
Citywide Emergency Management Program Strategic Plan 2024-2026



City of Seattle

CONTENTS

Introduction	3
Chapter 1: Overview	4
Orientation to the Plan	4
Strategic Plan Development Process	4
Plan Structure	5
Implementation and Maintenance	5
Chapter 2: Hazard and Event Outlook.....	8
Cybersecurity and Election 2024	8
2026 FIFA World Cup	8
Support for Asylum Seekers and Migrant Arrivals.....	9
Tsunami Planning.....	9
Climate Change	9
Chapter 3: Programmatic Highlights and Accomplishments.....	10
Unreinforced Masonry (URM) Retrofit Program	10
Heat and Smoke Planning and Mitigation	10
Major League Baseball All-Star Week Planning and Activation.....	10
South Park Flood Mitigation and Recovery Planning.....	11
Exercises and Drills.....	11
The Great Washington ShakeOut Drill.....	12
BRIC and Mitigation Grant Awards	12
Chapter 4: Goals, Objectives, and Strategies	13
Chapter 5: Plan Revision Cycle & Plan Review and Adoption	23
Appendices.....	26

INTRODUCTION

The City of Seattle Emergency Management (EM) 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, Seattle’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 communities

Our Citywide Mission

Bringing people together to reduce the impacts of disaster

Guiding Principles

This work is guided by five main principles:

Collaborative: We create and sustain relationships among individuals and organizations to build unity of effort and facilitate communication before, during, and after disasters.

Proactive: We anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.

Risk-informed: We use sound risk management principles (hazard identification and impact analysis) in assigning priorities and resources. We apply a science and knowledge-based approach grounded in public stewardship and continuous improvement.

Innovative: We seek and use creative and flexible approaches to improve program effectiveness.

Equitable: We understand that disasters impact communities disproportionately and exacerbate inequities and our programs will strive to undo the consequences of institutional racism and allocate resources to that end.



COLLABORATIVE



PROACTIVE



**RISK-
INFORMED**



INNOVATIVE



EQUITABLE

CHAPTER 1: OVERVIEW

Orientation to the Plan

The Citywide Emergency Management Strategic Plan was established in 2013 to meet the vision of the citywide, 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.

The majority of this plan is shaped with input from the City's Strategic Work Group (SWG), a collaborative body of emergency management professionals within the city and external partners, in coordination with the Office of Emergency Management (OEM). These groups work to streamline and pay close attention to the implementation of various goals and objectives. The planning process is iterative and evolves to ensure outcomes are clearly defined and ongoing emergency management activities are taken into consideration when managing workloads and prioritization.

This plan is designed to be practical and functional. It is annually reviewed and adjusted as new strategies are developed, and it recognizes the dynamic nature of government funding and organizational structures. It is also designed to respond to changing priorities, emerging issues, and recognized hazards, such as those identified in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and the Threat and Hazard Identification and Risk Assessment (THIRA).

Strategic Plan Development Process

The 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 takes 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.

Stakeholders participating in the strategic plan process are integral in identifying gaps, developing and prioritizing goals and objectives, implementing tasks and actions, and evaluating performance outcomes.



Stakeholders in Seattle's EM Program.

Plan Structure

The 2024-2026 Strategic Plan consists of five main goal areas reflecting the phases of emergency management: Foundational, Mitigation, Preparedness, Response, and Recovery. This way of categorizing goals is an evolution from the previous version of the plan, which contained three overarching strategic priorities. In the updated version, seven specific goals spanning the five goal areas describe high level aims of the city's emergency management program overall. Each goal is then divided into objectives, which describe different approaches to reach the objective. Strategies are broken into tasks, which contain more specific details such as a general timeframe for implementation, departmental responsibility, and appropriate milestones for tracking success. Tasks generally pertain to staffing and training, planning, and emergency operations center support, but work expands beyond these categories as well. The overall goal structure and its levels can be visualized in Figure 2.

GOAL AREAS



Figure 1: The 5 Goal Areas in the Strategic Plan.

Once goals, objectives, strategies, and tasks are decided upon, Emergency Support Function (ESF) departments delineate their work plans to align with the general work plan the strategic plan produces. ESF plans are lead by designated departments, whereas the strategic plan is a high-level, citywide

guiding document. While the strategic plan does delineate specific tasks, it is important to acknowledge that the existence of many ongoing and routine bodies of work, which are needed to sustain and maintain a comprehensive emergency management program, may not be captured. Departments across the city may their own emergency management plans, specific to their department-level emergency management goals and activities that are not necessarily pertinent to the city's overall emergency management programming. Thus, while there is overlap between the ESFs, departmental emergency management plans, and the strategic plan, each plan serves a separate purpose.

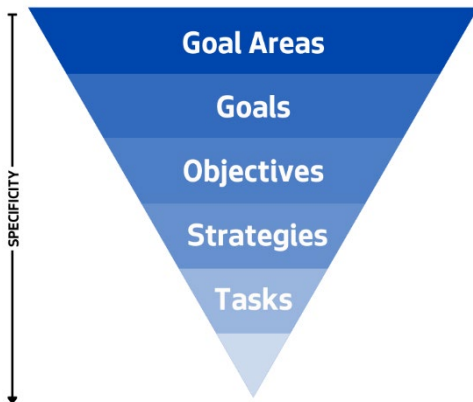


Figure 2: The structure of Strategic Plan Goals.

Implementation and Maintenance

Authority

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 citywide emergency preparedness.

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

Maintenance Cycle

Through OEM’s leadership, the Strategic Work Group (SWG) and the Disaster Management Committee (DMC) 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 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 become the DMC’s overall Work Plan.

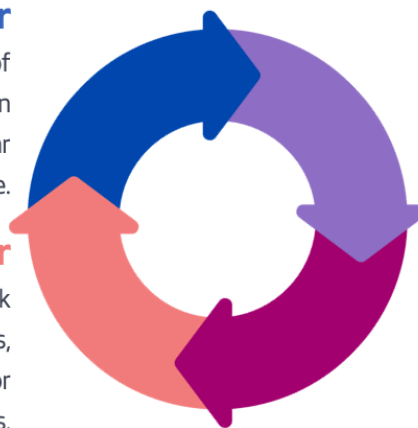
The OEM, SWG, DMC and overarching insight through the Emergency Executive Board (EEB), routinely review, discuss, adapt, and evaluate the Strategic Plan work items and priorities. The SWG and OEM are the primary entities who manage the work, progression, and completion of the identified goals. If high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

Q4: October - December

OEM begins the process of documenting the Strategic Plan accomplishments for the given year and updating goals for the next cycle.

Q3: July - September

OEM and stakeholders continue to work on existing Strategic Plan items, evaluate progress, and modify and/or adjust the remaining year priorities.



