

Appendix to 2020 – 2022 Strategic Plan Emergency Support Function (ESF) Work Plans

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This document is tied to and supports the Citywide Emergency Management Program Strategic Plan 2020-2022.

ESF WORK PLANS

ESF 1 – Transportation LEAD: SDOT Support: City Light, FAS, Fire, PHSKC, Parks, SDCI, Police, SPU, IT					
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Update SDOT bridge seismic status.	Determine lifeline routes north/south and east/west through the city.	<ol style="list-style-type: none"> 1. Update bridge seismic retrofit information on public website. 2. Prioritize bridge restoration to align with WSDOT’s statewide lifeline network. 	Q1 2020	SDOT	WSDOT, OEM
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop UAV damage assessment capabilities	Incorporate UAV capabilities into consultant contract for damage assessment.	<ol style="list-style-type: none"> 1. Enhance ability to perform arterial and bridge damage assessments post-earthquake 2. Deploy drones to do a pre-damage assessment as part of the citywide earthquake drill. 	2020 2021	SDOT	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Deploy SDOT resources through EMAC.	Build SDOT staff disaster experience thru disasters across the nation.	<ol style="list-style-type: none"> 1. Develop SDOT mission ready packages for EMAC requests. 	Q1 2020	SDOT	OEM
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Exercise SDOT Continuity of Operations Plan (COOP).	SDOT business units understand their COOP role and overall creating agency resiliency.	<ol style="list-style-type: none"> 1. Test establishing satellite department operations at field sites as part of citywide earthquake drill. 2. Continue regular IMT activations to increase competencies in ICS. Including deploying department’s new mobile operations center. 3. Assign new department employees to specific mission essential functions and reporting locations as part of employee on-boarding process. 	2021 2020-22 Q1 2022	SDOT	SPD, SPU

ESF 2 – Communications

LEAD: Seattle IT Support: All Departments

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct security assessments of City owned cyber systems and critical infrastructure.	A cybersecurity response capability with staff and plans tested & exercised using an assessment identified cyber system and critical infrastructure vulnerability.	<ol style="list-style-type: none"> 1. Conduct security assessment of COS cyber systems and critical infrastructure. 2. Use vulnerability identified by assessment and develop Functional Cybersecurity Exercise. 3. Conduct functional exercise with CSRP Incident Response Team. 4. Use exercise AAR to review and updated CSRP. 	<p>Q1-4 2020</p> <p>Q2 2021</p> <p>Q4 2021</p> <p>Q1 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Establish disaster recovery plans and procedures for critical COS applications.	Application recovery plans and procedures required for operational departments to deliver their mission essential functions (MEF).	<ol style="list-style-type: none"> 1. Validate COS Critical Application list. 2. Develop DR plan and run book for second critical (Tier 1) application. 3. Drill 2nd critical application DR plan. 4. Update Application DR process. 5. Conduct Application DR Drills on 20% of Tier 1 applications. 6. Drill 40% of Tier 1 applications. 	<p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q1 2021</p> <p>Q4 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Establish alternate work locations for ITD employees in the event the SMT is unavailable.	Updated COOP containing alternate work locations for continuity staff to deliver ITD MEFs.	<ol style="list-style-type: none"> 1. Identify alternate works sites for SMT continuity staff. 2. Agreement for use established. 3. Relocation procedures and requirements developed and procured. 4. COOP revised and signed. 5. COOP procedures trained and drilled 6. Conduct continuity staff relocation drills to alternate locations. 	<p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q1 2021</p> <p>Q4 2021</p> <p>Q4 2022</p>	ITD	FAS, SCL, SFD, SDOT, SPD, SPU

