

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



**Citywide Emergency Management
Program Strategic Plan
2023-2025**



City of Seattle

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

RECORD OF REVIEW & ADOPTION

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

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

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

NATIONAL & INTERNATIONAL COVID-19 PUBLIC HEALTH EMERGENCY	Feb. 2020 to Current	ALL work and staff time in 2020 were focused on COVID-19 response & recovery, as well as responding to the racial/inequality events
Strategic Work Group (SWG)	Jun. 16, 2020	Review of work plans related to COVID activities over last several months
Strategic Work Group (SWG)	Oct. 2020	Check-in on priorities for rest of 2020 and into 2021
Office of Emergency Management	Jan. 12, 19 & Feb. 2, 9, 16 & Mar. 9, 2021	Review overall 2020-22 Strategic Plan and ESF 5 Work Plan. Discussion of updates.
Strategic Work Group (SWG)	Jan. 21, 2021	Review of 2020-22 Strategic Plan and ESF Work Plans
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Feb. 18, 2021	Seattle OEM/ SWG Working Session – Discussion of updating and implementation of Strategic Plan for 2021-2022; Focus on training and exercise priorities and activities
Strategic Work Group (SWG)	Mar. 4, 2021	Continued work on updating Plan
Disaster Management Committee (DMC)	Mar. 25, 2021	Voted; Approved
Emergency Executive Board (EEB)	Apr. 9, 2021	Voted; Approved
Disaster Management Committee (DMC)	Aug. 26, 2021	Mid-Year Status Report on 2021 Strategic Plan Action Items
Strategic Work Group (SWG)	Jun. 16, 2022	Check-in on priorities for rest of 2022
Disaster Management Committee (DMC)	Jul. 28, 2022	Mid-Year Status Report on 2022 Strategic Plan Action Items
Strategic Work Group (SWG)	Aug. 18, 2022	Start work on updating Plan
Strategic Work Group (SWG)	Sep. 15, 2022	Continued work on updating Plan
Office of Emergency Management (OEM)/ Strategic Work Group (SWG) Annual Workshop	Oct. 19, 2022	Seattle OEM/ SWG Working Session – Discussion of updating and implementation of Strategic Plan for 2023-2025; Focus on training and exercise priorities and activities
Office of Emergency Management	Dec. 13, 2022	Review proposed strategic plan and ESF 5 work items
Strategic Work Group (SWG)	Jan. 19, 2023	Continue updating of Strategic Plan and ESF Work Plans
Strategic Work Group (SWG)	Feb. 16, 2023	Finalize updating of Strategic Plan and ESF Work Plans
Disaster Management Committee (DMC)	Feb. 23, 2023	Voted; Approved
Emergency Executive Board (EEB)	Mar. 2, 2023	Voted; Approved

INTRODUCTION

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

Through strategic planning, the City's emergency management program is intended to improve the City's ability to prevent, mitigate, prepare for, respond to, and recover from natural and human-caused disasters through the development of a single, common preparedness vision and strategy. The *Citywide Emergency Management Program Multi-Year Strategic Plan* is reflective of the input, thoughtfulness, and expertise of stakeholders within government, public and private agencies, non-profit organizations, and the community.

Our Citywide Vision

Disaster ready...prepared people, resilient community.

Our Citywide Mission

Bringing people together to reduce the impacts of disasters.

Guiding Principles

- **Collaborative**: We create and sustain relationships among individuals and organizations to build unity of effort and facilitate communication before, during, and after disasters.
- **Proactive**: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
- **Risk-Informed**: We use sound risk management principles (hazard identification and impact analysis) in assigning priorities and resources. We apply a science and knowledge-based approach grounded in public stewardship and continuous improvement.
- **Innovative**: We seek and use creative and flexible approaches to improve Program effectiveness.
- **Equitable**: We understand that disasters impact communities disproportionately and exacerbate inequities and our programs will strive to undo the consequences of institutional racism and allocate resources to that end.

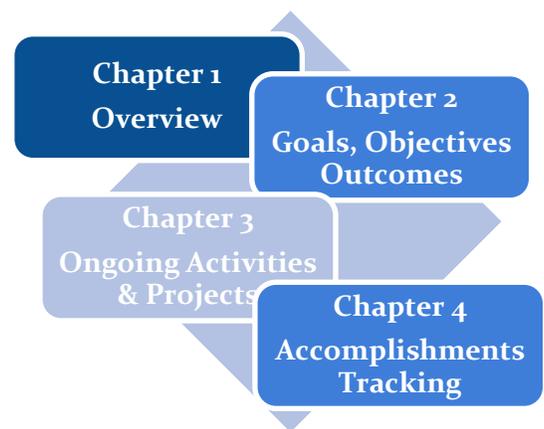
CHAPTER 1: OVERVIEW

ORIENTATION TO THE PLAN

The citywide emergency management Strategic Plan was established in 2013 and intended to meet the vision of the city-wide, comprehensive emergency management effort through a multi-year strategy, in coordination with key emergency management stakeholders, to include an overarching mission, strategic goals, objectives, milestones, and an overall method of implementation.

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

This Plan will be continually reviewed and adjusted, and new strategies developed, in recognition of funding, organizational structures and dynamics that may arise. It is important that this Plan be designed to be practical and flexible. All emergency management planning, organizing, equipping, training, exercise, and outreach efforts are based on the hazards identified in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and the Threat and Hazard Identification and Risk Assessment (THIRA).



STRATEGIC PLAN DEVELOPMENT PROCESS

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

The Stakeholders were integral in addressing: Identification of gaps; Development of Goals & Objectives; Prioritization; Implementation Tasks & Actions; and Performance Outcomes. There continues to be three strategic priority areas for the 2021-2022 update:

- Priority 1: Strengthen our citywide comprehensive emergency management capabilities to ready our community for emergencies.
- Priority 2: Create and support diverse, inclusive and equitable opportunities for our communities to prepare for emergencies.
- Priority 3: Optimize and innovate mitigation and recovery efforts to foster a more disaster resilient Seattle.

