

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



*Photo Credit: Tim Durkan Photography*

**Citywide Emergency Management  
Program Strategic Plan  
2019-2021**



**City of Seattle**

# Table of Contents

<b>RECORD OF REVIEW &amp; ADOPTION .....</b>	<b>3</b>
<b>INTRODUCTION .....</b>	<b>6</b>
<b>CHAPTER 1: OVERVIEW .....</b>	<b>7</b>
Orientation to the Plan .....	7
Strategic Plan Development Process .....	7
Implementation and Maintenance .....	8
Stakeholders .....	10
Primary Emergency Management Plans .....	11
<b>CHAPTER 2: GOALS, OBJECTIVES &amp; OUTCOMES .....</b>	<b>12</b>
All City Department Common Responsibilities .....	12
<b>CHAPTER 3: ONGOING ACTIVITIES &amp; PROJECTS .....</b>	<b>13</b>
<b>CHAPTER 4: ACCOMPLISHMENTS TRACKING .....</b>	<b>15</b>
<b>APPENDIX – PRIORITY AREAS 2019-2021.....</b>	<b>20</b>
STRATEGIC PRIORITY #1: Strengthen Our Comprehensive Citywide Emergency Management Capabilities...	20
STRATEGIC PRIORITY #2: Encourage/Inspire Our Community To Be Prepared.....	27
STRATEGIC PRIORITY #3: Support/Facilitate A More Resilient Community Through Innovative Mitigation And Recovery Efforts .....	29

## RECORD OF REVIEW & ADOPTION

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

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

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

## INTRODUCTION

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

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

### **Our Citywide Vision**

Disaster ready...prepared people, resilient community.

### **Our Citywide Mission**

We partner with the community to prevent, prepare for, respond to, mitigate the impacts of, and recover from disasters.

### **Guiding Principles**

- **Comprehensive**: We consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.
- **Progressive**: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
- **Risk-Driven**: We use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
- **Integrated**: We ensure unity of effort among all levels of government and all elements of the community.
- **Collaborative**: We create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
- **Flexible**: We use creative and innovative approaches in solving disaster challenges.
- **Professional**: We value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship, and continuous improvement.

# CHAPTER 1: OVERVIEW

## ORIENTATION TO THE PLAN

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

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

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



## STRATEGIC PLAN DEVELOPMENT PROCESS

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

The Stakeholders were integral in addressing: Identification of gaps; Development of Goals & Objectives; Prioritization; Implementation Tasks & Actions; and Performance Outcomes. Building from the 2017 plan update, efforts for 2018 will continue to focus on the three strategic priority areas:

- Priority 1: Strengthen our comprehensive citywide emergency management capabilities
- Priority 2: Encourage/Inspire our community to be prepared

- Priority 3: Support/Facilitate a more resilient community through innovative mitigation and recovery efforts

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

## **IMPLEMENTATION AND MAINTENANCE**

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

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

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

### **Maintenance Cycle**

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

### 1st Quarter of Year

- At the initial DMC meeting of each calendar year, OEM will review the respective Strategic Plan deliverables identified for the upcoming year with the DMC membership. Implementation of the respective actions will be the responsibility of the coordinating 'lead' entity.
- By no later than the end of March, the DMC adopted plan will be submitted to the Mayor and the Emergency Executive Board for consideration.

### 2nd Quarter of Year

- During the mid-year timeframe, OEM will convene key stakeholders and partners to review the existing Strategic Plan, evaluate the progress and modify and/or adjust the remaining year priorities into the following years, as needed and identified in the Plan.

### 3rd Quarter of Year

- A mid-year status briefing is provided to the DMC.
- OEM and stakeholders continue to work on existing Strategic Plan items, evaluate the progress and modify and/or adjust the remaining year priorities into the following years, as needed and identified in the Plan.

### 4th Quarter of Year

- During the fourth quarter, OEM begins the process of documenting the Strategic Plan accomplishments for the given year and updating goals for the next cycle.
- Any updates to the Strategic Plan will be brought back to the DMC for review and approval.