ESF 3 – Public Works and Engineering

LEAD: SPU Support: SDCI

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Clarify the roles and responsibilities of Public Health, WA State Department of Health, and Seattle Public Utilities for public messaging during water contamination incidents.	The agencies the public will look to for information during water contamination incidents will be well-coordinated in their procedures and messages.		2019	SPU	PHSKC, WA DOH
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Re-bid or extend Debris Management Plan contracts and revise plan accordingly.	Debris management plan will maintain currency.	<ol style="list-style-type: none"> 1. Extend or rebid current contracts for Management and Collection. 2. Review current plan for currency with resulting contracts. 3. Revise plan accordingly. 4. Submit plan for applicable reviews and approvals. 	Q3 2019 Q1 2020 Q3 2020 Q1 2021	SPU	SDOT, FAS
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Complete Emergency Logistics plan for SPU.	Develop an emergency Logistics plan for SPU that reflects our current and expected business footprint and needs. <ul style="list-style-type: none"> • Emergency response resources • Pipes and materials identified in Water System Seismic Survey 	<ol style="list-style-type: none"> 1. Review SPU current logistics documentation and ID gaps. 2. Identify and inventory emergency response resources. 3. Identify SPU base and camp requirements 4. Identify gaps in on-hand resources to meet identified needs. 5. Select decentralized storage locations. 	Q1 2019 Q3 2019 Q4 2019 Q4 2019 2020-21	SPU	

ESF 4, 9, 10 - Firefighting

LEAD: SFD Support: PHSKC, Police, SPU, SDOT

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Update SFD EOC and Resource Management Center (RMC) staffing plan to address staffing conflicts between the two functions.</p>	<p>The SFD Disaster Management Plan will clearly articulate specific staffing and responder roles to both the EOC and RMC.</p>	<ol style="list-style-type: none"> 1. Determine desired staffing for the EOC and RMC. 2. Examine existing plan for required Organizational updates. 3. Design EOC and RMC response models. 4. Draft changes to SFD DMP. 5. Obtain Fire Chiefs approval of proposed changes. 6. Examine and de-conflict all co-dependent SFD policies, Guidelines, Training Guides and references. 7. Communicate changes to SFD EOC and RMC responders. 	<p>DONE</p> <p>DONE</p> <p>DONE</p> <p>DONE</p> <p>Q2 2020</p> <p>Q2 2020</p> <p>Q3 2020</p>	<p>SFD</p>	<p>OEM</p>
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Revise and Update the SFD Earthquake Annex. (of our DMP) to align with the new EQ procedures validated in the 2019 exercise.</p>	<p>The SFD Disaster Management Plan will contain an Earthquake Annex that accurately describes current SFD Earthquake response procedures</p>	<ol style="list-style-type: none"> 1. Complete plan revision 2. Present to Leadership Team, and Fire Chief for approval 3. Examine and de-conflict all co-dependent plans, references, and resources 4. Publish and distribute new plans to all required locations 	<p>Q2 2020</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q3 2020</p>	<p>SFD</p>	<p>OEM</p>

ESF 5 –Emergency Management

LEAD: OEM Support: All Departments

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Complete original 3-year engagement with OneConcern by finishing outstanding projects.</p>	<p>Deliver final reports on projects to the Disaster Management Committee</p>	<ol style="list-style-type: none"> 1. Complete models for the UASI scenario earthquake (M7.2 Seattle Fault) and Cascadia L1 event and document results. 2. Incorporate M9 project ShakeMap data if it becomes available. 3. Report feedback to OneConcern about platform performance and design. 4. Evaluate new OneConcern modules focusing on lifelines (bridges & water). 5. Complete commodity study that identifies which areas will face shortages of groceries, gas, and medicine. (FAS Lead) 6. Complete shelter needs analysis that better estimates the number of people who would need shelter in the UASI scenario earthquake. (DPR) 7. Complete analysis of shelter supply needs for shelter cache renewal project. (DPR) 8. Complete inequality analysis for the UASI scenario and Cascadia models. 9. Use OneConcern model estimates in THIRA and SHIVA. 10. Recommend continuing engagement based on cost and utility. 	<p>Q1 possible update by Q4 2020</p> <p>Q4 2020</p> <p>Q4 2020</p> <p>Q2 2020</p> <p>Q2 2020</p> <p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q4 2020</p>	<p>OEM</p>	<p>FAS, HSD, DRP, SDLOT</p>
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Develop mapping framework that includes requirements, assets, gaps, data, roles, responsibilities, and workflows.</p>	<p>A framework that contextualizes and guides the use of mapping for emergency management. The framework will include practical items including modifiable online maps, workflows, and end user outreach.</p>	<ol style="list-style-type: none"> 1. Complete project plan that includes stakeholder feedback. 2. Complete discovery. 3. Identify gaps 4. Draft framework 5. Finalize framework. Anticipated that first version will have to organize around gaps. 6. Develop plan and timeline to close gaps 7. Develop map and data products 	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q3 2020</p> <p>Q3 2020</p>	<p>OEM</p>	<p>Seattle IT</p>