Q1: January - March

OEM reviews the respective Strategic Plan deliverables identified for the upcoming year with the DMC. The adopted DMC plan is submitted to the Mayor and the Emergency Executive Board for review and adoption.

Q2: April - June

OEM convenes key stakeholders and partners to review the existing Strategic Plan, evaluate the progress and modify and/or adjust the remaining year priorities.

Figure 3: The Strategic Plan typical maintenance cycle.

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

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

Of note, due to staffing changes within OEM, the 2024-2026 planning cycle was altered slightly, with the initial workshop taking place in early January 2024. This was followed by subsequent workshops throughout January and early February to solidify objectives, strategies, and tasks. The final version of the strategic plan was approved by the Emergency Executive Board (EEB) on June 13, 2024. OEM intends to return to the standard review cycle for the 2025-2027 plan review.

CHAPTER 2: HAZARD AND EVENT OUTLOOK



**Cybersecurity &
Election 2024**



**FIFA World Cup
2026**



**Asylum Seeker
Support**



Tsunami Planning



Climate Change

The strategic planning process identified five issues or events in the next three years that will require special attention and consideration. They include Seattle’s partial hosting of the FIFA World Cup in 2026, tsunami planning, cybersecurity in relation to the 2024 General Election, support for migrants and asylum seekers, and climate change.

Cybersecurity and Election 2024

2024 is a general election year, with US Senate, US House of Representatives, and presidential candidates on the November ballot. The Cybersecurity Infrastructure and Security Agency (CISA) has already warned election officials of potential generative AI-related threats that could harm election security and integrity such as deepfake videos, voice cloning, and AI-altered images. The City is preparing for threats, such as cyberattacks on IT software and other critical infrastructure. In 2024, hostile foreign governments and domestic terrorists may use cyber-attacks as a way to undermine confidence in government and foment instability.

2026 FIFA World Cup

Seattle is one of several cities across the United States, Mexico, and Canada hosting Men’s FIFA World Cup games in 2026. A total of six games will be held at Lumen Field in the SoDo neighborhood, with the international spectacle expected to draw an estimated 400,000 to 750,000 visitors to the city. Given the expected influx of tourists and attendees, the City is already discussing event preparation and coordination. This includes creating a citywide reunification plan that is applicable for a range of hazards, including large events such as the World Cup, as well as creating event-specific training and exercises for city employees.

Support for Asylum Seekers and Migrant Arrivals

The Seattle region is seeing an increase in migrants arriving to the area seeking asylum. The issue became particularly pronounced in the October of 2023, when a church in Tukwila saw over 300 migrants arrive seeking shelter and assistance, many of which came from Venezuela and Angola. The sudden surge of migrants led the City of Tukwila to declare an emergency in the hopes of securing funding and shelter for families. As of January 2024, many families are still living in camps awaiting news on asylum status. The City of Seattle expects and is preparing for situations like that in Tukwila to occur more frequently as political and climate related instability increases globally and is actively working on short-term and long-term plans.

Tsunami Planning

Tsunamis are one of Seattle's highest consequence threats. The City's most significant tsunami hazards are due to earthquakes and landslides, with the greatest tsunami risk being shoreline along Elliott Bay and Sodo. While infrequent, tsunamis pose a significant threat to watercraft, tourists, and the general population. The Office of Emergency Management is in the process of creating and disseminating a Tsunami plan, which establishes evacuation routes for vulnerable areas around the city. A key component of plan implementation includes community engagement with local businesses within tsunami inundation zone(s) and socialization of the plan with the public.

Climate Change

Climate change presents Seattle with many challenges, such as flooding, summer heat and drought, rising sea levels, heightened wildfire risk, and declining snowpack. Seattle will also experience indirect impacts. These may include higher commodity prices, increased migration, and increased economic and political instability across the globe. Emergency management plays an important role in preparing for and managing the impacts of climate change. More frequent and intense natural disasters will lead to more events requiring emergency response and recovery efforts. Furthermore, leveraging hazard mitigation planning, a component of emergency management, can increase overall community resilience to climate hazards through targeted infrastructure investments and improvements. The burden of climate change impacts will not be shared equally across the city; certain populations such as those impacted by systemic and institutionalized racism, non-English speaking residents, and residents experiencing homelessness are more vulnerable to climate-related extreme events. It is imperative that city emergency management plans regarding climate change keep social equity and environmental justice at the forefront.

CHAPTER 3: PROGRAMMATIC HIGHLIGHTS AND ACCOMPLISHMENTS

Unreinforced Masonry (URM) Retrofit Program

The Seattle Department of Construction and Inspections (SDCI) continues to work towards seismically retrofitting the City's estimated 1164 unreinforced masonry (URM) buildings. URMs are particularly vulnerable to structural damage or collapse in the event of an earthquake as they were not built with modern building codes. Highlights from the URM Program in 2023 include:

- Updating the URM Retrofit Technical Standard, which establishes two pathways for URM retrofits; the code-based method and the Alternate Method, which is similar to California's "Bolts+" Method.
- The declaration of Resolution 32111 by City Council, which directs SDCI to create a voluntary URM Retrofit Ordinance using the URM Retrofit Technical Standard.
- Meeting with Congresswoman Pramila Jayapal to discuss opportunities to increase access to federal funding for seismic retrofit projects.
- Meeting with the Federal Emergency Management Agency (FEMA) National Advisory Council to discuss the challenges associated with accessing FEMA grant funds for earthquake risk reduction projects.



Figure 4: City of Seattle URM program staff visit with Congresswoman Jayapal. (Photo: SDCI)

Heat and Smoke Planning and Mitigation

The City's new Heat and Wildfire Smoke Annex was completed and approved in June 2023 ahead of summer and smoke season. The plan was developed through the Strategic Work Group in coordination with City and external partners. The plan utilizes the National Weather Service's new Heat Risk prototype, which assesses heat impacts on the public based on factors including temperature seasonality, local heat acclimatization, heat retention in the built environment, overnight cooling, and the duration of a heat event.

Major League Baseball All-Star Week Planning and Activation

In July 2023, for the first time since 2001 (and only the third time in Seattle Mariners Team history), the City of Seattle played host to Major League Baseball's (MLB) All-Star Week. This multi day event included the MLB All-Star Game, the Homerun Derby, the inaugural HBCU Swingman Classic, and the MLB Draft. Outside of the event area, additional activities and attractions were set up by the City of Seattle and private businesses. In the weeks and months leading up to the All-Star Game events, Seattle prepared to greet over 100,000 fans and visitors. T-Mobile Park hosted sellout crowds of over 47,000 people for both the Homerun Derby and the All-Star Game with many more people turning out around the city to participate in All-Star Game events and activities. The EOC was activated in-person on July 10th and July 11th, and the OEM facilitated daily coordination calls on July 7th, 8th, and 9th, to ensure agency partners were ready to respond to any event-related incidents.

