF #14 activities take place in the EOC and/or available meeting space throughout the city.

The City can access additional resources needed through standing Memoranda of Understanding (MOUs), Master Service Agreements, Mutual Aid Agreements and City contracting. ESF #7 may be consulted for other logistical needs during recovery.

6.2 Communications and Data

Communications will take place using e-mail and telephone systems.

7. ADMINISTRATION

7.1 Cost Accounting and Cost Recovery

Disasters are very expensive and a major responsibility of the OEM is to begin the process of tracking and recovering costs at the beginning of each activation. There is never a guarantee that the City will be reimbursed. Even when reimbursement occurs, rarely is the amount received equal to the expense incurred and it is a long and complex process.

To position the City for the best possible outcome, whenever the EOC is activated for an incident or event that creates substantial damage or costs, and specifically one that is likely to require public and/or individual assistance available under the Stafford Act, OEM immediately:

- Establishes a system for tracking all costs.
- Emphasizes the importance of tracking costs to all city departments.
- Differentiates between the costs directly related to a disaster and those incurred under regular operating costs (e.g. police vehicle usage for evacuating individuals following a disaster and vehicle usage for responding to 911 calls outside of disaster).

Not only is this accounting necessary for reimbursement purposes, but it also provides the public with information that demonstrates the city's commitment to fiscal responsibility with public funds.

OEM maintains staffing to lead city-wide Mitigation and Recovery issues.

7.2 ESF Maintenance

The previous standard of updating the CEMP every five years has changed to updates being done on an ongoing basis. With information constantly changing, coupled with rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning.

The Office of Emergency Management ESF Coordinator is responsible in maintaining this ESF. The ESF will be reviewed and updated annually as prescribed in the Seattle CEMP or when deemed necessary by either the ESF Coordinator and/or the Seattle Office of Emergency Management.

Table 3

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
August 17, 2017 April 27, 2017	Revision	E Lund L Meyers	Completed revision. Document was restructured to address the process and structure linking ESF #14 to the City of Seattle Disaster Recovery Framework. Document voted and approved by DMC and EEB.
May 2015	Update	K Neafcy	Completed annual update.

8. TERMS AND DEFINITIONS

Nothing identified.