		8. Train end users whether by standalone session or by piggybacking on other training.	Q4 2020		
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Complete external facing OEM SharePoint site.	Build basic OEM SharePoint site aimed at City Staff and non-city partners that replaces current OEM InWeb site, ties together existing program-level SharePoint sites (e.g., SWG), and provides navigation.	<ol style="list-style-type: none"> 1. Complete requirements analysis and discovery by inventorying existing InWeb and SharePoint content. 2. Build homepage and navigation. 3. Write roadmap for future improvements. 	<p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p>	OEM	Seattle IT
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Incorporate Wireless Emergency Alert (WEA) alerts into the City's alert and warning communications.	Have the ability for departments to send WEA alerts for any notice requiring the public to take protective actions in an emergency.	<ol style="list-style-type: none"> 1. Obtain the license and establish access to the WEA and EAS alert system. 2. Update the Alert and Warning Annex to include the use of WEA and EAS in City alert and warning communications. 3. Departments update, test, and practice procedures to send WEA/EAS messages during emergencies. 	<p>DONE</p> <p>DONE</p> <p>Q1 2020</p>	OEM	OEM, FEMA, King County OEM, Fire, Police, SPU, Public Health, Mayor's Communication Director (or designee), Alert Seattle Committee
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Add WebEOC boards to existing suite based on prioritization completed in 2019.	OEM successfully expands the number of WebEOC boards based on a requirements analysis and trains end-users on them.	<ol style="list-style-type: none"> 1. Review existing list of board needs and revise as needed. 2. Build new boards 3. Test new boards 4. Train users on new boards 5. Amend OEM plans and procedures based on new boards. 	<p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q4 2020</p>	OEM	

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Assign SPD, SFD, SCL, SDOT, Parks, and SPU personnel to the EOC Logistics Section and provide training.	The Logistics Branch of the Emergency Operations Center will be staffed by people who best understand the needs and the resources of specific disciplines.	<ol style="list-style-type: none"> 1. Increase participation of other City Departments beside FAS and HR in supporting Logistics. 2. Provide training on County and State resource request process, WAMAS, EMAC, etc. 	2020	OEM	FAS, SPD, SFD, SCL, SDOT, Parks, SPU
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Hold two AlertSeattle training for department users responsible for sending public alerts.	Department users have a common understanding of how to send public alerts and citywide best practices.	<ol style="list-style-type: none"> 1. Identify multi-departmental training cadre. 2. Develop and finalize training curriculum. 3. Hold training #1. 4. Hold training #2. 	Q1 2020 Q1 2020 Q2 2020 Q2 2020	OEM	SFD, SPU, SPD, SDOT
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Partner with Seattle Public Schools to provide Stop the Bleed training to SPS staff and place bleeding control supplies at district facilities.	SPS staff have the knowledge, skills, and equipment to effectively respond to incidents that result in life threatening bleeding and save lives.	<ol style="list-style-type: none"> 1. Determine school sites that will receive bleeding control kits in consultation with SPS security staff. 2. Outline MOU with SPS that sets expectations for equipment purchase, placement, maintenance and training delivery. 3. Purchase bleeding control kits. 4. Placement of bleeding control kits. 5. Complete training of SPS staff. 	Q1 2020 Q1 2020 Q2 2020 Q2-3 2020 Q3-4 2020	OEM	SPS, Harborview
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Create a series of short videos highlighting citywide mitigation projects.	OEM public education staff (and department representatives) can showcase citywide mitigation efforts and effectively educate the community about the benefits of these projects.	<ol style="list-style-type: none"> 1. Brief SWG and solicit ideas for projects to showcase. 2. Finalize projects and identify subject matter experts for each project. 3. Develop a production timeline. 4. Complete filming. 5. Finalize content. 	2021	OEM	SDOT, SFD, SPU, SCL, ITD