Seattle's emergency management partners, led by ESF-6 Mass Care lead Seattle Human Services Department, developed and trained partners on a reunification plan as a contingency for a mass casualty incident that might separate families and visitors during All-Star Week events. OEM, in coordination with MLB and government agencies, also developed a tabletop exercise (TTX) for response agencies to discuss event scenarios and contingency plans.

South Park Flood Mitigation and Recovery Planning

In late December 2022, the South Park neighborhood experienced localized flooding which impacted multiple households and businesses. The primary cause of the flooding was the overtopping of the Duwamish River caused by King Tides (large tidal exchanges producing extreme high tides) that exceeded their predicted tide height due to the presence of an extreme low-pressure weather system. Over 45 homes and businesses were impacted.

In response to the flooding, the City undertook multiple planning, mitigation, and training projects designed to prevent flooding and better support community recovery in the future. This work included:

- SPU updated and implemented their South Park Emergency Response Plan to better support response teams and the community.
- SPU installed new pumps in the area to prevent flooding and used them successfully during subsequent King Tide events.
- OEM leveraged the Community Safety Ambassador program and community partners to develop in-language, targeted alert and warning messages ahead of future King Tide events.
- City of Seattle and community partners developed new coordination structures, procedures, and tools to assist with community recovery during localized emergencies. These structures and tools will be incorporated into updates to the ESF-14: Transition to Recovery annex, Disaster Recovery Framework, and other emergency response and recovery plans.

Exercises and Drills

Every year, departments participate in department-level and citywide exercises and drills. These drills test emergency response and coordination plans and give emergency managers and our partners an opportunity to gain experience in response before a disaster.

South Park Flooding Tabletop Exercise

In December of 2022 and early January 2023, the City of Seattle responded to flooding in the South Park Neighborhood of Seattle. This flooding was caused by a novel set of factors that led to the Duwamish River overtopping its banks and flooding over two-dozen homes and businesses. The After-Action Report developed by OEM called out the need for a plan that clearly defines the response structure of departments responsible for leading the response and recovery efforts for this new and recurring hazard. OEM led the development of a new concept of operations (ConOps), working with various other city departments. To help validate this new ConOps, OEM hosted a tabletop exercise in October of 2023 for city and county emergency responders to walk through the emergency response and recovery for a very similar type of event that would cause flooding in the same area. Using two different modules, city responders walked through how they would prepare for a forecasted flooding event, and what steps they would take to prioritize response and resources should flooding in the area occur.

MLB All-Star Week Tabletop Exercise

In preparation for the 2023 MLB All-Star Game held in Seattle during the month of July, Seattle OEM facilitated two tabletop exercises for city emergency managers and partner stakeholder groups.

Held in April, the first tabletop exercise was held specifically for City of Seattle offices and departments with roles during emergency response. The scenario centered around an explosion at T-Mobile Park with the exercise focusing on immediate actions taken by first responders, and the types of patient tracking and family re-unification that would happen in the hours and days following a mass-casualty incident. The exercise helped define the additional planning for reunification needed before the All-Star Game events would take place later in July.

In June, Seattle OEM brought together a larger group of participants from the City of Seattle, along with county, state, and federal emergency response players (this included the FBI, Cybersecurity and Infrastructure Security, Washington State Patrol, and other regional partners). The second tabletop focused responders on a complex, coordinated terror attack (CCTA) during the Home Run Derby when over 40,000 people were anticipated to be in the stadium area for this major event. This exercise covered existing plans for ensuring event safety, while also giving emergency responders an opportunity to rehearse plans for coordination of response, resources, and public information during a high stress, fast moving, complex incident.

The Great Washington ShakeOut Drill

On October 19, 2023 thousands of Washingtonians and millions of people around the world participated in the Great ShakeOut Drill. Seattle Parks and Recreation was one of 42 local government agencies that participated in the drill, with over 1500 SPR staff actively participating in the drill. The drill utilized the AlertSeattle mass notification system and tested the department's updated Fire, Safety, and Evacuation plans and rally point safety checks.

BRIC and Mitigation Grant Awards

The Office of Emergency Management applied for and received grant funding for four projects in 2023 under FEMA's Hazard Mitigation Assistance (HMA) Program. This is a competitive grant program that funds cost-effective projects that reduce our vulnerability to natural disasters, including the impacts of climate change. Two of the mitigation projects provide funding to seismically retrofit the Hiawatha Community Center and the Good Shepherd Center South Annex, which are unreinforced masonry buildings prone to collapse in the event of an earthquake. The first project will be completed in conjunction with Seattle Parks and Recreation and the second in partnership with Historic Seattle, a not-for-profit Public Development Authority. Two mitigation projects to protect Seattle City Light infrastructure were also awarded, including a transmission tower retrofit project to mitigate landslide risk, and a defensible space project to protect the Cedar River Watershed from wildfire. This is the first wildfire mitigation grant approved for FEMA funding on the West side of the Cascades in Washington state. All four projects are expected to begin construction work in 2024.

An additional FEMA grant award was funded in February 2024, which will fund a Lower Duwamish sea level rise scoping project. This project builds on funded City of Seattle work to develop a vision and conceptual design, to create preliminary designs, cost estimates, and an implementation plan for constructing multi-purpose sea level rise protection infrastructure in the industrial area of the South Park neighborhood. This area is a disadvantaged neighborhood and is the highest-risk area in the City of Seattle for sea level rise inundation.

CHAPTER 4: GOALS, OBJECTIVES, AND STRATEGIES

The following goals, objectives, strategies and tasks were identified in coordination with emergency management program partners and reflect Citywide Emergency Management Program activities for the years 2024 – 2026. Department-level activities (i.e. internal training, internal planning) are not captured in this document.

FOUNDATIONAL – GOAL 1 Maintain a Citywide, Comprehensive, Risk-Based Emergency Management Program.

Objective 1A: Advocate for a citywide emergency management program that is adequately and sustainably funded to maintain sufficient staffing and resources to meet the needs of the city before, during, and after disasters.

Strategy 1A-1: Advocate for sustainable funding to support budget needs and requests through relationships with new and existing City Council members, policy groups such as EEB, and other policy avenues.

