
Citywide Emergency Management Program Strategic Plan 2025-2027



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: Strategic Priorities	8
Cybersecurity	8
2026 FIFA World Cup	8
Tsunami Planning	8
Climate Change	8
Chapter 3: 2024 Programmatic Highlights and Accomplishments	10
Unreinforced Masonry (URM) Retrofit Program	10
Technology Updates	10
Exercises and Drills.....	12
Departmental Emergency Management Programs	14
Chapter 4: Goals, Objectives, and Strategies	16
Introduction to the Work Plan	16
Work Plan.....	16
Chapter 5: Plan Revision Cycle & Plan Review and Adoption	18
Appendices.....	21

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 2025-2027 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.

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 led by designated departments, whereas the strategic plan is a high-level, citywide guiding

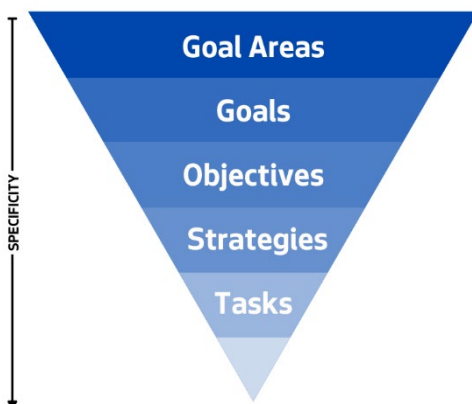


Figure 2: The structure of Strategic Plan Goals.

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 have 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.

GOAL AREAS



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

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 reasonable and applicable citywide become the DMC's overall Work Plan.

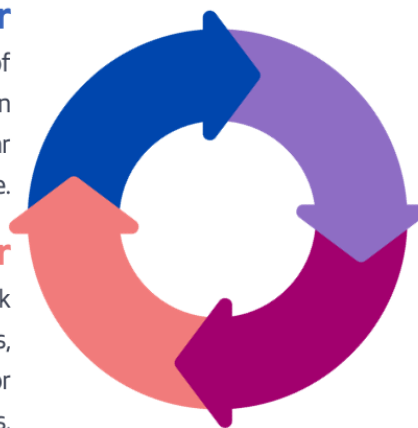
The OEM, SWG, DMC and overarching insight through the Emergency Executive Board (EEB), routinely review, discuss, adapt, and evaluate the Strategic Plan work items and priorities. The SWG and OEM are the primary entities who manage the work, progression, and completion of the identified goals. If high 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.

CHAPTER 2: STRATEGIC PRIORITIES



**FIFA World
Cup 2026**



**Tsunami
Planning**



Cybersecurity



**Climate
Change**

The strategic planning process identified four 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 threats, and climate change.

Cybersecurity

The Seattle Public Library faced an unprecedented cyber ransom event in May of 2024. While the Seattle Department of Information Technology worked diligently to restore systems, the event severely disrupted public services for several months. The Port of Seattle also detected a cyberattack in August of 2024 when an unauthorized person gained access into its computer systems. These are just a few examples of the increasing prevalence of cyber-related attacks that are occurring globally. The City is actively working to prepare and increase resilience to threats such as cyberattacks on IT software and other critical infrastructure.

2026 FIFA World Cup

Seattle is one of sixteen cities across the United States, Mexico, and Canada hosting the 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 over the course of approximately one month. Given the expected influx of tourists and attendees, the City is already coordinating preparations for the event. This includes creating a citywide reunification plan, as well as creating event-specific training and exercises for city employees.

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 its first-ever Tsunami plan, which will identify key response actions and establish evacuation routes for vulnerable areas around the city. A key component of plan implementation includes community engagement with local businesses within tsunami inundation zones and socialization of the plan with the public.

Climate Change

Climate change presents 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. 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.

The City is actively leveraging hazard mitigation planning, a component of emergency management, to increase overall community resilience to climate hazards through targeted infrastructure investments and improvements via grant programs. We are also working diligently to ensure that climate change and its impacts are baked into its plans across departments. This means incorporating the latest climate science into hazard and vulnerability assessments, as well as strengthening our understanding of how these vulnerabilities will evolve as climate change progresses.

CHAPTER 3: 2024 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 unreinforced masonry (URM) buildings. URM buildings are particularly vulnerable to structural damage or collapse in the event of an earthquake as they were not built with modern building codes. Recent research by SDCI has identified 1,100 URM buildings in the city. Of those, 200 have been retrofitted meeting minimum safety standards. Among them is the Good Shepherd Center, which recently completed a seismic retrofit funded through BRIC grant program.