## STAKEHOLDERS

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

## PRIMARY EMERGENCY MANAGEMENT PLANS

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

Plan Revision Cycle	Current Version	2019**	2020**	2021**	Plan Owner
Strategic Plan-3 Yr.	2018	Revision	Revision	Revision	OEM
CEMP Introduction-3 Yr.	2018	Update	Update	Update	OEM
Annex I-Seattle Community Profile-3 Yr.	2018	Update	Update	Update	OEM
Annex I-Seattle Hazard Identification & Vulnerability Analysis-3 Yr.	2018	Update	Update	Update	OEM
Annex I-Seattle Threat Hazard Identification & Risk Assessment-3 Yr.	2013	Revision	Update	Update	OEM
Annex II-Seattle Training and Exercise Plan-3 Yr.	2018	Revision	Update	Update	OEM
Annex II-Emergency Management Planning Guide-3 Yr.	2016	Update	Revision	Update	OEM
Annex II-Emergency Management Outreach Strategies-3 Yr.	2016	Update	Update	Update	OEM
Annex III-All-Hazards Mitigation Plan-5 Yr.	2015	Start Revision	Revision	Update	OEM
Annex IV-Emergency Operations Plan-3 Yr.	2018	Update	Update	Revision	OEM
Annex IV-ESFs-3 Yr. (Varies)	2018	Update	Update	Revision	ESF Coordinators
Annex IV-Support Operations Plan Evacuation-3 Yr. Military Support-3 Yr. Alert and Warning-3 Yr.	2015 2015 2015	Update Update Revision	Revision Update Update	Update Update Update	OEM
Annex IV-Incident Operations Plan Winter Storm (Existing)-3 Yr. Earthquake (Existing)-3 Yr. Pandemic (Existing)-3 Yr.	2018 2014 2014	Update Revision Update	Update Update Revision	Revision Update Update	Operations Plan Leads
Annex IV-Incident Operations Plan-Cyber-3 Yr.	Sign 2019	Update	Update	Update	ITD
Annex IV-Incident Operations Plan-Terrorism-3 Yr.	N/A	Creation	Update	Update	SPD
Annex V-Disaster Recovery Framework (RSFs)-5 Yr.	2015	Update	Update	Revision	OEM
Annex V-Debris Management Plan-5 Yr.	2014	Revision	Update	Update	SPU
Annex VI-Seattle Continuity of Government Plan-3 Yr.	2018	Update	Update	Revision	OEM
Annex VI-Seattle Continuity of Operation Plans-3 Yr. (Varies)*	2016	Update	Update	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 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.

<b>Strategic Priority #1:</b>	Strengthen our comprehensive citywide emergency management capabilities
<b>Strategic Priority #2:</b>	Encourage/Inspire our community to be prepared
<b>Strategic Priority #3:</b>	Support/Facilitate a more resilient community through innovative mitigation and recovery efforts

**\*\*\*See 'APPENDIX – 2019-2021 Priority Areas' on pages 20-29.**

**\*\*\*A separate ESF Work Plan document provides department-level intended work for 2019-2021.**

### 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.

### 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.

<b>STRATEGIC PRIORITY #1:</b>	<b>STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES</b>
-------------------------------	--

- 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.
- Clarify the roles and responsibilities of Public Health, WA State Department of Health, and Seattle Public Utilities for public messaging during water contamination incidents.

<b>STRATEGIC PRIORITY #2:</b>	<b>ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED</b>
-------------------------------	---

- 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.

<b>STRATEGIC PRIORITY #3:</b>	<b>SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS</b>
-------------------------------	---

- Annually provide an overview of the roles and responsibilities for information collection, analysis, and dissemination by the SPD Criminal Intelligence Section, Washington State Fusion Center, and Public Health Seattle-King County.
- Annually provide an overview of programs/mechanisms in place to share/report suspicious activity and security information across City Departments and the region, including WSFC Fusion Liaison Officer and SPD Seattle Shield.
- Annually provide briefing on the ability of the City to detect and act on Cyber-threats and hazards.
- Incorporate critical infrastructure planning into city-wide Capital Improvement Plan process to mitigate risk identified in SHIVA/THIRA.
- 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.