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Update resource gap analysis for EMAP, THIRA, contracting work, etc.	An updated resource gap analysis will guide the development of strategies to address those gaps.	Utilize the resource gap analysis to enable FAS contracting to put in place appropriate contracts, master service agreements, and pre-populate likely resource requests.	Q3 2020	OEM	FAS, SPD, SFD, SDOT, SPU, SCL, Parks
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Schedule a Strategic Work Group discussion on how the City (collectively) can take care of employees.	All departments will understand who is responsible for employee care during disasters.	Engage a conversation with major city departments to discuss the best ways to see to the needs (type/level/king of "care", etc.) of employees during disaster. <ol style="list-style-type: none"> Schedule SWG meeting discussion Lead SWG discussion and capture feedback 	2020 DONE January 16, 2020	OEM	OEM, SPU, SDHR, SPD, SFD, SCL, SPU, HSD, FAS, Parks, IT, SDOT
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop Master Service Agreements.	At least one Master Service Agreement (MSA) is in place that provides appropriate surge capacity to help the City manage the disaster recovery process.	<ol style="list-style-type: none"> Research best practices with MSAs. Gauge needs of internal stakeholders to determine scope of services. Research vendors. Work with FAS to manage the contract bid, negotiation, and approved process. Educate stakeholders about MSAs. 	DONE DONE Q1 2020 Q2 2020	OEM	FAS Contracts and Procurement
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop mission ready packages for EOC positions and other key city functions.	OEM has mission ready packages primed to deploy to other jurisdictions and ready to receive for Seattle EOC support.	<ol style="list-style-type: none"> Research existing and implemented Mission Ready Packages (MRP) scope in other municipalities and partner agencies. Identify key data components and information to collect to better inform the City of Seattle process to develop MRPs. Based on existing operational processes, identify position skill sets and experiences needed for City EOC activation creating surge capacity for key EOC roles and positions. 	DONE DONE Q3 2020	OEM	SPU, SDOT, SDHR, SPD, SFD, SCL, SPU, HSD, FAS, Parks, IT

		4. Address how those skill sets can also apply to city staff being deployed to other jurisdictions under the Emergency Management Assistance Compact (EMAC).	Q3 2020		
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Implement a Corrective Action Program (CAP) tracking tool to document milestones, completion dates, and in-progress notes.	All Improvement Plan items are tracked to completion.	<ol style="list-style-type: none"> 1. Define and document process. 2. Develop tracking tool/document. Orient stakeholders to system and expectations. 	Jan 2020	OEM	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
On-board a new OEM Director.	Within the first six months, the new OEM Director understands the OEM program, the city-wide emergency management program, the function of the 3 OEM groups (SWG, DMC, EEB), and has successfully connected with the core city, local and regional emergency management stakeholders.	<ol style="list-style-type: none"> 1. Provide orientation on staff, functions and OEM program. 2. Provide high-level training on Seattle EOC and citywide operational structures and capabilities. 3. Provide orientation on citywide emergency management staff and department capabilities. 4. Setup 1-1 orientations with key department directors and leadership. (Consider using the Directors Summit approach.) 5. Provide orientation on regional and state stakeholders, functions and capabilities. 	Q1 2020 Q1 2020 Q1 2020 Q1 2020 Q1 2020	OEM	Police, Fire, SPU, SCL, FAS, SDOT, Parks, HSD, DoN, OED, Law Dept., PHSKC, CBO, SOCR, ORI, OH, OIRA, Libraries, SDHR, Seattle Center, SHA, OES, ITD UASI, King County EMAC, EMAG, PNWR
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Participate in the Puget Sound Regional Catastrophic Grant Program to collectively identify community points of distribution	The City of Seattle's collaborative planning with regional RCGP partners will enable a CPOD capability providing emergency water, food and medical supplies to	<ol style="list-style-type: none"> 1. Participate in the project kickoff meeting. 2. Participate in planning meetings as a member of the RCGP Committee. 3. Engage and involve Seattle's GIS staff where needed to assist in geographic analysis work. 	Oct 2019 Nov 2019-2020 Jan 2020	OEM	FAS

based on geographic analysis.	our communities after a catastrophic event	<ol style="list-style-type: none"> 4. Involve other key city department partners and stakeholders in planning activities managed by RCGP contracted vendor. 5. Provide training to key stakeholders in preparation for Cascadia Rising FX. 	<p>Jan 2020-2022</p> <p>2021</p>		
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ESF 6 – Mass Care, Housing and Human Services