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

IMPLEMENTATION AND MAINTENANCE

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

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

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

Maintenance Cycle

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

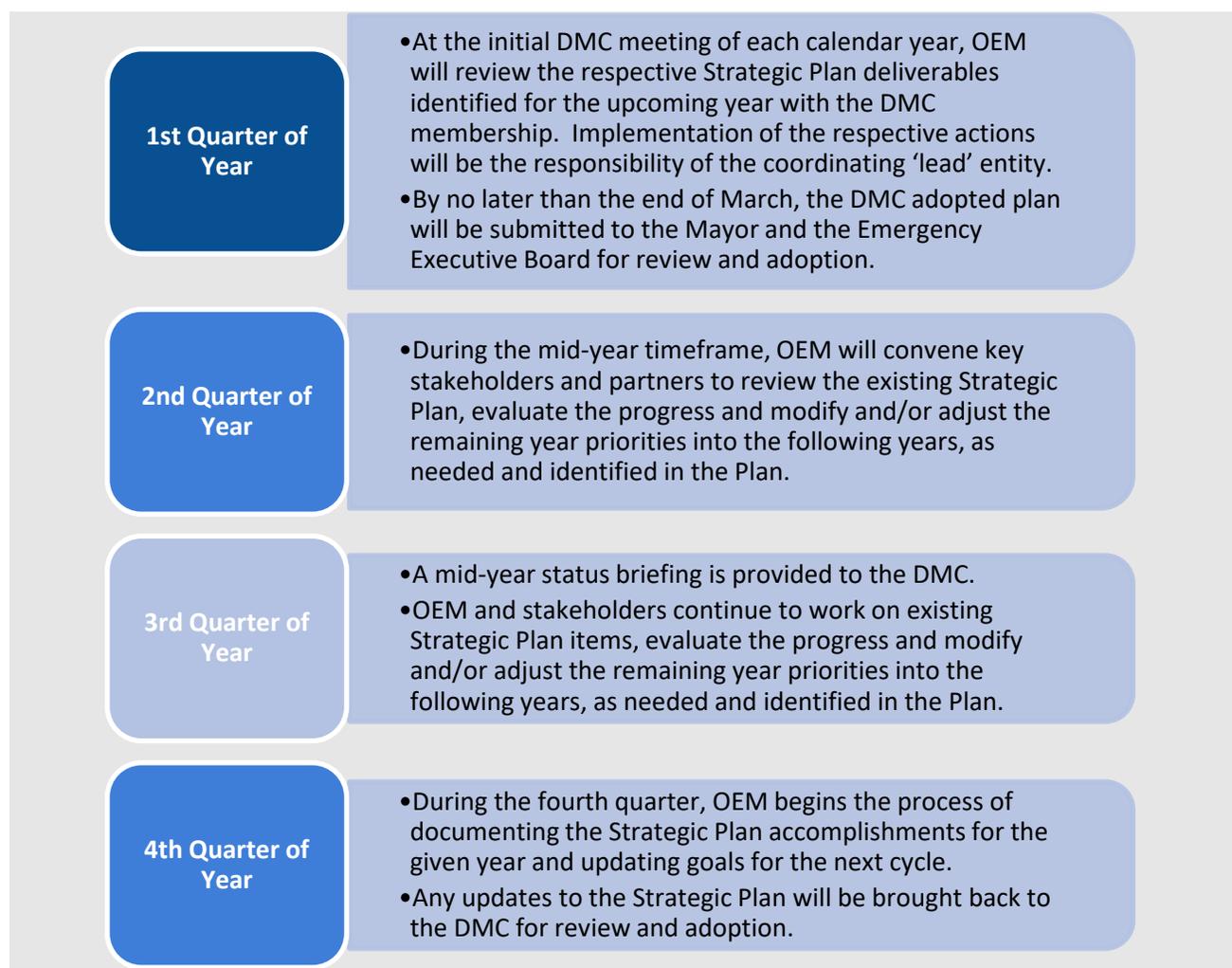
The OEM, SWG, DMC and overarching insight through the Emergency Executive Board (EEB), routinely review, discuss, adapt, and evaluate the Strategic Plan work items and priorities. The SWG and OEM are the primary entities who manage the work, progression, and completion of the identified goals. If high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



Every Fall the SWG and OEM convene in a day-long strategic planning workshop. Participants review the current goals, project status, AARs and outstanding IPs, address any Mayoral and EEB direction or guidance, and assess where and how the Strategic Plan should be updated, revised and/or enhanced for the coming year and following two years. Through multiple SWG, OEM and as needed, DMC meetings, the Strategic Plan is updated with stakeholder input for the coming year cycle.

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

It is noted for this updating cycle, the City along with many other cities, regions and countries across the world have been heavily impacted by the COVID-19 public health emergency. Therefore, the OEM and our stakeholders have gone through an expedited process to update this plan to reflect key work items for 2021 and 2022 as we all still are continuing to be very engaged in the COVID-19 response and recovery priorities facing our city and community.