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

<b>STRATEGIC PRIORITY #1:</b>	<b>STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES</b>
-------------------------------	--

- *Managed a 9-month activation for homelessness focus and citywide efforts.*
- *Conducted CEMP training for Emergency Executive Board.*
- *Updated the Training and Exercise Plan.*
- *Department of Transportation conducted a Regional Traffic Incident Management Response Tabletop significantly improving communication and coordination amongst key traffic partners.*
- *Department of Transportation completed a series of training with their Incident Management Team (IMT).*
- *Information Technology Department produced an application listing for each department to help in department COOP efforts.*
- *Public Utilities implemented a multi-year exercise cycle to focus on skills development of Incident Management staff.*
- *OEM and FAS worked together to incorporate new statewide resource request form into EOC processes to include coding into WebEOC.*
- *Upgraded all PCs in the Emergency Operations Center.*
- *Acquired vendor supported WebEOC mapping module.*
- *Developed partnership with OneConcern to pilot new state of the art damage assessment modelling software.*
- *Public Health conducted several activities to update procedures, forms, and processes.*
- *Completed first draft of a concepts of operations procedure for a multi-county Family Assistance Center (FAC).*
- *Phase III of the EOC technology project was completed and involved \$1M+ in upgrading audio-visual and computer equipment in the EOC.*
- *HSD purchased lockable medicine cabinets and lockable, refrigerated medicine storage; a set of Assistive Listening Devices; and hardcopy Emergency Shelter Communications Toolkit Manuals for all Priority 1 & 2 shelter locations.*
- *HSD developed a Graphics Communications Card, printed 1,500 of the Cards, and distributed them to groups serving vulnerable populations such as first responders, emergency management personnel, and regional and community emergency response partners.*
- *HSD provided training to over 230 representatives in 2017 from CBO's, FBO's, social services professions, and essential personnel response partners in emergency planning, Access and Functional Needs, and ADA Standards.*
- *HSD partnered with the Emergency Communication Hubs to test communications with vulnerable populations in 2017. The exercise included Community Safety Ambassadors and community members with disabilities.*
- *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 occurring in fall/winter 2013/2014.
- Briefed King County, and Zone 1, 3, and 5 representatives on this City-wide Strategic Plan.
- Procedures were developed and training conducted on the regional ISnap reporting system. The Seattle EOC has a login to Washington State’s WebEOC system which includes the ISnap regional situation report. Seattle will use ISnap to report its status and learn the status of other jurisdictions.
- Completed mapping plugin for WebEOC using Leaflet mapping library. System allows EOC Planning Section to create points, lines, and polygons to represent incidents and response resources. All WebEOC users can view and interact with the situation map. The system pulls in data from City of Seattle and outside sources. These sources include traffic cameras, hazardous areas (e.g., landslide prone areas) and weather.
- Parks Department has done an engineering study for all the priority one and two shelters.
- Updated City process and procedures for developing situational awareness and common operating picture to align with regional approach.
- Assessed the number and need for departmentally based Incident Management Teams.
- Developed proficiency in dynamic mapping during EOC activations.
- Develop key initial messages for specific scenarios, to include pre-recorded videos, with translation and closed captioning, for major disasters such as earthquakes
- Implemented the new City Emergency Notification and Alert System to include strategies, policies, and procedures to enable the rapid launch of notifications, alerts, and warnings to responders and/or public 24/7 (promotion of opt-in).
- Mission ready packages have been completed for base camps and points of distribution. Binders located in the EOC and ESF-7 SharePoint site

<b>STRATEGIC PRIORITY #2:</b>	<b>ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED</b>
-------------------------------	---

- *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.