LEAD: HSD Support: Parks, City Light, OCR, DEEL, FAS, Fire, PHSKC, Housing, OIRA, Libraries, DoN, SDCI, Police, Seattle Center, SHA

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Support EOC Health and Human Services Branch partner agencies to meet the access and functional needs of the community in an emergency.	The Health and Human Services Branch of the Emergency Operations Center will be prepared to use the latest resources and strategies to support access and functional needs.	<ol style="list-style-type: none"> 1. Increase the capability of HHS Branch to address access and functional needs through training on resources, strategies and best practices 	2020 2021 2022	HSD	OEM, SPR, DON, Seattle Center, Libraries, and other ESF#6 support agencies
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Continue to convene and collaborate with the ESF #6 governmental and non-governmental support agencies to provide trainings and work on emerging issues.	The EOC HHS Branch and its supporting agencies will be prepared to work together, using the latest resources and strategies to prepare for and respond to emergencies.	<ol style="list-style-type: none"> 1. Continue to improve ESF-6 support agencies' abilities to address access and functional needs in a disaster. 2. Continue to collaborate with agencies on key plans, issues, and resources by holding at least quarterly meetings (min. 4/year). 3. Provide trainings for supporting agencies on key plans, issues, and resources relevant to ESF-6 and the agencies. 	2020, 2021 2022	HSD	OEM, SPR, American Red Cross and other ESF #6 support agencies
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Identify, train and exercise a cadre of AFN subject matter experts who can serve in a response at the EOC, or other response and recovery activities in the field.	The City will have the ability to provide multiple subject matter experts in AFN to assist with disaster response and recovery activities.	<ol style="list-style-type: none"> 1. Identify and recruit ADA coordinators within the City to form an organized SME cadre. 2. Deliver training on emergency management procedures, resources and responsibilities. 3. Hold a scenario-based exercise with the cadre that practices integrating with emergency management. 	2020	HSD	FAS – Customer Relations & Service, Other city depts. that comprise the cadre.

ESF 7 –Logistics and Resources

LEAD: FAS Support: SDHR, IT, Finance, SDOT

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Continue to develop mechanisms to set up facilities for continuity of city operations.	Provide options for temporary facilities in an emergency when city operations are unable to occupy primary space or require expanded capacity.	<ol style="list-style-type: none"> 1. Based on site layout and operating requirements, improve Logistics Staging Area Mission Ready Package to receive and distribute critical commodities, supplies and resources. 2. Ongoing action: Conduct annual site visit to center, north and south college campuses according to the city’s use agreement with Seattle colleges. 3. Research and document appropriate spaces available for handling donated goods to include call centers, collection points, temporary warehouse and distribution points 4. Develop outline for documenting the capacity of city facilities for emergency uses, including the temporary relocation of displaced city services. 5. Determine appropriate platform to serve as the record for documenting suitability of each facility. 6. Recommend method for surveying and documenting facility capacity information via other departments. 	<p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p>	FAS - Real Estate Services	
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Continue to improve emergency procurement processes and protocols.	Ensure readiness with ordering and procurement in event of an incident.	<ol style="list-style-type: none"> 1. Annually update contract summary pages to provide more details on type of city contracts available. 2. Create brief blanket search user guidelines to be available at the EOC 3. Increase awareness by providing bi-annual training to City EOC responders on the blanket contract search and its proper use at a Strategic Workgroup and 	<p>Ongoing</p> <p>2019</p> <p>Ongoing</p>	FAS – City Purchasing	