STAKEHOLDERS

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

PRIMARY EMERGENCY MANAGEMENT PLANS

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

Plan Revision Cycle	Current Version	2023**	2024	2025	Plan Owner
Strategic Plan-3 Yr.	2022	Revision	Revision	Revision	OEM
CEMP Introduction-3 Yr.	2021	Revision	Update	Update	OEM
Annex I-Seattle Community Profile-5 Yr.	2018	Revision	Update	Update	OEM
Annex I-Seattle Hazard Identification & Vulnerability Analysis-5 Yr.	2019	Revision	Update	Revision	OEM
Annex I-Seattle Threat Hazard Identification & Risk Assessment-3 Yr.	2013	Update	Revision	Update	OEM
<u>Annex II-Seattle Training and Exercise Plan-3 Yr.</u>	2022	Revision	Update	Update	OEM
Annex II-Emergency Management Planning Policy-3 Yr.	2021	Update	Revision	Update	OEM
Annex II-Emergency Management Outreach Strategies-3 Yr.	2021	Revision	Update	Update	OEM
Annex III-All-Hazards Mitigation Plan-5 Yr.	2021	Update	Update	Update	OEM
Annex IV-Emergency Operations Plan-3 Yr.	2021	Revision	Update	Update	OEM
Annex IV-ESFs-3 Yr. (Varies)	2021	Revision	Update	Update	ESF Coordinators
Annex IV-Support Operations Plan Evacuation Military Support Alert and Warning Damage Assessment	2021 2021 2021 --	Revision Update Update Develop	Update Update Revision Update	Update Revision Update Update	OEM
Annex IV-Incident Operations Plan Winter Storm (Existing) Earthquake (Existing) Pandemic (Existing) Heat and Smoke (New)	2021 2021 2014 2023	Update Update Update Update	Revision Update Revision Update	Update Revision Update Update	OEM
Annex V-Disaster Recovery Framework (RSFs)-5 Yr.	2021	Update	Revision	Update	OEM
Annex V-Debris Management Plan	2014				SPU
Annex VI-Seattle Continuity of Government Plan-3 Yr.	2021	Revision	Update	Update	OEM
Annex VI-Seattle Continuity of Operation Plans-3 Yr. (Varies)	varies	Update	Revision	Update	COOP Points of Contact

****NOTE:**

UPDATE - An update allows for changes (such as name changes to departments) to be made to existing plans without the need for input from a larger stakeholder group or an extended review process. Updates are not required to go through formal council adoption.

REVISION - A major revision is a thorough and systematic examination of a plan to determine the degree to which stated policies and procedures need to be re-written. Plan revisions typically take place once every three to five years and for some plans are required to be formally adopted and approved by both the Mayor and Council.

CHAPTER 2: GOALS, OBJECTIVES & OUTCOMES

There are three (3) targeted strategic priority areas.

Strategic Priority #1:	Strengthen our citywide comprehensive emergency management capabilities to ready our community for emergencies.
Strategic Priority #2:	Create and support diverse, inclusive and equitable opportunities for our communities to prepare for emergencies.
Strategic Priority #3:	Optimize and innovate mitigation and recovery efforts to foster a more disaster resilient Seattle.

*****See 'APPENDIX – 2023-2025 Priority Areas' on pages 25-29.**

*****A separate ESF Work Plan document provides department-level intended work for 2023-2025.**

ALL CITY DEPARTMENT COMMON RESPONSIBILITIES

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

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

CHAPTER 3: ONGOING ACTIVITIES & PROJECTS

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

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

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

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

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

CHAPTER 4: ACCOMPLISHMENTS TRACKING

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

STRATEGIC PRIORITY #1:	STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES
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- In 2022, SDHR hired Emergency Management Program Advisor to establish a citywide surge staffing capability.
- In June 2022, City departments organized- and participated in series of exercises as part of statewide Cascadia Rising Earthquake and Tsunami Exercise.
- In 2021, FAS established a mass vaccination center leveraging public-private partnerships to successfully distribute xx COVID 19 vaccines to public in two-month period.
- In 2021 Heat Dome response and 2022 development of citywide heat action items (and implementation of some of them) and drafting of a Heat Annex.
- Public Health – Seattle & King County’s incident management team was activated from January 2020 – May 2022 to coordinate the response to novel coronavirus (COVID-19), a declared Public Health Emergency. A summary of Public Health’s response efforts can be found in the [COVID-19 AAR](#).
- Public Health – Seattle & King County’s incident management team was activated from July 2022 – October 2022 to coordinate the response to monkeypox (mpox), a declared Public Health Emergency. Services performed by Public Health included producing epidemiology summaries and publicly reporting case counts, conducting case investigations, coordinating antiviral treatments, distributing and administering vaccine, coordinating isolation and quarantine, developing infection control guidelines for human service agencies, developing public information, and engaging community partners in raising awareness about disease transmission and promoting vaccination opportunities.
- Public Health – Seattle & King County’s incident management team was activated in June 2021 to coordinate the response to the heat dome and historic high temperatures in our region.
- In late 2022 and early 2023, Public Health – Seattle & King County supported City of Seattle departments responding to the South Park Flooding Recovery Efforts. Public Health developed and adapted guidance on post-flood health hazards and recommended health and safety actions via remote and onsite technical assistance.
- In 2022, Public Health – Seattle & King County updated three appendices to its Extreme Weather Annex: 1) extreme heat, 2) wildfire smoke, and 3) winter weather.
- In 2022, Public Health – Seattle & King County completed its [COVID-19 After Action Report](#).
- In 2020 SDOT convened and lead a West Seattle Bridge Interagency Emergency Task Force for several months to collaborate on a bridge collapse response plan. Strengthening the city’s overall response coordination and capabilities.
- In 2022 SDOT, along with Seattle Fire, City Light, and ITD created a mobile damage assessment application which was successfully beta tested during Cascadia department exercises in June of 2022.
- In 2020, the OEM was moved out of Seattle Police Department and established with Mayor and Council approval as its own department.
- In December 2020, the OEM hired a new Emergency Management Director, Curry Mayer, replacing Barb Graff who retired in February.