<b>STRATEGIC PRIORITY #3:</b>	<b>SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS</b>
-------------------------------	---

- *URM Policy Committee submitted final report to Department of Construction and Inspections.*
- *OEM leading effort in collaboration with Department of Construction and Inspections to research and identify funding assistance avenues and options for URM seismic retrofitting.*
- *OEM continues to work with Department of Construction and Inspection on unreinforced masonry building efforts.*
- *ESF 14 was revised to synchronize with the Disaster Recovery Framework.*
- *OEM applied for two HMPG grants for seismic mitigation work.*
- *OEM applied for two HMPG grants for seismic mitigation work. One project – SDOT’s Columbia Street Areaway Seismic Retrofit Project - was approved for grant funding and the second one is in final stages of funding review.*
- *Hosted annual FEMA Public Assistance training for City staff.*
- *Substantiated City response and repair costs for January/February 2017 winter storm as part of FEMA Preliminary Damage Assessment process. The event received a Presidential Disaster Declaration, making state and federal reimbursement available to impacted City departments.*
- *Three open FEMA disaster declarations were closed out in 2016 (DR 1817, DR 4056, DR 4186).*
- *Incorporated the concept of “See something – Say something” into public education campaigns.*
- *Supported Public Health Seattle-King County’s efforts to minimize the impacts of infectious diseases and other threats to our most vulnerable populations through regulatory actions and policy development.*
- *Completed 5-year update of All Hazards Mitigation Plan and received FEMA approval.*
- *The Disaster Case Management (DCM) stakeholder group is actively meeting and is facilitated by HSD. Participation includes non-profit DCM providers, American Red Cross, city, county, state, and federal representatives.*
- *Participants in this group are providing the Disaster Case Management (DCM) response for SR 530 mudslide. Work done previously by the DCM stakeholder group was leveraged for the SR 530 mudslide. The group is now assessing how elements of this response can be applied towards the creation of regional integrated DCM system.*
- *A decision-making framework has been developed for the Recovery Framework process.*
- *With the creation of a Recovery Office structure in the Recovery Framework, there is now a more robust way to surge the City’s capacity to manage post-disaster assistance and funding programs.*
- *Approximately 100 different public, private and non-profit organizations have been involved in the recovery planning process to date. Outreach for planning events has included community organizations such as HUB members, the Church Council of Greater Washington, the Seattle Commission for People with Disabilities, etc.*
- *Oriented Emergency Executive Board and conducted table top exercises based on recovery plan.*
- *Established a Lead Agency that will ensure close coordination and integration with the Insurance Commissioner’s Office during recovery efforts.*
- *Wrote a Donation Management Plan.*

## APPENDIX – PRIORITY AREAS 2019-2021

### STRATEGIC PRIORITY #1: STRENGTHEN OUR COMPREHENSIVE CITYWIDE EMERGENCY MANAGEMENT CAPABILITIES

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Create a consolidated citywide (public &amp; private entities) damage assessment plan that includes clear expectations of department responsibilities.</p>	<p>During a significant emergency, the Emergency Operations Center has a documented process for gathering, consolidating, and sharing a citywide damage and impact summary to enable effective prioritization, resource deployment, and decision making. A plan will be finalized, trained to, and exercised.</p>	<ol style="list-style-type: none"> <li>1. Collectively review existing department procedures for opportunities for efficiencies and overlap of damage assessment processes and/or procedures.</li> <li>2. Create a document (i.e. crosswalk) to identify the elements necessary to a comprehensive citywide damage assessment plan.</li> <li>3. Identify an agreed upon set of data points (ex: bridges, hospitals, utilities, etc.), a standard definition of damage classification for each data point, and a methodology for prioritizing results.</li> <li>4. Expand annual Fire Department windshield survey drill to include participation from other departments.</li> <li>5. Convene key data, infrastructure, and key service stakeholders and leverage data and mapping resources.</li> <li>6. Research the use of SDCI/property assessment data as basis for common data on all damage assessment.</li> <li>7. Document process for residential and business damages and impacts.</li> <li>8. Develop an unmanned aircraft capability to support damage and impact assessments.</li> <li>9. Consider application of OneConcern data into planning efforts.</li> <li>10. Explore and research viability of Find It, Fix It app or other comparable data apps for field collection.</li> </ol>	<p>Q1 2019</p> <p>Q1</p> <p>Q2</p> <p>Q4</p> <p>Q1</p> <p>Q1</p> <p>Q4</p> <p>2020</p> <p>2020</p> <p>2020</p>	<p>OEM</p>	<p>SDOT, SFD, SPD, FAS, SPU, SCL, PHSKC, NWHRN, OED, SPS, Parks, SDCI, ITD, DON, SPL, private sector engineers and architects, Red Cross, Chambers of Commerce, Seattle Shield, Building Owners and Management Association</p>