		<p>Disaster Management Committee meeting.</p> <p>4. Improve City Purchasing Blanket Contract advance search function by category and description to expedite search for specific service and product contracts.</p>	2020		
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Improve the EOC Logistics operations in an emergency by working to enhance the City's capability in resource management, movement coordination and distribution management.</p>	<p>By establishing a common logistics framework addressing key strategic elements, the emergency management program becomes more efficient and better equipped to handle incident requiring coordination across departments and jurisdictions.</p>	<ol style="list-style-type: none"> 1. Conduct bi-annual resource request drills with minimum of one local-county-state drill. 2. With OEM Training & Exercise Coordinator prepare Logistics Section for Cascadia Rising Exercise in 2022 by conducting bi-annual Logistics Section Trainings. 3. Expand cadre of City departments supporting EOC logistics during an EOC activation by inviting them to participate in bi-annual logistics section training. 4. Continue to develop City's Community Points of Distribution Plan by participating in the Regional Catastrophic Planning Grant CPOD project. 5. Support the completion of EMAP standard 4.6 for reaccreditation in 2020 by completing the resource gap analysis in coordination with Strategic Workgroup members to identify critical resource needs and gaps. 	<p>2020</p> <p>2020</p> <p>Ongoing</p> <p>2020</p> <p>2020</p>	<p>FAS - Emergency Management</p>	<p>SFD, SPD, SDOT, SCL, SPU, SPR, OEM, Volunteer Management OEM, Planning Coordinator</p>

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Further strengthen department's ability to deliver mission critical and emergency support functions by establishing FAS Department Operations Center integrating department personnel and processes.	Serve as a common point of direction to coordination FAS's overall response to an emergency and enable department operations to continue.	<ol style="list-style-type: none"> 1. Continue to build out the FAS staff resource pool to support DOC and EOC conducting outreach to divisions regarding their roles and responsibilities. 2. Initiate buildout of temporary FAS DOC primary and two back up locations evaluated as part of the DOC feasibility study. 3. Develop the intake process into the DOC to inform the department process and procedures for managing resource requests. 4. Evaluate FAS business units with mission essential functions Primary, Alternate, Contingency and Emergency (P.A.C.E) communications. 5. Review and revise department emergency notification procedures and protocols. 	<p>2020</p> <p>2020</p> <p>2020</p> <p>2020</p> <p>2019</p>	FAS - Emergency Management	ITD
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Share and communicate City Emergency Fuel Plan with emergency response partners and fleet coordinators	Ensure readiness with coordination of fuel during an emergency to meet demands of city services	<ol style="list-style-type: none"> 1. Annually provide department fleet coordinators overview of the City Emergency Fuel Plan and engaging them in planning. 2. Meet with individual fuel distributors contracted with the City to discuss continuity of fuel distribution in an incident 3. Participate in the WA State's Emergency Fuel Action Plan Outreach Workshops by completing fuel needs assessment and identify possible mobile fueling sites. 	<p>Ongoing</p> <p>2020</p> <p>2020</p>	FAS - Fleet Management	Seattle OEM, King County OEM, WA State Dept of Commerce

ESF 8 – Public Health and Medical Assistance

LEAD: PHSKC Support: NWHRN, ORIA, Police, SPU, SDOT

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p style="color: blue;">Clarify with other agencies the response role and responsibility of PHSKC for incidents that impact environmental health</p>	<p>PHSKC and other agencies will be able to more efficiently manage future impacts to environmental health, such as water contamination incidents, and ensure messages to the public are consistent and delivered in a timely manner.</p>	<ol style="list-style-type: none"> 1. Hold a tabletop exercise with PHSKC, SPU, and DOH using lessons learned from recent water contamination incidents. 2. Develop a hotline for agencies to report incidents, such as sewage overflows, directly to PHSKC Environmental Health Services Division. 3. Update the Environmental Health Emergency Response Annex using partner agency input. 	<p>Q1 2020</p> <p>Q2 2020</p> <p>Q4 2020</p>	<p>PHSKC</p>	<p>SPU</p>
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p style="color: blue;">Leverage PHSKC relationships and contacts to drive greater participation and adoption of Alert Seattle and Alert King County, particularly trusted leaders who work in partnership with Limited English Proficient communities.</p>	<p>PHSKC will contribute to building a network of trusted leaders and partners that can help further amplify and disseminate city and county emergency alerts.</p>	<ol style="list-style-type: none"> 1. Create business rules for sharing and maintaining contacts and other data elements 2. Develop strategies for conducting outreach to underrepresented communities 3. Conduct outreach to make an initial push for trusted leaders to register with Alert Seattle and Alert King County 4. Ensure future outreach is sustainable and integrated with other city and county programs. 	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q1-4 2020</p> <p>Q3-4 2020</p>	<p>PHSKC</p>	<p>Seattle OEM</p>