Highlights from the URM Program in 2024 include:

- In February, the URM Program Team facilitated a workshop with building owners and developers to discuss creating a Transfer of Development Rights (TDR) Program to fund future retrofit costs.
- In November, a reduced retrofit standard was codified as part of the adoption of the 2018 Seattle Existing Building Code, designed to reduce the costs of design and construction and reduce probability of collapse in an earthquake. This code adoption also established the minimum retrofit levels to be recognized as "retrofitted" in the City's URM database.
- OEM and SDCI hosted its first ever ShakeOut event in the CID, with over 120 attendees (see photo).
- OEM and SDCI submitted a FEMA Hazard Mitigation Grant (HMGP) application to contract with the National Institute of Building Sciences (NIBS). This contract would bring together lenders, insurers, real estate experts, and impact investors to develop a business case for URM retrofits and financial incentives.
- OEM and SDCI was awarded a FEMA BRIC (FY23) grant to develop pre-calculated benefits for select URM building types located in the CID and Pioneer Square. Further detail can be found in the grant awards section below.
- The URM program was invited to brief the State House Committee on Technology, Economic Development, and Veterans (TEDV) on a proposal for a study on tax incentives for URM retrofits. This proposal was developed in collaboration with the State Seismic Safety Committee, including the State Emergency Management Division, the Department of Commerce, and the Building Owners and Managers Association (BOMA) in 2025.



Figure 4: The Great ShakeOut event in the CID (Photo: SDCI)

Technology Updates

OEM led the City's transition from its own WebEOC to King County's account, requiring considerable coordination and collaboration with county partners to ensure the technology was ready to go during

EOC activations. The re-established AlertSeattle Operating Board updated the AlertSeattle operating procedures and policies.

Citywide, radio operators switched to the PSERN radio network, enabling new bi-weekly 800Mhz radio checks. With the guidance of ITD, the city developed and delivered 800MHz radio training, ensuring all equipment recipients completed the course. Regular testing and exercises were also established to reinforce the use, functionality, and protocol of the 800MHz radio equipment.

Regional Catastrophic Planning Grant Awards

The Regional Catastrophic Preparedness Grant Program (RCPGP) awarded \$541,280 to 20 Puget Sound Communities to begin the process of identifying and designing community-informed resilience hub site locations, resources and programming. The RCPG team works with community partners to help identify and empower current community preparedness and capacity-building efforts as well as provide technical support in finding and accommodating for essential resources gaps. In addition to planning for regularly recurring hazards such as extreme weather, and other smaller hazards community partners are tasked with planning for a potentially catastrophic earthquake, Seattle's biggest natural hazard. Grant recipients will be conducting language-inclusive and culturally competent engagement activities to best capture community planning feedback on trusted community-led gathering spaces which can be adapted to fortify community resilience in future times of disruption. These grant awards represent investment in over 20 distinct community groups, representing 26 languages, enabling for community-informed and facilitated planning of Resilience Hubs to take place across 5 participating Puget Sound counties. Collaboration and information sharing (i.e., lessons learned, best practices, potential resource sharing opportunities) amongst community partners is encouraged as a means of working to develop a Puget Sound Regional Hub Network of hub sites across the Puget Sound.

2024 FEMA Hazard Mitigation and BRIC Grants

OEM secured four Hazard Mitigation Assistance Grant Awards in 2024, totaling nearly \$7 million dollars.

Seattle Lower Duwamish Valley Sea Level Rise Mitigation Project Scoping

In February, OEM secured \$504,401.67 in funding for a sea level rise mitigation scoping project that will be completed by Seattle Public Utilities. The purpose of the project is to create a preliminary (5%) design for a multipurpose Sea Level Rise (SLR) protection project that includes nature-based solutions and advance community resilience in South Park, Seattle. The work includes 1) quantifying the physical impacts; 2) identifying how SLR flood management can integrate nature-based solutions and achieve multiple benefits such as: salmon habitat, public water access, environmental cleanup and recontamination prevention; 3) establishing roles and partnerships that can deliver multiple outcomes; 4) estimating costs to develop a financing strategy with project partners; and 5) completing the technical analysis to enable the City to prepare a future competitive FEMA grant application.