- In 2020, OEM supported Seattle Department of Transportation (SDOT) and several other stakeholders to ensure coordination, evacuation planning and public warning were addressed for the long-term closure of the West Seattle Bridge.
- In 2020, OEM with a number of city department partners responded to the events in May and June reflective of the impacts of systemic racism in our city and across the nation.
- In 2020, Seattle Department of Construction and Inspections (SDCI) created a new record type for Emergency Response Record in the Accela system along with the necessary Job Aid in laying out all steps for the users. The Emergency Response Record supports data collection of building damage assessment provided.
- In 2020, OEM with a number of city department partners conduct planning and coordination efforts to address response to smoke and air quality concerns during the wildfire season in September. Due to the COVID-19 impacts, focused planning was conducted in regard to sheltering operations and addressing non-congregate settings.
- From March to June, the EOC was activated for the COVID-19 response. OEM also provide Staff Duty Officer assistance to Public Health -Seattle & King County in their Health & Medical Area Command Center.
- In 2020, OEM in conjunction with representatives from a number of City agencies, developed and implemented processes for virtual EOC activations.
- In 2020, during an OEM led process of updating department Continuity of Operations Plans (COOPs); COVID-19 response activities and necessary adjustments to departmental operations improved many aspects of department COOPs beyond initial planning expectations.
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- In 2020, Public Health – Seattle and King County held a tabletop exercise with SPU and DOH on 12/19/19, expanding on roles and responsibilities for water contamination incidents. A tabletop exercise summary was developed.
- In 2020, Public Health – Seattle and King County developed a hotline for agencies to report incidents, such as sewage overflows, directly to their Environmental Health Services Division. The reporting line and is monitored 24/7.
- In 2020, Public Health – Seattle and King County created venues to network with trusted leaders and partners via <https://www.kingcounty.gov/depts/emergency-management/emergency-management-professionals/inclusive-emergency-communications/iec-trusted-partner-network.aspx> and <https://www.kingcounty.gov/depts/emergency-management/emergency-management-professionals/inclusive-emergency-communications.aspx>
- In 2019-2020 the Human Services Department and Seattle Parks and Recreation Department identified and addressed gaps in the City’s sheltering emergency plans, processes, and procedures for how the City provides services during a disaster in compliance with the Americans with Disabilities Act. Sheltering plans and operating procedures were updated, socialized, and validated through exercises and activations.
- In 2019, OEM coordinated 3 weeks of interagency conference calls for viaduct closure.
- In 2019 City operations departments and OEM formed an ICS instructor cadre to expand training opportunities and deliver an integrated learning experience.
- In 2019 the City’s emergency purchasing ordinance was approved by City Council.

- In 2019 SDHR and IT created a process in the HRIS for city employees to put emergency contact info into AlertSeattle so employees can be effectively notified during emergencies.
- In 2019 OEM provided daily coordinated briefings with MOS and Cabinet during the winter storm to keep partners and stakeholders updated.
- In 2019 OEM, with the assistance of a loaned Communications Specialist from SPU, identified and trained new JIC supervisors (raising the number of 2 to 12). The Communications Specialist also identified and trained more than 100 City employees with public information skills who can respond and staff the JIC for multiple shifts.
- In 2019 the Seattle Information Department revised the cybersecurity incident response plan.
- In 2019 SDOT in partnership with SDHR mapped where all SDOT are physically located.
- In 2019 the City coordinated with regional transportation and safety departments to accommodate the traffic impacts of Seattle Squeeze.
- In 2019 SPU and City Light conducted a TTX based on a failure of the Tolt Dam.
- In 2019 the city developed a regional comprehensive medical transportation plan during the AMR ambulance strike.
- In 2019 OEM and SDHR authorized the use of Seattle Shares to allow employees to donate the cash equivalent of unused vacation leave to help people impacted by Hurricane Dorian.
- In 2019 the Fire Department updated their Earthquake Incident annex.
- In 2019 OEM staff in conjunction with other big city emergency managers got Regional Catastrophic Planning Grant reauthorized.
- In 2019 OEM completed a new resource request board for State of WA that will tie together all cities and counties using the same WebEOC board.
- In 2019 Mayors office and public information officers established a protocol to utilize social media accounts during an emergency.
- In 2019 SDOT IMT activated 4 times in 2019 to support Seattle Squeeze operations and for winter storm response.
- In 2019 PHSKC activated Health and Medical Area Command to prevent spread of measles and hepatitis A.
- In 2019 SPR hosted, sponsored a multi- jurisdictional team homeless encampment training at the Joint Training Facility.
- In 2019 the City stood up extended shelter system for people experiencing homelessness in cooperation with King County, SPR, Seattle Center during the February snowstorm
- In 2019 SDCI updated the building code.
- In 2019 HSD participated in a King County workgroup to begin establishing a King County FAST (Functional Assessment Services Team). HSD did outreach to recruit KC volunteers for the 2018 FAST Training in Pierce County; HSD staff was part of the FAST training team.
- In 2019 HSD purchased 10 sets of sensory equipment for use in emergency shelters to support people for whom the chaotic shelter environment will pose a barrier to health/safety
- In 2019 HSD purchased 8 sets of ADA assessment equipment (level, door pressure gauge, tape measure, and hardcopy of Emergency Shelter ADA Checklist, stored in duffle bag). 4 sets are stored in each of the Emergency Shelter Caches, and for distribution geographically to potential SPR CC shelter sites.
- In 2019 The Alert and Warning Plan was revised to be inclusive of ADA, Access and Functional Need, and Limited English Proficiency requirements and procedures.
- In 2019 HSD's Navigation Team worked 24-hour shifts over several days to bring in people living unsheltered into emergency shelters – saving lives – and put together a resource fair connecting those shelter guests with needed resources.