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop a planning workbook and pilot a community model for establishing an Alternate Care System for residents to access and receive medical care in neighborhoods following an earthquake or other scenarios that would result in heavy patient surge.	Seattle Emergency Hubs and other community-based organizations will be able to work with partners in the healthcare sector and develop strategies for Alternate Care Systems in their neighborhoods.	<ol style="list-style-type: none"> 1. Facilitate and attend bimonthly Hub meetings to explain purpose of Alternate Care Systems and vet drafts of a planning workbook that other neighborhoods will eventually be able to use 2. Assist Hub with planning tasks including conducting an inventory of available community resources and guiding planning workshops 3. Complete pilot Alternate Care System plan in partnership with Hub, healthcare agencies, and other community-based organizations 4. Socialize planning process so other neighborhoods can replicate and develop their own Alternate Care System plans 	<p>Q1-4 2020</p> <p>Q1-4 2020</p> <p>Q1 2021</p> <p>Q4 2021</p>	PHSKC	NWHRN
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Update the Pandemic Flu Emergency Response Annex and conduct a full-scale exercise that tests Public Health's ability to dispense antiviral medication.	PHSKC will be able to demonstrate its operational readiness to dispense medications to first responders and the public using risk-based pandemic flu scenarios.	<ol style="list-style-type: none"> 1. Update the Pandemic Flu Emergency Response Annex 2. Work with SFD to update mass dispensing procedures for first responders 3. Plan for and play in three tabletop exercises focused that lead up to a full-scale dispensing exercise. One tabletop exercise will focus on dispensing medications to first responders 4. Plan for and play in full-scale exercise with a pandemic flu scenario. 	<p>Q3 2020</p> <p>Q3 2020</p> <p>Q4 2020</p> <p>Q2 2021</p>	PHSKC	SFD

ESF 12 – Energy

LEAD: City Light

Support: HSD, Parks, SDCI, Fire, Police, SPU, SDOT

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Improve tracking and reporting of utility status in the EOC.	Develop a core set of essential elements of information relevant to each tracked utility which Department Representatives to the EOC will use to drive conversations with external utilities to derive status and impacts. In conjunction a list of relevant utilities and contacts will support the information collection document.	<ol style="list-style-type: none"> 1. Develop reporting form to train DOC staff and EOC Department representatives. 2. Conduct exercises to validate coordination 	2020	SCL	SPU, External Utilities
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Enhance SCL’s reporting to emergency management stakeholders including the Seattle EOC and franchise cities.	Develop a reporting document and process within the Department Operations Center to provide for regular and frequent communication with emergency management stakeholders about SCL’s status, impacts, and expectations.	<ol style="list-style-type: none"> 1. Validate business process for coordination between SCL’s Emergency Management, Key Customer, Public Information, Operations, and System Control to ensure timely and consistent information during events. 2. Train and test process during exercise or event. 3. Evaluate different methodologies for communicating with external partners. 	2020	SCL	OEM, SCL franchise cities.
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Enhance training of EOC responders to ensure adequate representation of SCL during Emergency Operations Center activations.	Maintain a sufficient cadre of City Light employees trained to city standards to represent the department in the EOC during activations and exercises.	<ol style="list-style-type: none"> 1. Identify current staffing gaps and opportunities to increase staffing. 2. Assign required training to assigned staff. 3. Conduct regular meetings with assigned staff to train and test procedures and review documentation. 	2020	SCL	OEM