Climate Change Mitigation Strategy Development project

In May, OEM was notified of a new FEMA Hazard Mitigation grant award for OPCD's Climate Change Mitigation Strategy Development project. OEM will manage this \$150,000 planning grant to develop an interdepartmental climate strategy to reduce impacts on vulnerable populations and places. This strategy will strengthen the Seattle All Hazards Mitigation Plan (HMP) as well as create a stronger connection between the HMP and the Seattle Comprehensive Plan.

Seattle Public Library Cooling Centers Project

In June, the State informed OEM that \$5,828,548 in FEMA grant funding had been approved for the Seattle Public Library Cooling Centers Project. Including additional grant management funding, the total award to the City is \$6,119,976. Project costs will be reimbursed at 95% from Federal/State funding.

The Seattle Public Library Cooling Centers Project will upgrade five branch libraries into cooling centers for the public. These buildings - University, Columbia, West Seattle, Queen Anne, and Fremont Branch Libraries – do not currently have air conditioning. This project will mitigate the dangerous health impacts of extreme heat events and wildfire smoke by upgrading mechanical and electrical systems and installing efficient air-conditioning systems. These centers will serve as open places of refuge where the public can escape the heat and breathe clean, filtered air. The project has the dual benefit of expanding cooling center capacity while at the same time reducing the City's reliance on fossil fuels.

This is the first Cooling Center project approved in the State under FEMA Hazard Mitigation Assistance programs. It is also the largest grant award the City has received under this funding program. The Seattle Public Library will be responsible for project management and OEM will manage the grant award in partnership with SPL.

Scoping Grant for URM Retrofit Evaluation and Design project

In December, OEM was notified of a new FEMA Hazard Mitigation grant award for SDCI's Scoping Grant for URM Retrofit Evaluation and Design project. OEM will manage this \$170,447 planning grant in partnership with SDCI. Unreinforced Masonry buildings (URMs) are very vulnerable to damage in a major earthquake, and this grant will be used to develop tools to support the application process for seismic retrofit funding. This is OEM's tenth active FEMA grant aimed at making Seattle more resilient to the impacts of natural hazards.

This scoping grant will support the development of Unreinforced Masonry (URM) retrofit benefit cost analysis (BCA) to evaluate the cost effectiveness of seismic retrofits combined with heat pump conversions. The analysis will focus on four URM building types representing the highest structural and socioeconomic vulnerability in the Pioneer Square and Chinatown/International District neighborhoods of Seattle. Completed BCAs will support future grant applications for the seismic retrofit, and possible climate resilience upgrades, of URM buildings located in Seattle's most socioeconomically disadvantaged areas.

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.

EOC Relocation Drill

In March, Seattle's Office of Emergency Management (OEM) facilitated an emergency operations center (EOC) Relocation Drill for EOC department representatives and emergency management program stakeholders to one of the City of Seattle's alternate EOC locations – the Bill & Melinda Gates Foundation (BMGF) located near Seattle Center. This exercise took place over several hours and included accessing the building via BMGF security staff, a tour of the facility, and a tabletop discussion among responders

about the capabilities of the facility, and what steps emergency management agencies and departments might take to fully utilize the space during an activation of BMFG as an alternate EOC.

EOC HHS Branch Training and Exercise

An EOC Health and Human Services (HHS) Branch training and exercise was held in April by the OEM Training and Exercise Coordinator and the Human Services Department. 35 City, County and other governmental employees who staff or work with the HHS Branch participated. The training reviewed the scope, role and agencies of the Branch with the exercise enabling attendees to strategize how they would coordinate to meet potential HHS Branch objectives during an EOC activation.

FEMA Virtual Reunification Tabletop

A FEMA Virtual Reunification Tabletop Exercise was hosted in May by the Human Services Department and OEM for partners that support the Seattle emergency reunification response. Attendees worked together to respond to questions for a mass-casualty incident. This was the first time that Seattle OEM hosted a FEMA Virtual tabletop exercise, which enables multiple participant sites around the country to assess current plans, policies, and procedures while learning from the other connected sites.

Building Collapse Tabletop

In July, SDCI and the Office of Emergency Management co-facilitated a FEMA-designed tabletop exercise. The focus was on response and recovery strategies in the event of a building collapse in downtown Seattle. Key agencies, including Seattle Fire Department, Human Services Department, Finance and Administrative Services, Public Health–Seattle & King County and Seattle Public Utilities participated. During the exercise, they discussed coordination for response and recovery operations, covering topics such as conducting search and rescue, building stabilization, patient triage, building safety evaluations, street closures, utility shutdowns, air quality monitoring, survivor reunification and death notifications. The overarching goal was to improve agency preparedness, identify gaps in processes and resources, and promote “One Seattle” in response to an incident impacting our community.