Tasks	2024	2025	2026	Key Departments
Develop a citywide Emergency Management funding strategy leveraging designated funding streams (ex: levies or 1% dedicated revenue from permits similar to 1% for ARTS) to support all phases of emergency management for recommendation to EEB.		X		OEM, SPU, SCL, SDCI
Identify funding sources for planning, operations, training, and exercises in preparation for FIFA World Cup 2026.	X	X		OEM, SPD, SFD, SDOT
Develop briefing materials and talking points for department leadership to support emergency management budget advocacy.	X			OEM

Strategy 1A-2: Research and develop guidance and best practices for small-staffed emergency management programs across city departments to maximize impact and efficacy. Advocate for optimal EM staffing levels citywide and at the department level.

Tasks	2024	2025	2026	Key Departments
Draft internal white paper that describes small, medium, large/operational departments emergency management structure. Includes functional areas and value by role/position.	X			OEM (SWG)
Participate in FEMA/Argonne National Laboratories emergency management program staffing research project, which aims to set national standards for EM staffing minimums and organizational models.	X	X		OEM

Strategy 1A-3: Increase engagement with the Mayor’s Office and other City leaders on Emergency Management issues across the EM Program.

Tasks	2024	2025	2026	Key Departments
Review Departmental engagement structure with EEB to identify ways for departmental EM staff can be engaged at EEB meetings.	X			OEM (SWG)
Find ways to ensure department EMs are prepared to support department leadership for EEB meetings and other policy level decisions.	X			OEM (SWG)

Strategy 1A-4: Work with city finance and policy departments (MO/CBO) to designate rainy-day funding to pay for response costs.

Tasks	2024	2025	2026	Key Departments
Explore policy that would support FLSA-exempt emergency response and emergency management staff during long-term disaster response, including possible 1.0 OT for FLSA-exempt during disasters in alignment with FEMA Public Assistance policy.	X	X		SDHR, OEM
Identify or establish funding sources for emergency translation and interpretation work.	X			OIRA, MOS, OEM

Objective 1B: Facilitate and improve the coordination between city departments throughout all phases of emergency management.

Strategy 1B-1: Increase inter-departmental collaboration outside of response.

Tasks	2024	2025	2026	Key Departments
Identify opportunities for departments to coordinate project development, project applications, and administrative support for relevant grant programs.	X	X		OEM, OIR
Increase citywide cross-trainings and exercises.	X	X	X	OEM
Explore mechanisms for sharing situational awareness outside of EOC activations, such as WebEOC or Slack.	X			OEM
Develop a mass alert platform system requirements matrix and assess current (Rave Mobile) and alternative platforms for procurement.	X			OEM, ITD
Assess current AlertSeattle usage (frequency, type, reliance) by departments for internal communications and alerting.	X			Mayor’s Office
Include CARES team in emergency management program workgroups, including SWG, DMC, emergency coordination calls, AARs, and other EM initiatives.	X			OEM
Update and socialize AlertSeattle use policy and guidance for departments.		X		OEM (pending new lead department)

Strategy 1B-2: Rebuild radio culture across departments to build inter-departmental communication resilience in the event of disasters.

Tasks	2024	2025	2026	Key Departments
SDOT will focus on improving and expanded our radio use culture. SDOT will use training, drills and AAR to assess progress while moving towards exclusive radio use for World Cup response & coordination.	X			SDOT
Develop citywide radio use guidelines/training. Share internal radio use/training documents.		X		Seattle IT (Operating Depts.), ACS

Develop radio training for delivery/sharing through city online training platforms and/or in-person.				X	Seattle IT (Operating Depts.), ACS
Strategy 1C-1: Build relationships with private sector partners, non-profit organizations, and faith-based communities to expand community reach.					
Tasks	2024	2025	2026	Key Departments	
Develop a citywide conference participation program annually. Both attending and presenting. Possibly as part of the training and exercise program.	X	X	X	OEM (SWG)	
Engage with community, businesses, tourism, nonprofits, and other sectors in high-risk tsunami inundation areas, particularly along the Seattle Waterfront, to improve awareness and identify strategies to educate residents and visitors on tsunami safety.	X	X		OEM	
Host EOC open house events for business partners and NGO partners to build awareness of EM, encourage planning, and build relationships.		X		OEM	
Strategy 1C-2: Bridge gaps between city, county, and state level emergency management agencies.					
Tasks	2024	2025	2026	Key Departments	
Increase city participation in WA EMD Catastrophic Incident Planning Team.	X			OEM (SWG)	
Conduct an audit participation of existing EM coordination committees, work groups, and other cross-jurisdictional bodies and develop a plan to share information from those groups among Seattle EM partners.	X			OEM (SWG)	
Objective 1D: Develop plans, policies, and capabilities to ensure continuity of government operations and essential city functions.					
Strategy 1D-1: Support city departmental continuity of operations planning through shared best practices, training, and planning workshops.					
Tasks	2024	2025	2026	Key Departments	
Provide a COOP capacity building mechanism through the COOP Workgroup.	X	X		OEM	
Host COOP workshops throughout the year to support departments in the updating of COOPs.	X		X	OEM	
Provide a COOP template and guidance documents to departments for use in COOP planning.				OEM	
Host a departmental COOP training and drill for department leadership.	X			SPR	
Strategy 1D-2: Establish and maintain programs and plans to facilitate continuity of government and maintaining essential city functions.					
Tasks	2024	2025	2026	Key Departments	
Provide EAS Program Deliverables to labor for negotiation.	X			SDHR	
Implement EAS Program.		X		SDHR	
Survey, track, and maintain employee skill surveys for EAS program.			X	SDHR	
Continue socialization of EAS program.		X	X	SDHR	
Update Citywide Continuity of Government Plan to reflect EAS program.		X		OEM	

MITIGATION – GOAL 2 Sustain and Improve a Citywide Mitigation Program that Enhances the City’s Capability to Withstand Disaster.

Objective 2A: Maintain and improve a hazard mitigation program that addresses priorities, activities, and processes to lessen impacts to the Seattle community and guides mitigation actions and investments.

Strategy 2A-1: Explore opportunities to increase connections between the HMP and other city plans and departments.

Tasks	2024	2025	2026	Key Departments
Communicate need for hazard mitigation, including broadening language to include operational resilience and climate adaptation, to emphasize importance and financial benefits of mitigation investment across city initiatives.		X	X	OEM, OSE, SPU
Explore integration of hazards into other City long-range plans (e.g. Comprehensive Plan, Departmental Plans, Capital Improvement Plan).		X		OPCD
Continue coordination via Hazard Mitigation Work Group meetings.	X	X	X	OEM
Research utility of a City Resilience Officer.			X	OEM
Increase citywide awareness and engagement of CEMP elements, particularly the SHIVA.		X	X	OEM

Strategy 2A-2: Integrate impacts of climate change into the city’s Hazard Mitigation Plan (HMP) during 2027 HMP update.