<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Develop a plan on how the City will get emergency messaging to community members with Limited English Proficiency (LEP).	The City can effectively communicate life safety information in a manner that can be understood by significant population segments of the community in languages other than English during an emergency.	1. Conduct assessment of how people speaking the languages (identified according to state law) choose to receive emergency messages in a timely manner. Examples of could include phone apps and trusted sources.	Q1 2019	OEM	DON, Parks, OIRA, Libraries, HSD, Civil Rights, Public Health, ITD
		2. Identify gaps between messaging that meets the needs of the community identified in objective 1 and our capability to provide it in a timely manner. Timely means messaging that gives recipients enough time to make good risk decisions.	Q2		
		3. Identify internal and external ASL and translation services available in an emergency. Examples of services include translations on camera and in-personal services in shelters and assistance centers.	Q3		
		4. Incorporate the emergency communications strategies into the existing Alert and Warning Support Annex that institutionalizes how the City will provide emergency messaging to the community.	Q4		
		5. Ensure protocols and processes are appropriately incorporated into Incident Command/field operational guides and into Joint Information Center.	2020		
		6. Operationalize the plan and procedures by socializing it, training on it, certifying participants and signing contracts.	2020		
<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Rewrite the existing Feeding Plan.	During a catastrophic incident, the City of Seattle has a strategy for access to food.	1. Review Catastrophic feeding plans from other jurisdictions to conduct a gap analysis between the City's existing feeding plan and national standards and best practices.	Q1 2019	HSD	FAS, Parks, OED, Nonprofits, PHSKC, SPU, OSE, DSHS, Seattle Public Schools (grocers thru Supply Chain project)
		2. Rewrite the existing Feeding Plan.	Q4 2019-		
		3. Hold training and exercise on the Feeding Plan with key stakeholders.	2020		

<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
<p><b>GOAL STATEMENT:</b> Ensure the City's communications, transportation, and sheltering emergency plans identify processes and procedures for how the City provides services during a disaster in compliance with the Americans with Disabilities Act.</p>	<p>The City will have adequate plans in place for the transportation of, communications with, and sheltering for people with access and functional needs.</p>	1. Convene an internal City planning team of emergency planners and ADA Coordinators from the three focus areas of transportation, communications, and sheltering.	Q1 2019	HSD	OEM, SDOT, Parks, City ADA Coordinators, Parks, OCR, OIRA
		2. Develop and hold a stakeholder engagement workshop to bring together internal and external Subject Matter Experts to identify and address capability gaps in the three focus areas of transportation, communications, and sheltering.	Q2		
		3. Support the creation of three workgroups, one in each of the three focus areas, to collaboratively address identified gaps and ensure the equal participation of both internal and external partners and stakeholders by supporting the ADA Coordinators with making needed accommodations available.	Q3		
		4. Update and/or revise plans and operational procedures.	Q3		
		5. Socialize and validate plan(s) through trainings and exercises.	Q4		
<p><b>GOAL STATEMENT:</b> Draft recommended citywide policy directing the critical role of ALL city employees during and after a disaster.</p>	<p>Present the recommended employee policy and protocols to the SDHR Director for approval and implementation.</p>	1. Partner with OEM to direct defined body of work by an OEM grant funded intern starting Fall 2018 into 2019.	Q4 2018	SDHR (with assistance from OEM intern)	OEM, CAO, SDHR Labor, HR Coordinators
2. Research other metropolitan area plans and protocols to solicit insight.		Q1 2019			
3. Solicit stakeholder input representative of City HR professionals and key labor relations staff.		Q1-2			
4. Write policy and protocol.		Q2-3			
5. Hold orientation/training for stakeholders on the plan.		Q4			