ESF 13 – Public Safety and Security

LEAD: SPD Support: Fire, SDOT, IT

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Re-evaluate critical supply management in the event of an emergency of natural causes or terror attack.	SPD will be prepared to provide essential consumable supplies in the event of a week-long local catastrophe providing for uninterrupted police services.	<ol style="list-style-type: none"> 1. Evaluate storage capacity and existing stores of necessary consumables such as water, gasoline, and food. 2. Identify emergency supply partners. 3. Evaluate purchasing contracts. 4. Evaluate/create conservation strategies for emergency supplies. 	Late 2020 (on track for mid to late 2020)	SPD	FAS
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct radio outage operational exercise.	SPD personnel will be familiarized with operations in which radio communications have been disrupted from onset to restoration of radio services.	<ol style="list-style-type: none"> 1. Explore radio backup systems with new PSERN radio network. 2. Train officers and commanders in radio outage patrol operations. 	Mid 2020 On-track for early 2020	SPD	ITD, OEM
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Conduct a tabletop exercise with King County Jail regarding critical shutdown of the Seattle Jail facility.	SPD and KCJ will have updated plans and MOU's regarding the an extended shut down of the jail from natural disaster or other causes.	<ol style="list-style-type: none"> 1. Identify existing contracts for booking of prisoners by SPD. 2. Coordinate response plan for evacuation of the KCJ and securing jail in event of breach. 3. Train commanders and officers of response plan to KCJ and alternative booking of prisoners. 	Awaiting assignment of HLS Captain which is imminent. On track for June 1, 2020 completion	SPD	KCJ

ESF 14 – Transition to Long Term Recovery ***This ESF language will be incorporated into the existing Disaster Recovery Framework***

LEAD: OEM

Support: CBO, DoN, OED, All Departments

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Transition applicable ESF 14 language into a newly created 'EOC Recovery Coordinator' position and procedure.</p> <p><i>*ESF 14 to be vacated at this time*</i></p>	<p>A role and tasks are defined to guide EOC staff in monitoring for recovery issues that may require coordinated City action and retain understanding of department roles and responsibilities.</p>	<ol style="list-style-type: none"> 1. Convene meeting with key ESF 14 and recovery stakeholders to address transition of ESF 14 document. 2. Finalize the Recovery Position Job Aid incorporating ESF 14 content. 3. Finalize Transition to Recovery EOC Checklist. 4. Identify appropriate staffing in OEM and other departments. 5. Train and raise awareness of this recovery role. 	<p>Q1 2020</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q2 2020</p>	OEM	<p>Other departments likely to fill the Recovery monitor role, e.g. DON, OED, OPCD</p>
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
<p>Create a Customizable Recovery Information Piece Template.</p>	<p>A one to two-page template is available to fill in sources of help and information available to the public following smaller or localized events.</p>	<ol style="list-style-type: none"> 1. Interview stakeholders. 2. Review after actions (e.g. Greenwood Explosion, Ballard fire). 3. Draft template. 4. Socialize template and institutionalize in planning documentation. 	2020	OEM	<p>PIO, HSD, OED, DON, OIRA, ESF 6, etc.</p>

ESF 15 – External Affairs

LEAD: MO Support: All Department PIOs

Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Develop a full-JIC exercise.	Communications professionals gain experience working through an emergency disaster and developing and disseminating products/information.	<ol style="list-style-type: none"> 1. Develop exercise plan. 2. Schedule 4 exercise sessions to run at least 60 communications staff through. 	DONE 2020	OEM	City Department PIO & Communications staff
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Create draft content for social media tweets per disaster event (as already identified in OEM emergency playbook)	All PIOs are empowered with standardized content to post on social media during an emergency event.	<ol style="list-style-type: none"> 1. Work with OEM to identify existing language around emergency response 2. Draft adapted content for social media 3. Include content as a resource on all JIC computers for use in an emergency 	2020	OEM	MOS
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Train all PIOs in EOC Fundamentals.	All PIOs and City Communications professionals understand EOC operations and how PIOs supports that effort.	<ol style="list-style-type: none"> 1. Make EOC training a requirement of all PIOs and Communications professionals. 2. Two trainings in Mach and two in the fall. 	2020	OEM	City Department Directors & Communications staff
Goal Statement	Outcome	Objectives	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Train most City-wide communications professionals to work in the JIC.	90% of all City Communications professionals and all PIOs are available to run a continuous multi-shift JIC operation for weeks.	<ol style="list-style-type: none"> 1. Review and update 2019 curriculum. 2. Schedule at least four training sessions. 	2020	OEM	City Departments PIO & Communications staff