Tasks	2024	2025	2026	Key Departments
Host kickoff meeting and workshops for HMP updates.		Q1		OEM
Host climate change specific workshops for integration of climate policies into plan.		Q2		OEM
Conduct community outreach as required by HMP guidelines.		Q4		OEM
Complete draft of HMP and send through city approval process.			Q1	OEM
Provide draft HMP to FEMA.			Q2	OEM

Strategy 2A-3: Continue to support city-wide unreinforced masonry retrofit policies.

Tasks	2024	2025	2026	Key Departments
Work with council to pass URM voluntary retrofit ordinance with City Council by 2025.		X		SDCI, OEM, DON, OH, OSE
Collaborate with Seattle Department of Construction and Inspection as they lead development of mandatory URM retrofit ordinance and engage with partners.			X	SDCI, OEM, DON, OH, OSE, OPCD, King County
Refresh and update the existing education and outreach materials and focus on engagement with underserved communities, small businesses, property owners, renters, etc. who operate and/or reside in a URM.			X	SDCI, OEM, DON
Explore strategies including supporting BRIC application development and management as well as other financial resources to support URM retrofitting.			X	SDCI, OEM, OH, OPCD
Continue grant management for Parks & Recreation Hiawatha Community Center (URM) Seismic Retrofit Project.	X	X	X	OEM
Continue grant management for Historic Seattle Good Shepherd Center (URM) Seismic Retrofit.	X	X	X	OEM

Objective 2B: Identify, apply for, and leverage funding and grants for prioritized mitigation projects.

Strategy 2B-1: Find ways to streamline city-wide grant management process.

Tasks	2024	2025	2026	Key Departments
Explore hosting a grant writing workshop to facilitate improved learning and coordination on grant writing in the Emergency Management space.		X		OEM
Study the idea of establishing a city-wide department or division to support grant writing projects for hazard mitigation and improve grants coordination throughout the city.		X		OEM, MYR
Secure additional positions to help OEM and other grant applicant departments with grant management.		X		OEM, MYR

Strategy 2B-2: Apply for grant funding through federal, state, and local grant programs.

Tasks	2024	2025	2026	Key Departments
Identify projects for grant funding within designated zones/districts.	X			OEM
Draft a vision statement for how emergency managers interact with resilience leaders and geographic areas before, during, and after disaster. Reference RSJI code, DVRP, and RCPGP programs.	X			OSE
Leverage already established districts within the City (Duwamish River Valley, CDZR) to maximize mitigation funding opportunities.		X		OEM, SPU

Objective 2C: Partner with subject matter experts to identify, understand, and apply emerging hazards research and mitigation best practices into Seattle’s hazard mitigation program.

Strategy 2C-1: Identify opportunities to connect with the scientific community, outside jurisdictions, and community groups that participate in subject matter working groups for seismic hazards, climate change, etc.

Tasks	2024	2025	2026	Key Departments
Strengthen relationship with University of Washington departments such as Urban Planning, Civil Engineering, and Public Health to facilitate sharing of information on hazard mitigation research and expertise.		X	X	OEM
Host semi-annual programmatic presentations from UW at DMC. Through internships or invite.	X	X	X	OEM
Identify main scientific partners, e.g.USACE, USGS, PNSN, NWS/NOAA.	X			OEM/SWG
Share best practices learned from BCEM work group and other partners.	x	x	x	OEM

PREPAREDNESS – GOAL 3 Establish and Maintain a Systematic Process for Identifying Gaps, Reviewing and Updating Plans, and Soliciting Community-Wide Input on All Our Emergency Management Plans

Objective 3A: Develop and maintain city emergency plans that effectively guide emergency operations during complex incidents and events.

Strategy 3A-1: Update and maintain CEMP plans in line with planning policy and ensure load-balancing for ESF plan revision cycles going forward, ensuring alignment with EMAP standards.

Tasks	2024	2025	2026	Key Departments
Maintain plans and other EM programs within the scope of EMAP standards and update accordingly prior to EMAP recertification in 2026.			X	OEM
Develop CEMP revision and update schedule on a 5 year rotation.	X			OEM (SWG)
Create a shared space within MS Teams or other cloud-based platform to keep/share all plans under the CEMP.	X			OEM

Strategy 3A-2: Evaluate current planning policy update schedule and revise based on planning stakeholders needs and resource availability.

Tasks	2024	2025	2026	Key Departments
Conduct needs and capabilities assessment for current plans under the CEMP.	X			OEM
Update the Seattle Planning Policy to reflect 5 year rotation and prioritized plan revisions.	X			OEM
Distribute and socialize, share CEMP update schedule.	X			OEM

Strategy 3A-3: Develop tsunami response plans and socialize them with the community.

Tasks	2024	2025	2026	Key Departments
Host planning stakeholder meetings to introduce the hazard and plan development process.	X			OEM
Develop planning scope in relation to other hazard/ESF plans.	X			OEM
Draft tsunami response plan.	X	X		OEM
Socialize and approve tsunami response plan.		X		OEM
Develop and implement community outreach and preparedness communications strategy in conjunction with MOS, OEM, SDOT, DON, Waterfront, Seattle Tourism, and other partners to increase awareness about tsunami safety and evacuation route awareness.		X		OEM
Install tsunami evacuation signage in key tsunami inundation zones.			X	SDOT

Strategy 3A-4: Develop a Reunification Plan for large planned events and mass casualty events.

Tasks	2024	2025	2026	Key Departments
Develop a Reunification Plan coordinated with regional partners and building on work done for 2023 MLB All Star Week.	X	X	X	HSD
Identify funding and capacity for a reunification call center.		X	X	OEM, MYR
Train and exercise the Reunification Plan with supporting partners.			X	OEM, HSD

Strategy 3A-5: Re-design CEMP planning templates to meet needs of responders, including topline actionable plan elements and designing for better utility.

Tasks	2024	2025	2026	Key Departments
Conduct a review of best practices and successful planning templates from similar jurisdictions.	X			OEM
Develop a new draft template for feedback from partners.	X			OEM
Implement new template as plans are updated in line with the Seattle Planning Policy.	X			OEM

Objective 3B: Ensure that Updated Seattle Hazard Identification & Vulnerability Analysis (SHIVA) and Threat and Hazard Analysis and Risk Assessment (THIRA) guide our planning, training, exercise, organizing and equipping, and outreach efforts.

Strategy 3B-1: Complete revision of the Seattle Hazards Identification and Vulnerability Analysis.

Tasks	2024	2025	2026	Key Departments
Complete hazard research.	X			OEM
Draft document/feedback chapter review.	X			OEM
Complete hazard ranking draft process.	X			OEM
Create a citation manager for SHIVA.	X			OEM
Obtain SWG/DMC/EEB approval.	X			OEM

Strategy 3B-2: Explore re-establishment and utility of Seattle-specific THIRA with impacted partners and determine appropriate next steps based on assessment. (ALT: Conduct Seattle-specific threat assessments and capability target setting in line with THIRA model.)