GOAL STATEMENT: Revise following plans:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<ul style="list-style-type: none"> <li>• Threat and Hazard Identification and Risk Assessment (THIRA)</li> <li>• Training &amp; Exercise Plan (T&amp;E Plan)</li> <li>• All-Hazards Mitigation Plan</li> <li>• Military Support Annex</li> <li>• Alert &amp; Warning Support Annex</li> <li>• Earthquake Incident Annex (catastrophic level)</li> </ul>	<p>A revised <b>THIRA</b> will articulate resource gaps and strategies to address them.</p> <p>A revised <b>T&amp;E Plan</b> will provide a transparent and coordinated method to keep responders qualified to do their jobs well and strengthen the effectiveness of plans.</p> <p>A revised <b>Hazard Mitigation Plan</b> will focus the City's efforts on the most important investments in loss reduction and keep the City eligible for federal grant funds.</p> <p>A <b>Military Support Annex</b> will help City Departments make the best possible use of military assets in response and recovery efforts.</p> <p>The <b>Alert &amp; Warning Support Annex</b> addresses how the City will provide emergency and life safety information to the public, as well as address internal notifications.</p> <p>A revised <b>Earthquake Incident Annex</b> will help City Departments respond to earthquakes in the most effective manner.</p>	<p>The T&amp;E Plan will be scoped to address training and exercise objectives and milestones to prepare the city for the 2022 Cascadia Rising functional exercise. The T&amp;E Plan will be in alignment with King County and WA State's T&amp;E Plans.</p>	2019	OEM	

<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Operationalize the existing plan for management of unsolicited donations.	Unsolicited donations are effectively and appropriately managed and all partners are aware of the plan and their roles.	1. Assign a City Donation Coordinator. 2020	2020	FAS	HSD, OEM, Seattle IT, Salvation Army, Chambers of Commerce, Red Cross, United Way, GoFundMe
		2. City Coordinator to attend donation management training, become familiar with the City's donation management strategy and understand support needs.	2020		
		3. Work with GoFundMe organization to explore ability to support financial donations and potential MOU.	2020		
		4. Work with PIOs and Seattle IT to develop pre-canned messaging regarding effective donation strategies.	2020		
		5. Work with local Voluntary Organizations Active in Disaster (VOADs) to exchange plans, protocols and processes in place.	2020		
		6. Leverage homeless service organization expertise for lessons learned from their seasonal experience.	2020		
		7. Educate City and agency partners on the existing plan through briefing and training.	2020		
		8. Set up MOU between City and other VOAD and thrift stores outlining specific roles and responsibilities.	2021		
		9. Validate plan in a tabletop exercise with City and agency partners.	2021		
		10. Validate the existing plan in a functional exercise with City and agency partners.	2022		
<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Develop a High-Rise Support Plan.	A plan will exist to accommodate the basic post-emergency needs of high-rise residential occupants so that they can remain in their units rather than in congregate care shelters when that is a more practical option.	1. Research other metropolitan area plans to solicit insight and examples.	2021	HSD	OEM, FAS, SFD, SDCI, DoN, SHA
		2. Solicit stakeholder input representative of the local high-rise population.	2021		
		3. Write plan and procedures.	2021		
		4. Hold orientation/training for stakeholders on the plan.	TBD (2022?)		