- In 2019 conducted CEMP training for Emergency Executive Board.
- In 2019 updated the Training and Exercise Plan.
- In 2019 Department of Transportation conducted a Regional Traffic Incident Management Response Tabletop significantly improving communication and coordination amongst key traffic partners.
- In 2019 Department of Transportation completed a series of training with their Incident Management Team (IMT).
- In 2019 Information Technology Department produced an application listing for each department to help in department COOP efforts.
- In 2019 Public Utilities implemented a multi-year exercise cycle to focus on skills development of Incident Management staff.
- In 2019 OEM and FAS worked together to incorporate new statewide resource request form into EOC processes to include coding into WebEOC.
- In 2019 OEM hosted the Post-disaster Housing Recovery Seminar with the City of Houston and Texas General Land Office to learn from their Hurricane Harvey experience regarding how to house people after disaster.
- In 2019 FAS replaced 200 cots and blankets from the emergency caches used in the shelters during the winter storm response.
- In 2019 SPR operated two community centers as winter storm shelters for over 10 days for people experiencing homelessness.
- In 2018 upgraded all PCs in the Emergency Operations Center.
- Acquired vendor supported WebEOC mapping module.
- Developed partnership with OneConcern to pilot new state of the art damage assessment modelling software.
- Public Health conducted several activities to update procedures, forms, and processes.
- Completed first draft of a concepts of operations procedure for a multi-county Family Assistance Center (FAC).
- Phase III of the EOC technology project was completed and involved \$1M+ in upgrading audio-visual and computer equipment in the EOC.
- HSD purchased lockable medicine cabinets and lockable, refrigerated medicine storage; a set of Assistive Listening Devices; and hardcopy Emergency Shelter Communications Toolkit Manuals for all Priority 1 & 2 shelter locations.
- HSD developed a Graphics Communications Card, printed 1,500 of the Cards, and distributed them to groups serving vulnerable populations such as first responders, emergency management personnel, and regional and community emergency response partners.
- HSD provided training to over 230 representatives in 2017 from CBO's, FBO's, social services professions, and essential personnel response partners in emergency planning, Access and Functional Needs, and ADA Standards.
- HSD partnered with the Emergency Communication Hubs to test communications with vulnerable populations in 2017. The exercise included Community Safety Ambassadors and community members with disabilities.
- From 2015 to 2017, the Emergency Operations Center audio-visual and computers systems were replaced and updated using grant and city budgeted funds.
- City of Seattle participated in the Cascadia Rising Earthquake exercise involving local, county, state, federal and Department of Defense collaboration. OEM lead the citywide exercise design process and several trainings and drills were conducted to prepare players. Over 300+ responders were in the EOC during the two days of exercise play.

- Emergency Management Accreditation granted to City of Seattle in April 2016.
- A memorandum of understanding is in place with Airbnb.
- An emergency management planning strategy is in place guiding overall process and considerations when city departments are developing a plan.
- Departments conducted their annual review and any updates to continuity of operations plans.
- FAS Emergency Fuel Plan tested during Cascadia exercise.
- Planning Coordinator position established and funded in OEM.
- Integrated the Northwest Healthcare Response Network into existing concept of operations.
- Partnerships have been formed with multiple private sector and non-governmental entities to integrate preparedness, response, and recovery efforts.
- A maintenance/replacement account has been established in the Office of Emergency Management budget for EOC technology.
- Office of Economic Development staffs a position in the Emergency Operations Center to represent the needs and impacts of disasters on business sector.
- All planning, training, and exercise obligations of the federally funded Regional Catastrophic Planning effort have been met. Several initiatives will continue past the sunset of the grant. For instance, assisted living facility mutual aid, regional public information system, continuing partnerships among the coordination planning group, etc.
- Seattle is represented on several regional and state planning committees (e.g. State Senior Advisory Committee, King County Emergency Management Advisory Committee/Region 6 Homeland Security Council, Training and Exercise, Regional Disaster Coordination Framework, Cyber Security, Mass Care, Resource Management and Logistics, Public Education, Critical Infrastructure, Multi-disciplinary Equipment Group, etc.).
- The City of Seattle (aka Zone 5) supports the Homeland Security grant funded positions of Zone 1 and Zone 3 Coordinators to make more efficient conversation, planning, and response with the other 38 cities within King County.
- Initial planning efforts are underway to form a local/regional consortium of K-20 emergency managers to develop policies and processes on how public and private schools and institutions of higher education could support and coordinate with each other during disasters and crisis situations. One planning meeting took place in 2014, with the next set for early 2015.
- Expanded program that provides emergency pharmaceuticals to police and fire personnel and their families to OEM staff and ESF representatives and their families.
- Incorporate emergency management considerations such as risk reduction mitigation, and hazard analysis and planning into the City's Comprehensive Plan
- OEM conducted two exercises designed to practice the ability to relocate and establish operations and an alternate Emergency Operations Center. The first exercise conducted in April 2014 provided OEM staff to practice their roles in relocating the EOC to the alternate location. A second exercise in September 2014 tested communication processes and provided key EOC responders the opportunity to familiarize themselves with one of the three alternate EOC relocation sites.
- Developed a strategy for convening a community focus group to solicit information from underrepresented communities on City plans and programs. The group included individuals who have experienced poverty, limited English, representatives from the immigrant and refugee community and people who are deaf and have limited mobility. The group met twice in 2014 and provided input on outreach strategies and informed the development of the Community Resiliency Plan.