Election Cybersecurity Tabletop

In October, Seattle’s Office of Emergency Management facilitated a citywide tabletop exercise centering around election cybersecurity. The scenario explored the impact of potential civil unrest, downed communication strategies, as well as other consequences of election results.

Emergency Food Response Tabletop

An Emergency Food Response Tabletop Exercise was held in October by the Seattle Human Services Department with the support of the OEM Training and Exercise Coordinator. 40 governmental and non-governmental partners participated. The unique exercise included local food providers serving the community, such as food banks, to City, County, and State staff involved with food programs, logistics and emergency management. The group worked through how they would respond and coordinate together in an earthquake scenario.

ATC Training

The Seattle Department of Construction and Inspections offered ATC-20 training this year to 50 city employees, which qualifies professionals to conduct safety evaluations of buildings following

earthquakes. These evaluations and placards are used in planning and executing evacuation, re-entry, and rebuilding strategies, and are a critical component to earthquake response and recovery.

ICS Training

With the help of Training and Exercise Coordinator Jordan Bright, the City offered a new ICS training course, combining ICS 100, 200, and 700. Approximately 60 city employees took part in the course last year, thanks to a crew of new ICS instructors: Brittany Barnwell (Seattle City Light), Eric Aughtry (Seattle Public Utilities), Catherine Middleton-Hardie (Seattle Auxiliary Communication Services), and Elenka Jarolimek (Seattle Department of Construction and Inspections).

Departmental Emergency Management Programs

Seattle Department of Construction and Inspection (SDCI)

SDCI obtained preliminary project support funding to develop beta version of the Damage Assessment Mobile Application. Additionally, SDCI restarted their SDCI Duty Officer program, which assigns a staff member available to receive calls 24/7 for emergency building inspections. This is particularly important for ensuring a safe response for situations like vacant building fires. The department furthermore assigned staff to an SDCI Incident Management Team and established an emergency management training and exercise program to support department operations, the Emergency Operations Center, or serve as Building Safety Evaluators.

Seattle Public Utilities (SPU)

Michael Godfried, Planning Coordinator, completed the first Drainage and Wastewater Line of Business Emergency Response Plan. Eric Autry, Training and Exercise Coordinator, led the planning and facilitation of two major interagency exercises, the Tolt Tabletop Exercise in September and the Tolt Functional Dam Failure Exercise in October. Ty Barrett, Logistics Coordinator, deployed additional Starlink auxiliary communication devices to critical work groups like watershed protection to enhance communication performance and resiliency. SPU Emergency Management also partnered with SPU Security and SPU SCADA (Supervisory Control and Data Acquisition) to perform a holistic vulnerability assessment at critical facilities with the federal Cybersecurity and Infrastructure Security Agency.

Seattle Department of Transportation (SDOT)

In May, SDOT published an updated Vision Zero Action Plan to take tangible steps towards improving safety for every Seattleite when they travel. Cities across the country have experienced a tragic increase in motor vehicle related injuries and fatalities since the beginning of the COVID pandemic in 2020. Washington State traffic deaths reached a 33-year high in 2024. SDOT's Vision Zero Action plan goal is to end traffic deaths and serious injuries on city streets by 2030. It embraces a culture of care and dignity for everyone who uses Seattle's streets and is built on the US Department of Transportation's safe system framework for transportation safety.

Seattle voters passed the largest levy in City history in November 2024. This transportation levy will provide funding for SDOT's bridge & structures maintenance (including seismic upgrades and operating system upgrades on moveable bridges), arterial street maintenance, transit corridor improvements, freight network improvements, traffic signal upgrades, pedestrian & bicycle safety, and Vision Zero, school & neighbor safety improvements, and invest in climate change mitigation. A safe and reliable

transportation system not only increases Seattle's resiliency and livability but aids the economy and assists all emergency response efforts and the hosting of large-scale special events.