<b>GOAL STATEMENT:</b> Develop emergent volunteer program (structure, policies, protocols, systems, etc.).	<b>Outcome</b> The City has a comprehensive city-wide plan and procedures for the management of emergent, unaffiliated volunteers to help with disaster response and recovery.	<b>Objective(s)</b> 1. Identify working group to develop the plan. 2. Review existing city plans and policies related to volunteers (including appendix in the Donations Management Plan) to identify gaps and determine ways to resolve gaps including identification of best practices. 3. Research and address any legal and liability concerns for emergent volunteers (see WAC 118 and or city liability coverages). 4. Identify mission areas where volunteers could be used (shelter operations, CPODS, staging area management, etc.). 5. Draft and operationalize the plan and procedures to include structure, policies, protocols, systems, skills assessment, etc. 6. Train on and exercise the plan.	<b>Timeline</b> 2021 2021  2021  2021  2022  2022	<b>Lead Dept/Agency</b> SDHR	<b>Supporting Dept/Agency</b> SPD, SFD, Parks, FAS, Risk Management, HSD, Voluntary Organizations Active in Disaster, Legal Department, WA Emergency Management Division, SDCl, SDOT, WA Safe (structural engineers), King County OEM
	<b>GOAL STATEMENT:</b> Develop a Reunification Plan	<b>Outcome</b> The City can help disaster survivors become reunified with family and friends as well as retrievable possessions following a disaster that separates them from such.	<b>Objective(s)</b> 1. Solicit stakeholder input. 2. Research other metropolitan area plans to illicit insight and considerations. 3. Write the plan. 4. Hold orientation/training for stakeholders on the plan.	<b>Timeline</b> 2020	<b>Lead Dept/Agency</b> HSD
<b>GOAL STATEMENT:</b> Develop a Canvassing Plan	<b>Outcome</b> The City will have a plan whereby “canvassers” go door-to-door after a disaster to assess the needs of and request critical resources for people with access and functional needs (food, water, electricity, medical care, medical equipment, etc.).	<b>Objective(s)</b> 1. Research other metropolitan area plans to solicit insight and considerations. 2. Solicit stakeholder input representative of the local community. 3. Write plan and procedures. 4. Hold orientation/training for stakeholders on the plan.	<b>Timeline</b> 2018 2020  2020  2020 2020	<b>Lead Dept/Agency</b> HSD	<b>Supporting Dept/Agency</b> OEM, Public Health, SPD, SFD, FAS, SDOT, SPU, SCL, NWHRN, SHA, National Guard, VOAD

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Complete Soft-sided Sheltering Plan	People displaced from their homes by disaster will be able to be sheltered in tents when there are not enough hard-walled facilities available or they elect not to take advantage of those shelters.	1. Develop the layout for identified Parks sites.	2020	Parks	HSD, FAS, SFD, SPU, SDCI, OEM
		2. Revise and complete the draft soft-sided sheltering plan.	2021	HSD	
		3. Hold orientation/training for stakeholders on the revised plan.	2021	Parks/HSD	

## STRATEGIC PRIORITY #2: ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED

GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Hold two community workshops in neighborhoods that have high levels of social vulnerability and high exposure to hazards.</p>	<p>Residents and organizations in vulnerable neighborhoods have a better understanding of earthquake risk and the specific impacts that their community could experience. They have also been empowered to identify existing community resources that could play important roles during the response and recovery phases, and possible gaps in the neighborhood's preparedness.</p>	<ol style="list-style-type: none"> <li>1. Identify specific neighborhoods based on existing data including through the use of One Concern</li> <li>2. Develop workshop format and vet with OEM Staff and Disaster Management Committee</li> <li>3. Do outreach to target neighborhoods to gain support and input for workshops.</li> <li>4. Hold two community workshops</li> <li>5. Produce an After-Action Report or summary of findings and lessons learned.</li> </ol>	Q1 2019	OEM	DON, OPCD, UW, OED, HSD, Hubs, Various community and faith-based organizations
			Q2		
			Q2-3		
			Q3		
			Q4		
GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Implement a comprehensive Stop the Bleed program that includes training City employees and community members, and placing bleeding control kits in select city facilities</p>	<p>The community is better equipped to respond to incidents that result in severe injury and bleeding and therefore capable of saving more lives. More people have the skills necessary to control bleeding and access to the necessary supplies.</p>	<ol style="list-style-type: none"> <li>1. Hold 12 community Stop the Bleed classes and train 300 people.</li> <li>2. Place bleeding control kits in 25 city community centers.</li> <li>3. Hold two Stop the Bleed trainings for 150 Parks and Rec employees and volunteers that work at locations where bleeding control kits are placed.</li> </ol>	Q1-Q4 2019	OEM	Harborview Medical Center, Parks, OEM
			Q2		
			Q3		
			Q4		