Tasks	2024	2025	2026	Key Departments
Conduct cybersecurity and critical infrastructure threat assessment ahead of 2024 Elections.	X			ITD, OEM
Conduct a cybersecurity and system interdependence tabletop discussion.		X	X	OEM
Hold stakeholder meetings to determine staff and resource availability for Seattle THIRA.	X			OEM

Objective 3C: Facilitate a collaborative planning process using a whole-community approach that actively engages with vulnerable communities for feedback and community awareness.

Strategy 3C-1: Develop program to gather community feedback on new and existing plans.

Tasks	2024	2025	2026	Key Departments
Explore hosting regular meetings with community in an office hours format or focus groups.	X			OEM
Develop presentations for sharing with the public that summarize plans.	X	X		OEM
Identify key elements of plans for community feedback based on ESF/department needs and coordinate between departments to reduce redundant outreach to communities and maximize time spent with community.		X		OEM

Objective 3D: Strengthen internal operational policies and procedures to adequately prepare EOC personnel for all-hazards incidents and planned events.

Strategy 3D-1: Update planning section processes and procedures within EOC.

Tasks	2024	2025	2026	Key Departments
Review and update EOC Current Planning Section roles and procedures.	X			OEM
Evaluate placement and role of Damage Assessment (currently Planning Section) within the EOC.	X			OEM
Create or update job aids for Planning Section positions and train assigned staff on the updated procedures.	X			OEM
Create just in time training for updated Planning Section roles and procedures.		X		OEM

Strategy 3D-2: Update and refresh EOC job aids and checklists.

Tasks	2024	2025	2026	Key Departments
Update operational procedures for Joint Information Center in-person activations based on current best practices.	X			OEM/MYR
Update job aids for other sections as needed based on Planning Section updates.	X			OEM
Update job aids for Finance and Admin section based on current city policies and best practices.		X		OEM
Create Just In Time Training on new EOC procedures.		X		OEM

PREPAREDNESS – GOAL 4 Enhance Stakeholder Skills Through Comprehensive T&E Program

Objective 4A: Implement a multi-year training and exercise program that strengthens the City’s ability to respond to, and recover from, complex, catastrophic emergencies.

Strategy 4A-1: Continue to identify needs and offer citywide training for EOC and field-based responders.

Tasks	2024	2025	2026	Key Departments
Provide 1 annual ATC-20 training opportunity in Seattle per year.	X	X	X	SDCI
Deliver ICS-300, 400, and ATC trainings in Seattle annually based on assessed interest and/or need.	X	X	X	OEM, SPU, SCL
Deliver Basic JIC training for communications staff annually.	X	X	X	Mayor’s Office
Deliver JIC Supervisor training for communications leadership and experienced JIC responders annually.	X	X	X	Mayor’s Office

Strategy 4A-2: Conduct an annual citywide training and exercise workshop to assess capabilities and need to update T&E Plan.

Tasks	2024	2025	2026	Key Departments
Operating departments submit their T&E plans to OEM annually for integration.	X	X	X	OEM (SWG) and Depts.
Conduct a training needs assessment annually.	X	X	X	OEM
Update Training & Exercise plan annually to reflect responder training needs and available training opportunities.	X	X	X	OEM

Strategy 4A-3: Work with city departments and other stakeholders to support and promote external training opportunities within the city and with external partners.

Tasks	2024	2025	2026	Key Departments
Build out process for sharing external training opportunities.	X			OEM
Identify external training opportunities to bring to Seattle.	X	X	X	OEM
Create, maintain, and distribute a list of available internal and external training opportunities.	X			OEM

Strategy 4A-5: Work towards functional exercise to prepare for FIFA 2026 World Cup.

Tasks	2024	2025	2026	Key Departments
Offer quarterly EOC exercises for city emergency responders and external stakeholders.	X	X		OEM
Design a functional exercise that tests plans and responder skills related to FIFA 2026 and related hazards.	X	X	X	OEM
Conduct an after-action review process of FIFA 2026 Functional Exercises.			X	OEM

Objective 4B: Implement and manage a EOC position-specific credentialing and qualification program consistent with the FEMA National Qualification System.				
Strategy 4B-1: Continue to work towards 2025 NQS implementation deadline.				
Tasks	2024	2025	2026	Key Departments
Work with Strategic Work Group to codify position task books for EOC positions.	X			OEM (SWG)
Align existing EOC trainings and make modifications to ensure instruction and evaluation of EOC skillsets for Seattle EM responders.	X	X		OEM (SWG)
Publish and socialize NQS credentialing plan for state and EOC partners.		X		OEM
Partner with KOEM NQS implementation team to synchronize qualification review board and other assessment capabilities.	X	X		OEM
PREPAREDNESS – GOAL 5 Increase Community Disaster Preparedness and Self-Sufficiency				
Objective 5A: Increase public understanding of emergency preparedness and resilience through strengthened community partnerships.				
Strategy 5A-1: Develop new relationships with community non-profits.				
Tasks	2024	2025	2026	Key Departments
Continue to partner with 3 regional nonprofits as part of the UASI 22 contract agreement by the end of the UASI 22 Contract.	X			OEM
Reach out to 3 community nonprofits by the end of Q4 2024 that cover language access needs that overlap with the OIRA list of tiered languages but are not covered by CSAs.	X			OEM
Strategy 5A-2: Expand Stop the Bleed Program to be public facing.				
Tasks	2024	2025	2026	Key Departments
Continue working to increase instructor cadre by recruiting 2-3 instructors per year.	X	X		OEM
Continue promoting instructor needs via social media and community contacts.	X			OEM
Partner with non-profits to host public offerings.	X			OEM
Strategy 5A-3: Nurture existing partnerships with governmental agencies to address gaps in preparedness.				
Tasks	2024	2025	2026	Key Departments
Expand partnership with Seattle Housing Authority, including biannual workshops.	X	x	x	OEM
Continue engaging with County, State, and Federal partners such as WA EMD, KOEM, and FEMA Region 10.	x	x	x	OEM
Work with PHSKC to address needs of emergency communication hubs.	x			OEM
Objective 5B: Provide skill-based emergency preparedness education that reinforces and strengthens community disaster resiliency.				
Strategy 5B-1: Continue Stop the Bleed non-profit application program.				
Tasks	2024	2025	2026	Key Departments
Use grant funding to increase instructor kit inventory to have enough kits for 15 instructors.	X			OEM
Increase promotion of non-profit applications through social media.	X			OEM
Strategy 5B-2: Continue preparedness workshops in Seattle communities most vulnerable to earthquakes and flooding.				
Tasks	2024	2025	2026	Key Departments
Hold at least 3 workshops in South Park as a continuation of the 2023 workshops held there throughout Summer and Fall of 2023.	X			OEM
Strategy 5B-3: Expand Youth Emergency Preparedness program.				
Tasks	2024	2025	2026	Key Departments
Launch spring break and summer break disaster camps at city community centers alongside Seattle Parks & Recreation.	X			OEM
Objective 5C: Expand Alert Seattle’s operational utility and community opt-in participation with a focus on vulnerable communities and populations with limited English proficiency.				
Strategy 5C-1: Utilize OIRA city language data to expand in-language outreach and education.				
Tasks	2024	2025	2026	Key Departments
Work with CSAs and interpretation teams to ensure that in-language outreach and education will be culturally competent and relevant.	Q3			OEM
Create at least 3 new in-language presentations.	Q3			OEM
Increase AlertSeattle sign ups, particularly for populations with limited English proficiency.	x			OEM
Request and obtain funding for paid outreach campaigns to increase Alert Seattle reach, including ethnic media.				OEM
Strategy 5C-2: Continue partnership with King County EMS to create in-language sign up materials for Alert Seattle.				