- Attended monthly Seattle Commission for People with disAbilities Safety Committee meeting to increase understanding, build relationships, discuss disaster and safety related concerns, new ideas, and emergent issues around people with disabilities. Received in put on multiple program initiatives as well as the Comprehensive Emergency Management Plan (CEMP).
- Initiated development of a Community Resiliency Plan which lays out strategies the City will use to work in partnership with the community through non-profits and faith-based organizations, Hubs, and individual community members to increase their ability to prepare for, respond to and recover from a disaster event. The plan includes strategies for planning with the community inclusive of vulnerable populations, including people with access and functional needs and underrepresented communities into planning.
- Redevelopment of OEM Website includes a Resource Library that houses Citywide and Department specific plans.
- Received COOPs for all (but SPD) response departments. Identified areas that need additional work and communicated that to Department representatives. Working with departments to develop training and exercise opportunities to test COOPs.
- Updated the Evacuation Support Annex.
- Updated the ESF#2 Annex to include a comprehensive communication plan that incorporates concept of operations, regional relationships, governance, collaboration, identification of stakeholders, funding for capability improvements and recognition of risk.
- Researched, documented, and established protocols that adhere to “best practices” and Americans with Disabilities Act (ADA) practices for collaborating with vulnerable populations to ensure our planning efforts are inclusive.
- A 3-year training and exercise plan was developed in conjunction with SWG and other key departments. The plan was adopted by the City’s Disaster Management Committee in December 2013.
- Provided training to the Disaster Management Committee on the hazards identified in the SHIVA.
- Zone 5 representatives were provided training on their roles and responsibilities in 2013 and were provided the opportunity to practice their roles during King County Emergency Coordination Center Oil Train Exercise in July 2014.
- Training was provided to the Strategic Work Group and Disaster Management Committee on the new King County Regional Disaster Framework in March 2014.
- Language was included in the CEMP to address the need for completion of after-action reports following EOC activations or major coordinated events. That language includes the requirement that OEM follow a documented process to track and implement corrective actions that are identified in After-Action Reports.
- Redevelopment of OEM Website includes Resource Library that houses After Action Reports (AARs).
- Developed mini tabletop exercises for incorporation into agendas of city-wide regular staff meetings.
- Developed city-wide procedure for processing state-to-state Emergency Management Assistance Compact or intra-state Washington Mutual Aid Compact requests for assistance.
- Trained on new Washington Mutual Aid Compact (WAMAC) program which can be used for exercises, response and/or recovery.
- Jointly developed a regional catastrophic feeding plan exercise in 2013/2014 with Pierce County Office of Emergency Management.

- Participated in review and exercise of King County’s ESF-6 Plan that occurred in fall/winter 2013/2014.
- Briefed King County, and Zone 1, 3, and 5 representatives on this City-wide Strategic Plan.
- Procedures were developed and training conducted on the regional ISnap reporting system. The Seattle EOC has a login to Washington State’s WebEOC system which includes the ISnap regional situation report. Seattle will use ISnap to report its status and learn the status of other jurisdictions.
- Completed mapping plugin for WebEOC using Leaflet mapping library. System allows EOC Planning Section to create points, lines, and polygons to represent incidents and response resources. All WebEOC users can view and interact with the situation map. The system pulls in data from City of Seattle and outside sources. These sources include traffic cameras, hazardous areas (e.g., landslide prone areas) and weather.
- SPR has done an engineering study for all the priority one and two shelters.
- Updated City process and procedures for developing situational awareness and common operating picture to align with regional approach.
- Assessed the number and need for departmentally based Incident Management Teams.
- Developed proficiency in dynamic mapping during EOC activations.
- Develop key initial messages for specific scenarios, to include pre-recorded videos, with translation and closed captioning, for major disasters such as earthquakes.
- Implemented the new City Emergency Notification and Alert System to include strategies, policies, and procedures to enable the rapid launch of notifications, alerts, and warnings to responders and/or public 24/7 (promotion of opt-in).
- Mission ready packages have been completed for base camps and points of distribution. Binders located in the EOC and ESF-7 SharePoint site

STRATEGIC PRIORITY #2:	ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED
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- In 2020 OEM recruited and trained 15 new public education volunteers to assist in reaching more of the community with preparedness programming.
- In 2020 OEM purchased 12 public access bleeding control kits and partnered with Seattle Center to place the kits throughout their campus.
- OEM signed an MOU with Villa Comunitaria in 2020 and partnered with them to reach the Latinx community with preparedness education and resources in Spanish.
- OEM expanded multi-language preparedness content during 2020 by dubbing existing disaster skills videos (fire extinguisher, controlling water, and controlling natural gas) into Cantonese, Vietnamese, and Spanish.
- In 2019 HSD, working with the Emergency Communication Hubs, designed and tested a set of Disaster Self-Help Posters for community distribution; Hubs will use them for education and support of sheltering in place (Communications, Food, Water, Utilities, and Sanitation.)
- HSD, working with RARET, designed, and carried out a TTX to build upon learning from the 2019 winter weather; bringing together regional partners, coordination of emergency transport for vulnerable populations was discussed.
- In 2019 HSD printed, laminated, and distributed 75 City of Seattle maps to community groups and social service agency partners to aid in situational awareness in the event of an emergency.
- In 2019 135 locations designated as ‘emergency gathering places’ including all P-Patch Community Gardens.
- OEM has 11 community volunteers who assist with outreach activities and programs.

- 16 new Community Emergency Hubs designated in 2016 bringing the total number to 68.
- A Consular workshop was hosted in September 2016 with attendance of 30 different countries.
- In 2016, OEM established partnerships with Amazon.
- Completed a strategic public engagement plan for South Seattle (Seattle communities south of E. Yesler Way) which outlines approaches being utilized to achieve broader participation of south Seattle communities in public conversations, activities, trainings, planning and decisions around disaster management.
- In 2014, the website for the Seattle Office of Emergency Management redesigned the web site and included a section for businesses to learn about business continuity planning. Included on the web site are links to industry standard websites that have free toolkits to for business to use in developing their plans.
- Trained approximately 1200 representatives from non-profit and faith-based organizations.
- Held five community events in partnership with faith-based organizations to reach underrepresented and vulnerable populations.
- Leveraged faith-based partnerships to nominate and select a faith based representative and alternate for the King County Emergency Management Advisory Council (EMAC).
- Developed and implemented a research program to assess needs, knowledge, and interests around emergency preparedness.
- Completed in April 2015, OEM developed and launched an interactive tool, the Seattle Emergency NeighborLink Map, which allows community members to self-identify as neighborhood Hubs, SNAP groups, Block Watch groups, and CERT-trained individuals.
- In 2022, SDOT launched a Transportation Equity Framework work includes several strategies to improve emergency transportation related message delivery to all communities: people with visual or auditory needs, and people who need to messages in other languages (written and spoken).