Seattle Information Technology Department (ITD)

ITD designed, developed, conducted, and evaluated an application recovery exercise of CiviForm, filling a cybersecurity insurance commitment. The CiviForm application simplifies the process for Seattle residents and community-based organizations to find and apply for City discount and benefit programs. The tool has been adopted by other city, county, and state governments. As a result of the exercise, a playbook for recovering and restoring the application was created and shared with other jurisdictions using the application. CiviForm was named one of the 50 most transformative smart projects of 2023 by Smart Cities Connect. Other highlights from ITD in 2024 include identifying, training, and organizing ITD staff for EOC deployment, conducting a cybersecurity awareness training for DMC, providing incident response support for the Seattle Public Library ransomware attack, and conducting a cybersecurity exercise with their managed security partner and ITD Security Operations.

CHAPTER 4: GOALS, OBJECTIVES, AND STRATEGIES

Introduction to the Work Plan

The following goals, objectives, strategies and tasks—collectively referred to as the work plan—were identified in coordination with emergency management program partners and reflect Citywide Emergency Management (EM) Program activities for the years 2025 – 2027.

The work plan captures specific initiatives and programs over a three-year period, however much of the work done by City emergency managers is recurring, ongoing, and department specific. Goals within the work plan are organized into five categories: Foundational, Mitigation, Preparedness, Response, and Recovery. In addition to these five standing goal categories, work related to preparations for the FIFA World Cup in 2026 have been organized into a separate goal area for ease of navigation.

Foundational

Foundational work impacts every phase of emergency management, spanning across departments and disciplines. This work involves policy, budget, staffing, and other issues that underpin our work. A core goal of Seattle’s EM Program is to find ways to expand Citywide and departmental emergency management programs by increasing funding, staffing, and policy support.

Mitigation

Reducing the impacts to life, property, and the natural environment before a disaster improves response and recovery outcomes. Mitigation work within the scope of emergency management often overlaps with climate resilience, infrastructure improvements, and environmental justice. The Citywide EM Program is always seeking opportunities to expand mitigation work through partnerships, grant funding, policy, and budget advocacy.

Preparedness

Preparedness encompasses a significant amount of the work done by Seattle’s emergency managers: planning, training, exercises, and community outreach. This work includes delivery of standard required training like ICS and ATC20, maintenance of the Comprehensive Emergency Management Plan in line with Emergency Management Accreditation Program standards and building partnerships with community partners.

Response

When an emergency does happen, it is critical that the city’s emergency managers have the training and resources they need to support the city’s response. Work categorized under response focuses on EOC readiness and capacity building for our response capabilities.

Recovery

Disaster recovery is a complex process that involves all levels of government and the whole community. Ensuring plans, policies, and partnerships are in place to set Seattle up for successful disaster recovery is an essential function of the City’s EM program.

Work Plan

The following tables capture the projects and initiatives the Citywide EM Program will focus on in addition to ongoing, continuous programmatic work.

[Work Plan Placeholder – See Excel PDF]

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	2025	2026	2027	2028	2029	Plan Owner
Citywide EM Strategic Plan (Annual)	2023	X	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			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	X				OEM
Annex V - Debris Management Plan	2014	X				X	SPU
Annex VI - Seattle Continuity of Government Plan	2021		X				OEM
Annex VI - Seattle Continuity of Operation Plans (3 year)	varies	X				X	Departments

Annex IV - ESF and Incident Operations Plan Revision Cycle

Planning Document	Current Version	2025	2026	2027	2028	2029	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	X	SFD
ESF 5: Emergency Management	2021		X				OEM
ESF 6: Mass Care, Housing, and Human Services	2021	X				X	HSD
ESF 7: Logistics and Resources	2021	X					FAS
ESF 8: Public Health and Medical Services	2021		X			X	PHSKC
ESF 9: Search and Rescue	2021	X			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				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	2025	2026	2027	2028	2029	Plan Owner
Evacuation Support Operations Plan	2021	X				X	OEM
Military Support Operations Plan	2021		X				OEM
Alert and Warning Support Operations Plan	2021	X				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				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
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
Disaster Management Committee (DMC)	Feb. 27, 2025	Voted; Approved
Emergency Executive Board (EEB)	March 4, 2025	Voted; Approved

Stakeholders	
American Red Cross	Office of Planning & Community Development
Amtrak	Office of Sustainability & Environment
Building Owners & Managers Association	Northwest Healthcare Response Network
Business/Private Sector	Office of Civil Rights
Cybersecurity and Infrastructure Security Agency	Office of Economic Development
City Attorney's Office	Office of Emergency Management
City Budget Office	Office of Foreign Missions
City Clerk's Office	Office of Housing
City Council	Office of Immigrant & Refugee Affairs
City Light	Office of Intergovernmental Relations
Community Assisted Response and Engagement (CARE)	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	