Tasks	2024	2025	2026	Key Departments
Develop material designed to assist limited English proficiency communities through the VPSI (Vulnerable Population Strategic Initiative) culturally competent with special consideration for digital literacy concerns.	X			OEM
Translate AlertSeattle into 3 different languages.		X		OEM
Strategy 5C-3: Improve alert & warning capabilities and reflect them in planning and policy documentation.				
Tasks	2024	2025	2026	Key Departments
Re-establish AlertSeattle Operations Board.	X			Mayor's Office/OEM
Update AlertSeattle policy documentation.	X			Mayor's Office/OEM
Identify ways to better integrate ASL into AlertSeattle capabilities.	X			Mayor's Office/OEM
Develop and deliver updated AlertSeattle technical training for alerting departments.	X			Mayor's Office/OEM
Develop and deliver policy and process training for AlertSeattle training for alerting departments.	X			Mayor's Office/OEM
Improve sign up process for AlertSeattle and update online sign up portal.	X			Mayor's Office

RESPONSE – GOAL 6 Improve the City’s Capabilities to Respond to a Disaster or Planned Event

Objective 6A: Strengthen competencies and familiarity of all EOC responders to support complex disaster response.

Strategy 6A-1: Use EOC activations (planned events) to hone EOC responder skills, conduct drills, and train additional and/or new staff.

Tasks	2024	2025	2026	Key Departments
Develop and deliver a short exercise, drill, or skills training during a planned summer event activation.	X			OEM
Ensure AARs capture responder skills, capabilities, and areas for improvement of EOC training, procedures, job aids, etc.	X			OEM

Objective 6B: Refine the processes of both EOC and departmental planning efforts to enhance incident coordination, common operating picture, and situational awareness for all-hazards.

Strategy 6B-1: Build more specificity and operational benefit into existing EOC documentation.

Tasks	2024	2025	2026	Key Departments
Ensure EOC job aids are aligned with updated action-based EOP planning templates and plans.		X	X	OEM
Ensure EOC job aids include necessary contacts, procedures, codes, etc. for EOC staff to complete tasking.		X	X	OEM
Create EOC just-in-time reference guide (placemat) to assist incoming EOC responders.	X			OEM

Strategy 6B-2: Assess EOC coordination software needs and capabilities and identify opportunities to improve, develop, or acquire new tools.

Tasks	2024	2025	2026	Key Departments
Conduct an EOC software needs assessment for OEM staff and EOC responders.	X			OEM
Research EOC information software tools and their capabilities and match for Seattle OEM EOC Needs.	X			OEM
Coordinate development of SDCI Damage Assessment Tool with City GIS.			X	SDCI, ITD

Objective 6C: Sustain and improve the city’s ability to conduct a unified incident response rapidly and effectively.

Strategy 6C-1: Add emergency management training to both new city employee onboarding process and existing employee training requirements through Cornerstone.

Tasks	2024	2025	2026	Key Departments
Develop employee preparedness and disaster role awareness training based on established policies through EAS Program and 6C-1.			X	SDHR
Promote integration of existing employee preparedness training in Cornerstone into departmental onboarding procedures.	X	X		OEM (SWG)

Strategy 6C-2: Ensure interoperable and redundant communications and technology capabilities are in place to support city-wide response and recovery efforts.

Tasks	2024	2025	2026	Key Departments
Implement new Starlink system for emergency operations including policy and administrative training.	X			OEM
Evaluate communications systems capabilities during exercises and drills.	x	x	x	OEM
Gather departmental data around communication applications and map application use.	x			ITD/OEM

Objective 6D: Develop response capacity to support migrant arrivals.

Strategy 6C-1: Work with City and community partners to identify existing capabilities and gaps in capacity to support migrant arrivals.

Tasks	2024	2025	2026	Key Departments
Identify potential sheltering sites for migrant arrivals.	X			OEM, HSD, OIRA
Work with State, County, and NGO partners to identify funding for migrant arrival support.	X	X		OEM, HSD, OIRA
Update migrant arrival procedures to reflect updated planning and capacity.	X	X		OEM, HSD, OIRA

RECOVERY – GOAL 7 Build the City’s Capabilities to Recover from Emergency and Disaster Impacts.

Objective 7A: Develop actionable City disaster recovery plans expanding upon and operationalizing the Seattle Disaster Recovery Framework.

Strategy 7A-1: Socialize and operationalize the Disaster Recovery Framework across all city departments.

Tasks	2024	2025	2026	Key Departments
Identify department-level opportunities/meetings to train non-EM staff on recovery plans.		X	X	OEM
Bring in experts/those with deep experience in recovery to share best practices and train/engage around disaster recovery.		X		OEM
Host Disaster Recovery Workshops to train EM, policy, elected, etc. staff on updated recovery plans.			X	OEM

Strategy 7A-2: Engage with city departments and community groups or businesses with roles in disaster recovery to identify resources and strengthen recovery planning.

Tasks	2024	2025	2026	Key Departments
Identify and engage key industry and community groups points of contact with roles in disaster recovery contracting or economic recovery.	X			OEM, OED
Identify list of BIPOC/Women-Owned existing city/department contracts with disaster recovery related goods and services.	X			OEM, FAS, SPU

Objective 7B: Ensure plans and procedures are in place to facilitate disaster cost recovery and assistance to communities impacted by emergencies.