STRATEGIC PRIORITY #3:	SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS
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- In 2020, OEM was awarded a \$5 million FEMA hazard mitigation grant for the seismic strengthening of the Bremer Apartments, an affordable housing property owned by Community Roots Housing, an Office of Housing partner organization.
- In 2020, a \$2.7 million FEMA hazard mitigation grant was awarded for the 8th Avenue NW bridge seismic retrofit project, which OEM applied for in partnership with SDOT.
- In 2020, OEM partnered with departments to apply for funding under the new Building Resilient Infrastructure and Communities (BRIC) for two projects: SDOT’s Seattle Northlake Retaining Wall Seismic Retrofit and SPU’s Seattle Tolt Water Supply Pipeline Seismic Resiliency Project.
- In 2020, OEM participated with all the city departments involved in shaping the Reimagining Seattle work over the summer and into the fall.
- In 2019 HSD participated in a multi-disciplinary workgroup to develop policies, communications, and a checklist for a wildfire smoke response.
- In 2019 URM Policy Committee submitted final report to Department of Construction and Inspections.
- In 2019 OEM leading effort in collaboration with Department of Construction and Inspections to research and identify funding assistance avenues and options for URM seismic retrofitting.
- In 2019 OEM continues to work with Department of Construction and Inspection on unreinforced masonry building efforts.
- In 2019 ESF 14 was revised to synchronize with the Disaster Recovery Framework.

- In 2019 SDOT completed a seismic retrofit mitigation of the Columbia area way.
- In 2019 the viaduct was demolished, and its replacement tunnel opened.
- OEM applied for two HMPG grants for seismic mitigation work.
- OEM applied for two HMPG grants for seismic mitigation work. One project – SDOT’s Columbia Street Areaway Seismic Retrofit Project - was approved for grant funding and the second one is in final stages of funding review.
- Hosted annual FEMA Public Assistance training for City staff.
- Substantiated City response and repair costs for January/February 2017 winter storm as part of FEMA Preliminary Damage Assessment process. The event received a Presidential Disaster Declaration, making state and federal reimbursement available to impacted City departments.
- Three open FEMA disaster declarations were closed out in 2016 (DR 1817, DR 4056, DR 4186).
- Incorporated the concept of “See something – Say something” into public education campaigns.
- Supported Public Health Seattle-King County’s efforts to minimize the impacts of infectious diseases and other threats to our most vulnerable populations through regulatory actions and policy development.
- Completed 5-year update of All Hazards Mitigation Plan and received FEMA approval.
- The Disaster Case Management (DCM) stakeholder group is actively meeting and is facilitated by HSD. Participation includes non-profit DCM providers, American Red Cross, city, county, state, and federal representatives.
- Participants in this group are providing the Disaster Case Management (DCM) response for SR 530 mudslide. Work done previously by the DCM stakeholder group was leveraged for the SR 530 mudslide. The group is now assessing how elements of this response can be applied towards the creation of regional integrated DCM system.
- A decision-making framework has been developed for the Recovery Framework process.
- With the creation of a Recovery Office structure in the Recovery Framework, there is now a more robust way to surge the City’s capacity to manage post-disaster assistance and funding programs.
- Approximately 100 different public, private and non-profit organizations have been involved in the recovery planning process to date. Outreach for planning events has included community organizations such as HUB members, the Church Council of Greater Washington, the Seattle Commission for People with Disabilities, etc.
- Oriented Emergency Executive Board and conducted TTX based on recovery plan.
- Established a Lead Agency that will ensure close coordination and integration with the Insurance Commissioner’s Office during recovery efforts.
- Wrote a Donation Management Plan.

APPENDIX – PRIORITY AREAS 2023-2025

STRATEGIC PRIORITY #1: STRENGTHEN OUR CITYWIDE COMPREHENSIVE EMERGENCY MANAGEMENT CAPABILITIES TO READY OUR COMMUNITY FOR EMERGENCIES.

GOAL STATEMENT:	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p><i>1.1. GOAL: Update and evaluate emergency management plans and operations through an equity lens to promote diversity and inclusion.</i></p>	<p>1.1.1. Referencing the “Plans Revision Cycle” on page 12, selected plans on an annual basis will be either updated or revised.</p> <p style="margin-left: 20px;">1.1.1.1. All plans requiring Revisions will require implementation of the principles within the current OEM Planning Policy.</p> <p style="margin-left: 20px;">1.1.1.2. Plans going through Revision and/or newly created plans for citywide and/or departmental emergency management work will incorporate equity, to include access and functional needs principles.</p>	<p><i>Q2-4 2023 2024 2025</i></p>	<p><i>OEM</i></p>	<p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s Office, OED, OPCD, SDCI</i></p>
	<p>1.1.2. Emergency management operations across the city and within departments will be based in equity and include access and functional needs practices.</p>	<p><i>Q3-4 2023 2024 2025</i></p>	<p><i>OEM</i></p>	<p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s Office, OED, OPCD, SDCI</i></p>
<p><i>1.2. GOAL: Develop solutions, lead and implement a citywide integrated preparedness cycle to improve interagency readiness.</i></p>	<p>1.2.1. Establish appropriate agreements and mechanisms for leveraging city employees to opt-in response roles and missions during Mayoral or Federally Declared disasters.</p>	<p><i>2024</i></p>	<p><i>SDHR</i></p>	<p><i>Mayor’s Office, OEM</i></p>
	<p>1.2.2. Develop a citywide tsunami preparedness and response capability.</p>	<p><i>Q4 2023 2024</i></p>	<p><i>OEM</i></p>	<p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s</i></p>