<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
<p>Establish a ‘mosquito’ fleet capability amongst interested marine community partners which would incorporate the use of private and public maritime assets for the movement of people, goods, and services.</p>	<p>The city’s ability to transport people, goods, and services following an earthquake or other infrastructure-damaging incident will be expanded using available maritime resources.</p>	<ol style="list-style-type: none"> <li>1. Review the foot ferry component of the Regional Catastrophic Transportation Recovery Annex.</li> <li>2. Explore the feasibility of making use private maritime assets.</li> <li>3. Establish relationships with yacht clubs and other maritime asset owners.</li> <li>4. Write a plan and procedures.</li> <li>5. Pursue MOUs and/or training and incorporate into the plan.</li> </ol>	<p>Q1 2019</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q4</p>	<p>SDOT (with assistance from OEM intern via US Coast Guard)</p>	<p>SDOT, Legal, SFD, SPD, WA-EMD, Coast Guard</p>

**STRATEGIC PRIORITY #3: SUPPORT/FACILITATE A MORE RESILIENT COMMUNITY THROUGH INNOVATIVE MITIGATION AND RECOVERY EFFORTS**

<b>GOAL STATEMENT:</b>	<b>Outcome</b>	<b>Objective(s)</b>	<b>Timeline</b>	<b>Lead Dept/Agency</b>	<b>Supporting Dept/Agency</b>
Operationalize the Disaster Recovery Framework thru establishment of the Community Recovery Task Force.	The City’s envisioned recovery structure is in place and ready for an earthquake or other catastrophic incident that requires long-term recovery and the Recovery Support Function (RSF) co-chairs and members are engaged in continued recovery planning.	<ol style="list-style-type: none"> <li>1. Orient Mayor on Disaster Recovery Framework.</li> <li>2. Facilitate the identification and appointment of co-chairs for each of the seven RSFs identified.</li> <li>3. Convene and orient entire 14-member Community Recovery Task Force.</li> <li>4. Support RSFs co-chairs in identifying planning issues and subgroups needed; facilitate development of a consolidated work plan.</li> <li>5. Design and conduct in-house tabletop exercise for training and planning purposes.</li> </ol>	2019	OEM	DON, OPCD, OED, DEEL, HSD, OH, SDOT, SPU, SCL, Arts & Culture; Parks & Rec, and SDCI
<b>GOAL STATEMENT:</b> Support the development and passage of an ordinance requiring retrofit of Unreinforced Masonry Buildings (URM) with an accompanying package of financing options.	<b>Outcome</b> The life safety risk posed by URM is reduced and building owners are aware and encouraged to take advantage of available funding resources to help pay for the work.	<b>Objective(s)</b> <ol style="list-style-type: none"> <li>1. Consolidate outcomes of consultant work on URM financing, private sector-led groups, and statewide URM survey.</li> <li>2. Draft SDCI Director’s rule.</li> <li>3. Complete Phase 2 of the URM consultant financing work – program development.</li> <li>4. Brief Mayor’s Office.</li> <li>5. Draft legislation.</li> <li>6. Submit legislation via Legistar.</li> </ol>	<b>Timeline</b> Q1 2019  Q2 Q2  Q3 Q4 Q4	<b>Lead Dept/Agency</b> OEM & SDCI  SDCI OEM & SDCI  OEM & SDCI SDCI SDCI	