Strategy 7B-1: Develop playbooks, job aids, and incorporate Just In Time trainings into staff trainings to ensure city staff understand their role in disaster recovery.

Tasks	2024	2025	2026	Key Departments
Identify key actions, legislation, policy, and other tasking for post-disaster recovery work that aligns with the Disaster Recovery Framework and create job aids or guides.		X		OEM
Update and train relevant stakeholders on PA reference guide.		X		OEM
Develop and distribute a cost tracking, contracting, and financial management guide for departments that maximizes FEMA PA eligibility.		X	X	OEM, CBO

Strategy 7B-2: Identify and build relationships with city employees, the business community, volunteer organizations, and community partners who will be leaders in recovery work.

Tasks	2024	2025	2026	Key Departments
Explore establishment of a Business Operations Center or other paths to engage business and community in recovery operations.	X	X		OEM
Engage local and regional businesses to ensure their capabilities and resources are captured in recovery planning.		X		OEM
Engage major employers in Seattle on disaster recovery and post-disaster retention of local employee base.		X		OEM

Strategy 7B-3: Develop plans for community assistance with race and social justice (DEI) programming.

Tasks	2024	2025	2026	Key Departments
Integrate resilience hubs into Disaster Recovery Framework and recovery coordination structures.		X	X	OEM
Explore establishing an Equity Officer role within the Disaster Recovery Framework.	X	X		OEM

CHAPTER 5: PLAN REVISION CYCLE & PLAN REVIEW AND ADOPTION

The following tables outline the revision cycle of planning documents within the Comprehensive Emergency Management Plan and its supporting documentation. All plans and supporting documents are on a five-year revision cycle unless otherwise specified. Plans can be revised ahead of schedule if there are major changes to policy, capabilities, responsibilities, or hazards.

Strategic and Comprehensive Plan Revision Cycle

Planning Document	Current Version	2024	2025	2026	2027	2028	Plan Owner
Citywide EM Strategic Plan (Annual)	2023	X	X	X	X		OEM
CEMP Introduction	2021		X				OEM
Annex I - Seattle Community Profile	2018	X					OEM
Annex I - Seattle Hazard Identification & Vulnerability Analysis	2019	X				X	OEM
Annex I - Seattle Threat Hazard Identification & Risk Assessment-3 Yr.	2023			X			OEM
Annex II - Seattle Training and Exercise Plan (Annual)	2022	X	X	X	X	X	OEM
Annex II - Emergency Management Planning Policy-3 Yr.	2021	X					OEM
Annex II - Emergency Management Outreach Strategies-3 Yr.	2023		X		X		OEM
Annex III - All-Hazards Mitigation Plan	2021			X			OEM
Annex V - Disaster Recovery Framework (RSFs)	2021		X				OEM
Annex V - Debris Management Plan	2014		X				SPU
Annex VI - Seattle Continuity of Government Plan	2021	X		X			OEM
Annex VI - Seattle Continuity of Operation Plans (3 year)	varies		X			X	COOP Points of Contact

Annex IV - ESF and Incident Operations Plan Revision Cycle

Planning Document	Current Version	2024	2025	2026	2027	2028	Plan Owner
Emergency Operations Plan	2021				X		OEM
ESF 1: Transportation	2021		X				SDOT
ESF 2: Communications	2021		X				ITD
ESF 3: Public Works and Engineering	2021			X			SPU
ESF 4: Firefighting	2021	X				X	SFD
ESF 5: Emergency Management	2021			X			OEM
ESF 6: Mass Care, Housing, and Human Services	2021	X					HSD
ESF 7: Logistics and Resources	2021		X				FAS
ESF 8: Public Health and Medical Services	2021	X					PHSKC
ESF 9: Search and Rescue	2021	X				X	SFD
ESF 10: Oil and Hazardous Materials	2021	X				X	SFD
ESF 12: Energy	2021			X			SCL
ESF 13: Public Safety and Security	2021			X			SPD
ESF 14: Transition to Recovery	2021		X				OEM
ESF 15: External Affairs	2021	X					MAYOR

UPDATE - An update allows for changes (such as name changes to departments) to be made to existing plans without the need for input from a larger stakeholder group or an extended review process.

Updates are not required to go through formal council adoption.

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

Annex IV – Incident and Support Operations Plans

Planning Document	Current Version	2024	2025	2026	2027	2028	Plan Owner
Evacuation Support Operations Plan	2021		X				OEM
Military Support Operations Plan	2021			X			OEM
Alert and Warning Support Operations Plan	2021		X				OEM
Damage Assessment Support Operations Plan (NEW)	--			X			OEM
Winter Storm Incident Operations Plan	2021				X		OEM
Earthquake Incident Operations Plan	2021			X			OEM
Pandemic Incident Operations Plan	2024	X					OEM
Heat and Smoke Incident Operations Plan	2023	X					OEM
Tsunami Incident Operations Plan (NEW)	--	X					OEM

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

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

APPENDICES

Record of Review & Adoption

Meeting / Event	Date	Action
Disaster Management Committee (DMC)	Oct. 24th, 2013	Voted; Approved
Disaster Management Committee (DMC)	Feb. 12th, 2015	Confirmation on 'electronic' vote
Disaster Management Committee (DMC)	Jan. 28th, 2016	Voted; Approved
Emergency Executive Board (EEB)	Feb. 19th, 2016	Voted; Approved
Disaster Management Committee (DMC)	Jan. 26th, 2017	Voted; Approved
Emergency Executive Board (EEB)	Feb. 15th, 2017	Voted; Approved
Disaster Management Committee (DMC)	Jan. 25, 2018	Voted; Approved
Emergency Executive Board (EEB)	Feb. 14, 2018	Voted; Approved
Disaster Management Committee (DMC)	Dec. 20, 2018	Voted; Approved
Emergency Executive Board (EEB)	Jan. 8, 2019	Voted; Approved
Disaster Management Committee (DMC)	Dec. 19, 2019	Voted; Approved
Emergency Executive Board (EEB)	Jan. 8, 2020	Voted; Approved
NATIONAL & INTERNATIONAL COVID-19 PUBLIC HEALTH EMERGENCY	Feb. 2020 to Current	ALL work and staff time in 2020 were focused on COVID-19 response & recovery, as well as responding to the racial/inequality events
Disaster Management Committee (DMC)	Mar. 25, 2021	Voted; Approved
Emergency Executive Board (EEB)	Apr. 9, 2021	Voted; Approved
Disaster Management Committee (DMC)	Feb. 23, 2023	Voted; Approved
Emergency Executive Board (EEB)	Mar. 1, 2023	Voted; Approved
Disaster Management Committee (DMC)	March 28, 2024	Voted; Approved
Emergency Executive Board (EEB)	June 13, 2024	Voted; Approved

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