	<p>1.2.2.1. Coordinate with partners to establish the citywide operational approach.</p> <p>1.2.2.2. Determine and implement the Tsunami signage deployment strategy.</p> <p>1.2.2.3. Create and implement an outreach plan to communicate tsunami preparation steps, evacuation and signage, and city response.</p> <p>1.2.3. Ensure all Emergency Support Functions (ESFs) plans and operations incorporate and engage supporting partners beyond just the ESF lead department.</p> <p>1.2.4. Establish a damage assessment capability across the city through partnerships, plans and technologies.</p> <p>1.2.5. Develop and implement a citywide Training and Exercise Plan and program building emergency management readiness within departments and citywide.</p> <p>1.2.6. Update and implement department-wide Continuity of Operations Plan (COOP) that are operationalized through training and exercises.</p> <p>1.2.7. Deliver a training for city staff on how to operate an accessible general population shelter based on the SPR shelter operations procedures.</p>	<p>2023</p> <p>2023 2024</p> <p>Q1 2023 2024 2025</p> <p>Q4 2023 2024</p> <p>Q4 2023 2024</p>	<p>OEM</p> <p>OEM</p> <p>OEM</p> <p>OEM</p> <p>SPR</p>	<p><i>Office, OED, OPCD, SDCI, Office of Waterfront, Seattle Center, Port of Seattle, DoN</i></p> <p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s Office, OED, OPCD, SDCI</i></p> <p><i>SDOT, SCL, SFD, SPU, FAS</i></p> <p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s Office, OED, OPCD, SDCI</i></p> <p><i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor’s Office, OED, OPCD, SDCI</i></p> <p><i>HSD, OEM, SDHR, FAS, Seattle Center, Seattle Animal Shelter, King County Regional Homelessness Authority, Public Health – Seattle King County, American Red Cross</i></p>
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GOAL STATEMENT:	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
1.3. GOAL: Develop solutions to increase citywide employee preparedness.	1.3.1. Create and deploy a required standard employee preparedness training that can be taken online and can be enhanced to include department specific information.	<i>2024</i>	<i>OEM</i>	<i>SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor's Office, OED, OPCD, SDCI</i>
	1.3.2. Establish and deliver a standing emergency preparedness briefing at each new employee orientation session managed by the Human Resources Department.		<i>OEM</i>	<i>SDHR</i>

STRATEGIC PRIORITY #2: CREATE AND SUPPORT DIVERSE, INCLUSIVE AND EQUITABLE OPPORTUNITIES FOR OUR COMMUNITIES TO PREPARE FOR EMERGENCIES.

GOAL STATEMENT:	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
2.1. GOAL: Continue to increase collaboration among city departments, community-based organizations (CBOs), and the communities we serve.	2.1.1. Coordinate across the city departments on emergency preparedness outreach and engagement.	2023 2024 2025	OEM	SDOT, ITD, SPU, SFD, HSD, SPR, FAS, PHSKC, SDHR, SCL, SPD, Mayor's Office, OED, OPCD, SDCI
	2.1.2. Leverage the OEM Community Safety Ambassador program to increase engagement with diverse communities.		OEM	OED, DoN, OCR, OIRA
GOAL STATEMENT:	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
2.2. GOAL: Develop and implement a citywide engagement and preparedness program for businesses.	2.2.1 Create and share resources for small businesses to prepare for emergencies and find ways to integrate them into existing city response plans.	2024 2025	OEM	OED, Chambers of Commerce
	2.2.2 Develop a plan to engage large business before and during emergencies to understand their plans, informational needs, and available resources.	2024 2025	OEM	OED

STRATEGIC PRIORITY #3: OPTIMIZE AND INNOVATE MITIGATION AND RECOVERY EFFORTS TO FOSTER A MORE DISASTER RESILIENT SEATTLE.

GOAL STATEMENT:	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p><i>3.1. GOAL: Reduce risk through securing grants to fund hazard mitigation projects.</i></p>	<p>3.1.1. OEM will facilitate and serve as the city applicant agent for Building Resilient Infrastructure & Community (BRIC) and Hazard Mitigation Grant Program (HMGP) grants enabling departments to apply and lessen disaster impacts to infrastructure, services and/or capabilities.</p>	<p>2023 2024 2025</p>	<p>OEM</p>	<p>All Departments</p>
	<p>3.1.2. With Regional Catastrophic Planning Grant funds, build Resiliency Hub capability throughout the city through community-based planning and engagement. This grant will be for planning for where hubs will be most effective, however, we will not be building that capability. Implementation will be a separate effort and not paid for by this RCPG.</p>	<p>2023 2024 Q1-3 2025 Ends 9/30/25</p>	<p>OEM</p>	
<p><i>3.2. GOAL: Re-energize the Unreinforced Masonry (URM) work in preparation for ordinance implementation within the next five years.</i></p>	<p>3.2.1. Refresh and update the existing education and outreach materials and focus on engagement with small businesses, property owners, renters, etc. who operate and/or resident in an URM.</p>	<p>2023 2024 2025</p>	<p>SDCI</p>	<p>OEM, DoN, OED, Mayor's Office, ASAP!</p>
	<p>3.2.2. Collaborate with Seattle Department of Construction and Inspection as they lead development of ordinance and re-engage with partners, such as ASAP!.</p>	<p>2023 2024 2025</p>		
	<p>3.2.3. Refresh the work from 2018-2019 exploring strategies, avenues and sources of financial resources to support URM retrofitting.</p>	<p>2023 2024 2025</p>		